



COMMUNITY PLANNING SERVICES FOR THE COMMUNITY VIBRANCY PLAN FOR ALISAL/EAST SALINAS NEIGHBORHOODS

CITY OF SALINAS
JUNE 8, 2016



RESPONSE TO REQUEST FOR QUALIFICATIONS

Community Vibrancy Plan for Alisal/East Salinas Neighborhoods

PROPOSAL SUBMITTED BY:

RAIMI + ASSOCIATES

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Principal-in-Charge

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Submitted to: City of Salinas

Contact

Lisa Brinton, Senior Planner

Community Development Department

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65 West Alisal Street (Second Floor)

Salinas, CA 93901



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01. COVER LETTER

June 8, 2016

Lisa Brinton, Senior Planner
City of Salinas
Community Development Department
65 West Alisal Street, 2nd Floor
Salinas, CA 93901

Subject: Proposal for Alisal/East Salinas Community Vibrancy Plan

Dear Ms. Brinton,

Raimi + Associates is honored to submit our proposal to work with City of Salinas on the transformation of the Alisal neighborhood through the Alisal/East Salinas Community Vibrancy Plan. Not only does this project have the potential to significantly advance the on-going physical evolution of the Alisal, but it will be an important milestone in healing historic institutional-community inequities and allowing the incubating social and cultural renaissance to truly blossom.

To supplement our efforts on the planning process, Raimi + Associates has assembled an exceptionally qualified team which includes some of the most creative, qualified thinkers in the country. Our team's role on the project will be not only to prepare the Vibrancy Plan, but also to provide creative, 360-degree thinking on how the Alisal/East Salinas Neighborhood can be transformed into a truly unique place that is a model of revitalization. Our team includes the following firms:

- **Raimi + Associates** will serve as project lead and point of contact for the City, bringing our unique specialty in community planning that emphasizes health, equity, sustainability, and innovative community engagement/participatory planning. In 2015, Raimi + Associates was awarded the distinction of best "Emerging Planning and Design Firm" by the National American Planning Association.
- **PlaceWorks** will bring urban design and development expertise to the project with a focus on place making, streetscape design, illustrative concepts, and related guidelines and regulations.
- **Nelson\Nygaard** will support the project by analyzing transportation conditions in Alisal, developing solutions for local mobility, leading the multi-modal design efforts, and helping participants understand the tradeoffs between different streetscape and roadway treatments.
- **Urban Transformations** specializes in main street revitalization, BID assessment and administration, and supporting small business development. UT will bring a tried and true holistic approach to revitalizing commercial districts and engaging merchants and shoppers to develop an implementable economic development strategy.

Raimi + Associates and our team members bring the following unique qualifications to the project:

- **Emphasis on Racial Equity.** All of our team members share our mission-driven commitment to addressing equity concerns in the communities we work in. We all have equity at the core of our firm philosophies and we have extensive experience working in Salinas as well as other Latino, urban-rural, low-income communities across the State. We specialize in identifying and addressing the systemic and root causes of neighborhood challenges.
- **Health Planning Expertise.** R+A is a state-wide leader in developing policies relating to public health and wellness – in fact, we have developed more health elements than any other planning firm in the State. Developing healthy communities is our priority, and we have completed many plans and policies focused on

health (including General Plan elements), taught extensively on the topic, and written educational publications. We have prepared Health Elements and/or healthy development checklists for nearly two dozen communities across the State, including in Oakland, South Gate, Coachella, Delano, Lynwood, Los Angeles, Riverside County, Southeastern San Diego, Santa Clara County, Encinitas, El Monte, and many others.

- **Sustainability focus.** R+A has built its reputation on being focused on promoting sustainability, and our well-known sustainability expertise ranges from health assessments to community outreach plans. A commitment to address climate change is central to our work. We have prepared climate action plans, GHG inventories, and sustainability master plans
- **Creativity.** Our firms are known as creative thought leaders who work on complex planning, design and engineering projects. We have a successful track record of bringing such projects to completion, with a multitude of satisfied clients and awards to show for our efforts.
- **Facilitation, engagement, and public education.** Our team takes pride in implementing inclusive and transparent facilitation, outreach, and engagement efforts as we believe that each participant is an expert in their community. Our approach is based on providing multiple avenues for participation. This inclusive process has resulted in a track record of achieving community consensus that results in lasting change. We believe in interactive, multi-lingual activities that engage and attract residents who would normally be excluded from planning processes.
- **Close coordination with staff.** Our team has a demonstrated ability to work closely and quickly with staff and meet deadlines. A hallmark of our team approach is to establish strong working relationships with staff to ensure that we are responsive to their needs. We are adaptable, and enjoy working with our clients and the communities we serve. Because of our existing trust and proven track record with many City staff, we can hit the ground running.
- **Strong Project Management.** Our team's senior staff are heavily involved with projects on a daily basis, bringing a wealth of experience and creativity from similar projects in the Bay Area and beyond. Our aim is to ensure our clients' goals are incorporated into the project and that the project is implementable. We have established a project management approach that is based on a strong commitment to clear communications and coordination with our clients. Our approach is based on proactive, regular client interactions and we facilitate regular progress reports, conference calls, and meetings to discuss objectives, schedule and work progress to-date, and to address budget concerns.

This is no ordinary RFP for our firm. Salinas' Alisal has become a second home for the project's Deputy Project Manager, Beth Altshuler and is the hometown of our Community Engagement Specialist, Lucina Navarro. IN September 2013, The California Endowment contracted with R+A to serve as an intermediary between the City's Economic Development Element Project Team and Building Healthy Communities – East Salinas (BHC). Since then, R+A has provided ongoing technical assistance and capacity building to BHC and the Monterey County Health Department (separate contract) in the realm of equitable land use planning, Health in All Policies, and data and policy analysis. Working as a consultant to a community collaborative has changed our firm's perspective on and approach to community engagement and policy writing. Over these three years, we helped facilitate the development of a trusting and symbiotic partnership between the City and BHC. As the mutual trust grew, R+A's role was able to transition from intermediary to technical backbone support.

R+A and BHC's contributions to the EDE process and policy document were critical in creating the justification for and showing the path toward "Governing for Racial Equity". The Salinas GRE case study *Building the We* cites the funding of the Alisal Vibrancy Plan as the first GRE win. So inspired by Salinas' GRE story, the full Raimi + Associates staff will be attending a private Governing for Racial Equity training next month. We have become better planners

because of the passionate people in East Salinas and we would love the opportunity to co-create a uniquely Alisal plan to pave the road toward equity and improved quality of life.

Following this cover letter is the information requested in the RFP, including firm descriptions, relevant projects, staff members, client references, a scope and approach, budget estimate, a schedule, and attachments. We hope you find our proposal as appealing as we find the opportunity to work with the City of Salinas.

Raimi + Associates is happy to work the City to discuss cost, scope of work, and estimated timeline. We welcome the opportunity to discuss this in detail and collaboratively create a work plan that achieves your desired outcomes and fits within your budget. Should you have any questions, please feel free to call me or Beth Altshuler, Senior Associate, at your convenience. Beth can be contacted at beth@raimiassociates.com or 510-200-0522.

Sincerely,



Matt Raimi, AICP, LEED AP
President and CEO
510-200-0520 | matt@raimiassociates.com
2000 Hearst Ave, Suite 400
Berkeley, CA 94709





02. EXECUTIVE SUMMARY

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Raimi + Associates has prepared a comprehensive proposal for the City of Salinas to complete the Alisal/East Salinas Neighborhoods Vibrancy Plan. As requested in the RFP, Raimi + Associates (R+A) has provided nine sections including a Cover Letter, Lead Contact information, and this Executive Summary. Our proposal also includes;

4 PROJECT TEAM

Our Team Roles

This section outlines our complete project team, team organization chart, key staff bios, and full resumes for our proposed team.

5 FIRM AND EXPERIENCE QUALIFICATIONS

Firm and Project Experience

This section includes firm history and experience for Raimi + Associates, PlaceWorks, Nelson\Nygaard, and Urban Transformations.

Our team has worked extensively on similar projects and has the necessary skills, experience, and creativity to work with the City of Salinas to work with the public and other stakeholder to create a state-of-the-art document that will meet current planning issues and address evolving community values. Key projects include Building Healthy Communities Salinas, Monterey County Health in All Policies, City of Seaside General Plan Update, Salinas Urban Green Plan, West Broadway Urban Village Plan for Seaside, Sustainable Communities Strategy for AMBAG, Monterey-Salinas Transit Measure Q 15-year Plan, and service planning for Monterey-Salinas Transit. We have included project summary sheets that provide detailed information about our relevant work experience.

Our References

R+A and other members of our team have been honored to work successfully with many agencies throughout Monterey County area and the state of California. This section includes a few of our best reference clients, and we are happy to provide more upon request.

Our Work Samples

At the end of this section, we have included summary sheet of our sample work products with links to electronic copies, we have also provided copies of these work samples on the thumb drive included in this proposal.

6 SCOPE OF WORK

This section describes the team's approach to the project, given our understanding of the City's needs. Our team's range of knowledge allows us to confidently manage planning projects at varying scales and types, and adapt to any unforeseen challenges during the planning process. Our team will emphasize public health, equity, active transportation, creative public outreach, economic development, business district management, and cutting-edge streetscape design practices, combined with classic corridor transformation strategies. This section also includes our signed addendum as requested in the RFP.

7 BUDGET ESTIMATE

We have provided a detailed budget estimate for the proposed task outline in the Scope of Work. We have also provided estimated costs of optional tasks. We are happy to discuss inclusion of optional tasks, and other budget comments during the contracting phase of the project. Raimi + Associates has also included a sample invoice in this section.

8 SCHEDULE

Our proposal includes an estimated two-year timeline to complete the Vibrancy Plan, starting in August 2016. Changes in project schedule from the inclusion of optional tasks, or other City staff comments can be incorporated during the project initiation and/or contracting phase of the project.

9 GENERAL CONTRACT REQUIREMENTS

Raimi + Associates has provided proof of insurance coverage that meets the requirements of the RFP. This section also includes our statement regarding contract provisions, and we have provided a memorandum with our contract comments. We are happy to discuss any of these comments in the contracting stages of the project.



03. LEAD CONTACT

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PROJECT CONTACT

The Project Director and Lead Contact will be Matt Raimi from Raimi +Associates. His information is as follows:



Raimi + Associates

Name: Matt Raimi

Title: Principal/Owner

Telephone (office): 510-200-0520

Telephone (mobile): 510-789-8332

Email: matt@raimiassociates.com



04. PROJECT TEAM

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TEAM ORGANIZATION AND STAFF ROLES

The Raimi + Associates (R+A) team for the Alisal/East Salinas Neighborhoods Vibrancy Plan has been carefully constructed to meet the project goals through an integrative team structure. The Project Director will be Matt Raimi from R+A with support, management, and additional staff capacity from the Raimi + Associates team. The R+A team provides deep expertise and experience in corridor planning, design, and community development. Our team will provide the City of Salinas with a comprehensive and integrated approach to developing the Alisal/East Salinas Neighborhoods Vibrancy Plan. R+A team members and roles are as follows:

Raimi + Associates

Role: Project Management, Lead Contact, Land Use, Outreach/Engagement, Urban Design Analysis, Health and Equity, Sustainability

R+A will provide project management and staff capacity for the project, bringing recent experience completing corridor and PDA planning projects. R+A has a well-rounded set of knowledge and experience in corridor planning, community outreach, land use planning, and sustainability.

Placeworks

Role: Urban Design, Streetscape Design, Online Engagement

Placeworks will assist with urban design analysis and concepts for the project, including developing a streetscape design that incorporates multimodal complete street concepts, green initiatives, and sustainable design principles. The PlaceWorks team is well known for effectively engaging stakeholders and community members on important issues.

Nelson\Nygaard

Role: Transportation Planning and Analysis, Transportation Implementation

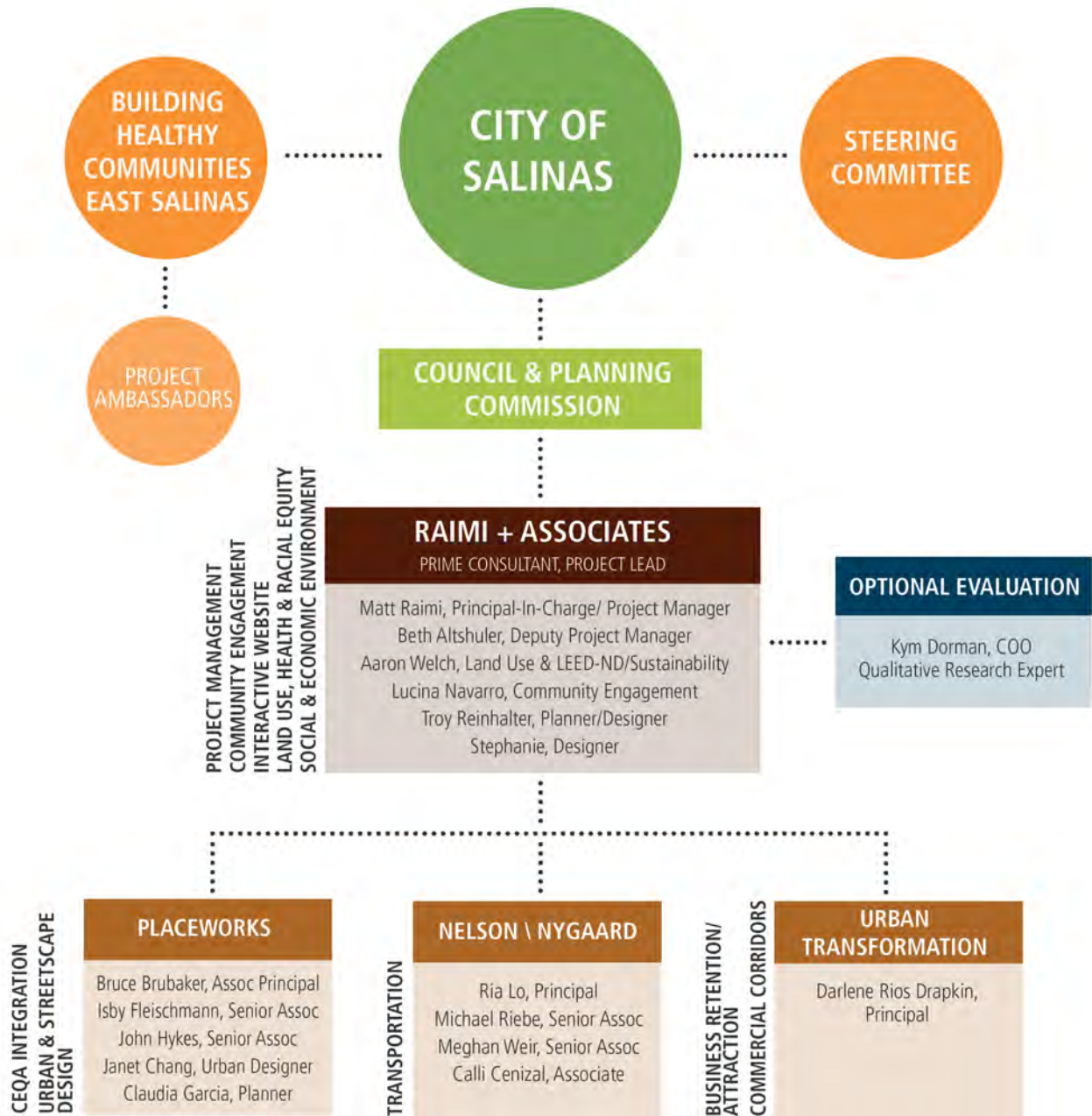
Nelson\Nygaard will assess the existing pedestrian and bicycle network and transit service for safety and accessibility, and will create an inventory transportation infrastructure and evaluate roadway conditions, traffic circulation, rates of cycling, walking, and transit use along the East Alisal corridor. Based on the mobility analysis, Nelson\Nygaard will develop a toolkit of potential mobility improvements for the East Alisal corridor.

Urban Transformations

Role: Economic Revitalization, Business District/Marketplace Strategy, Neighborhood Transformation

Urban Transformations will analyze the proposed Alisal Marketplace as a catalyst site and provide recommendations regarding the viability of the existing Plan. UT will work with existing merchants to discover their needs for improvements along the corridor and prepare an economic development strategy to implement these recommendations.

RAIMI + ASSOCIATES TEAM ORGANIZATION



KEY PROJECT STAFF

RAIMI + ASSOCIATES

MATT RAIMI, AICP, LEED-AP, PRINCIPAL AND FOUNDER will serve Principal-in-Charge for the project. He has nearly 20 years of experience in planning. Matt founded Raimi + Associates to promote health, equity, and sustainability in the field of community planning. His work focuses on creating more healthy, livable, and sustainable cities. He has spoken and written extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development. He has directed nearly two dozen general plans, specific plans, corridor and TOD plans, healthy community plans, and site planning projects. Recent projects include a new Health Element for the City of Los Angeles's General Plan, a toolkit for healthy communities for the American Institute of Architects, General Plans for the cities of East Palo Alto, West Hollywood and Coachella and specific plans for Mountain View and Fremont.

Matt has provided technical assistance in collaboration with Global Green through the US EPA Office of Sustainable Communities' Building Blocks for Sustainable Communities technical assistance program. Matt has also provided community technical assistance through the American Institute of Architects' SDAT (Sustainable Design Assessment Team) technical assistance program. Matt is the co-author of *How to Create and Implement Health General Plans* (2009 with Changelab Solutions) and is a lecturer at UC Davis Extension and Planetizen. In recognition of the firm's commitment to innovative planning and public engagement, Raimi + Associates won the 2015 Award of Excellence for the Emerging Planning and Design Firm of the Year from the American Planning Association. Matt received his Master's degree in urban planning from the University of North Carolina at Chapel Hill.

BETH ALTSHULER, MCP, MPH, CPH, SENIOR ASSOCIATE, will serve as deputy project manager for the project. Beth has served as an epidemiologist and urban planner at Raimi + Associates since 2010. She works with cities, counties, foundations, and CBOs to apply a Health in All Policies lens to the challenges and opportunities in their communities. Beth has extensive experience in designing and implementing innovative community involvement and visioning processes, as well as conducting and analyzing qualitative and quantitative data. At the forefront of the healthy communities discipline for 12 years, Beth is committed to creating livable places, reducing health inequities, and engaging residents in the future of their communities. Beth has played a key role in numerous model "Health and Built Environment" and "Health in All Policies" initiatives in California over the last 10+ years. At Raimi + Associates she has been the primary author and project manager for over a dozen "Health Elements". While at MIG, Inc., Beth was the Project Associate for the City of Richmond's General Plan Health Element and contributed to the Existing Conditions Analysis, helped manage the Technical Advisory Committee, and contributed to the policy.

For the past two and a half years, (through Raimi + Associates) she has been funded by the California Endowment to provide technical assistance to the East Salinas Building Healthy Communities Collaborative. A significant amount of her effort includes collaborating with the City of Salinas' Community and Economic Development Department to implement the "Healthy Food" and other "Quality of Life" policies and actions she authored for the award winning Economic Development General Plan Element. Beth holds masters' degrees in both City and Regional Planning and Public Health Epidemiology & Biostatistics from UC Berkeley, a BA in Sociology from Cornell University, and is Certified in Public Health by the National Board of Public Health Examiners.

AARON WELCH, SENIOR ASSOCIATE. Aaron will provide land use planning and sustainability expertise to the project, bringing his experience managing multiple corridor plans and specific plans including the El Camino Real Precise Plan, Fremont Community Plan, International Boulevard TOD Plan, and Bay Fair TOD Specific Plan. Aaron also has some of the most extensive LEED for Neighborhood Development qualifications in the country, with direct

technical consulting for the U.S. Green Building Council, NRDC, the U.S. EPA, and nearly a dozen private sector and community development projects, and has served as a facilitator at the annual Eco Districts Incubator. Aaron also specializes in research, technical, and educational writing, and brings genuine passion and enthusiasm to his work. Aaron is an instructor at UC Berkeley's InCity planning program.

LUCINA NAVARRO, PLANNER. Lucina Navarro will provide assistance and facilitation at public meetings, pop-up workshops, and other engagement activities. Lucina focuses on social and health equity, community engagement, housing and community development. Lucina holds a Master's degree in Urban Planning from The University of Michigan. With broad experience working in non profit agencies, health initiatives, planning, and as an academic researcher, she provides expertise in placemaking, public health, sustainability, and strategic planning. She also has experience in designing and implementing innovative community involvement, marketing, and visioning programs. Lucina is committed to creating healthy and livable communities where everyone has the opportunity to thrive. She is also fluent in Spanish.

TROY REINHALTER, URBAN DESIGNER/PLANNER. Troy will assist with land use policy development, scenario analysis, existing conditions assessment, and other materials for workshops and meetings. Troy is an accomplished urban designer and planner with multiple years of experience in the California context, having worked previously at both the City of Berkeley and the City of Oakland. He has worked on a multitude of community plans, specific/station area plans, and design guideline efforts. He will assist with graphical production, document layout, GIS analysis, and community outreach. He brings expertise in strategic planning, form-based codes, GIS analysis, graphics/mapping, community outreach, and conducting research about current trends and implementation strategies for smarter, more successful cities. Troy has experience in both public sector planning and private sector urban design. Troy worked as an urban designer and planner on the Seaside General Plan Update, East Whisman Precise Plan, Hermosa Beach General Plan, North Bayshore Precise Plan and El Camino Precise Plan.

STEPHANIE BENZEL, PLANNER. Stephanie's role will encompass branding, graphics, and website design. Her passion for planning began with her interest in urban design, placemaking, and integrating sustainable building methods into the built environment. In particular, she enjoys developing design solutions that unite the community and improve the overall health and well-being of its members. Stephanie's attention to detail and strengths in graphic communication and urban design lead to creative problem solving in plans ranging in size from comprehensive general plan updates to smaller scale community plans. Her experience includes working on graphics and content for interactive websites on multiple projects. She holds a Bachelor's of Science in City and Regional Planning from California Polytechnic State University, San Luis Obispo. Stephanie's undergraduate design studio was awarded the American Institute for Certified Planners (AICP) Honor Award and the California and California Northern & Central Coast Chapters of the American Planning Association (APA) Award of Merit for Academic Excellence in recognition of their work for the City of Milpitas. Stephanie is fluent in conversational Spanish.

All members of the Raimi + Associates team will be available for the duration of the project.

PLACEWORKS

Bruce Brubaker, Associate Principal, will serve as Principal-in-Charge. Bruce has spent over 25 years shepherding urban design and architecture projects from conceptual designs through construction for public, commercial, and residential projects. His work has ranged in scale from regional blueprint plans to detailed multimodal street design projects. He is very interested in the middle scale of station area plans, downtown plans, and neighborhood plans, and he brings his understanding of the very small and the very big to the careful, complicated work of developing visions that generate excitement while being feasible in the real world. Bruce is well known for innovative planning and design work on transit-oriented development projects in northern and southern California, and he is an accomplished practitioner of the principles of Crime Prevention Through Environmental Design (CPTED). He is also certified as a charrette planner by the National Charrette Institute and has led several projects incorporating multiday design charrettes for local and regional governments.

Isby Fleischmann, Senior Associate, Project Manager. Isby specializes in landscape planning, design, and community outreach. She has completed several urban greening projects, including the Salinas Urban Greening Plan for the City of Salinas, the El Monte Community Urban Forest Management Plan for Amigos de los Rios, and the Alameda Urban Farm and Garden Plan for the City of Alameda. Isby's project experience also includes the development of master plans and site plans that foster the creation of unique spaces that resonate with community and environmental context, including the Saratoga Quarry Park Master Plan and Initial Study Mitigated Negative Declaration for the City of Saratoga, the Concord Hills Regional Park Land Use Plan and EIR for the East Bay Regional Park District, and the Mount Tamalpais East Peak Facilities Management Plan for California State Parks. Complementing her focus on urban greening and resonant landscapes, she has worked as an outreach coordinator and as an environmental educator for non-profit and public entities throughout California and brings a strong background in public outreach and youth engagement.

John Hykes, Senior Associate, Advisor. John's fourteen years of experience with PlaceWorks is especially focused on public sector work and community participation. He specializes in landscape architecture with an emphasis on parks, streetscape master planning, traffic calming, and bicycle/pedestrian improvements in the public realm. His participation in urban design and landscape architecture projects of numerous scales has prepared him to handle the opportunities and constraints of complex environments.

Janet Chang, Project Urban Designer. Janet is recognized for her ability to think both creatively and analytically about projects and for her skills in plan writing, data analysis, GIS, community engagement, workshop facilitation, and project management. She possesses a strong understanding of placemaking and is committed to planning and designing vibrant communities that encourage compact development and multimodal accessibility. Janet served as interim project manager for the Southwest Fresno Specific Plan, leading the project through an extensive community engagement process and the development of alternatives. Prior to joining PlaceWorks, Janet served as project manager for the City of Piedmont's transportation division.

Claudia Garcia, Project Planner. Claudia brings a multi-disciplinary perspective and skill set to PlaceWorks' planning team. She prepares programmatic and project-specific environmental documents, develops existing conditions reports and technical memoranda, and creates maps using GIS. Claudia is helping to manage the Sustainable Communities Strategy Base-Case Scenario for the Association of Monterey Bay Area Governments, which involves the preparation of a Sustainable Communities Strategy Toolkit to guide infill development, economic development, and transportation for Monterey, San Benito, and Santa Cruz Counties. In addition, Claudia routinely translates workshop materials from English to Spanish.

All members of the PlaceWorks team will be available for the duration of the project.

NELSON\NYGAARD

Ria Lo, Principal. Ria Hutabarat Lo will act as N\N's principal-in-charge for the Alisal Community Vibrancy Plan, leading the transportation analysis. Ria specializes in creating places that are interesting, sustainable, and accessible to multiple users. She has led collaborative complete streets designs in Santa Monica, Jakarta, Mountain View, Sunnyvale, Princeton (California), Santa Clara County, and San Mateo County. Her design work also includes award-winning campus plans, station area plans, and transit access studies in California and BC. She has developed innovative multimodal performance metrics to guide transportation investments in Seattle and Minneapolis. A former adjunct professor at UC Berkeley, her research and work has won awards from the United States Department of Transportation, the American Society of Landscape Architects, the Society for College and University Planning, the American Institute of Architects, and the American Planning Association.

Michael Riebe, Senior Associate. Michael Riebe is a technical expert in multimodal design who is experienced with transportation engineering and planning on a variety of projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscapes that include traffic calming elements, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space in a dense urban environment for all modes of transportation. Michael coordinates Complete Streets design and traffic engineering, as well as a variety of other technical analyses involving traffic modeling software and signal timing.

Meghan Weir, Senior Associate. Meghan Weir has experience in multimodal transportation planning, policy and analysis. Meghan has worked on a wide variety of San Francisco Bay Area transportation planning projects, including Oakland's Transportation Impact Review Streamlining, BART station modernization and multimodal access plans, various transit access and infrastructure plans, city and county vision plans, and complete streets corridor plans throughout the region. In Philadelphia, Meghan managed multimodal transportation planning studies and projects, regional transit funding programs, and environmental justice analysis. Meghan's focus on analysis, communication, consensus building, social equity, and implementation provides a foundation for effective transportation solutions that improve local and regional access and mobility.

Calli Cenizal, Associate. Calli has worked on a variety of transportation efforts across the Americas, from sparking economic development through transportation investment in Mississippi to designing adaptive mobility systems in Medellín. During that time, she also worked for the Massachusetts Department of Transportation, managing regional and municipal planning projects and implementing statewide programs on sustainability and performance management. Prior to becoming a transportation planner, she was involved in labor organizing and advocacy in the greater Los Angeles area. She specializes in short- and long-range multimodal planning, community engagement, corridor analysis, and policy development. Calli leverages transportation investments across all modes to enhance accessibility and drive sustainable and equitable urban development.

URBAN TRANSFORMATION

Darlene Rios Drapkin is a commercial revitalization and management consultant specializing in urban districts and BID formations. Independently, and as a Program Officer for Local Initiatives Support Corporation (LISC), a national non-profit, Darlene has provided assistance to implement comprehensive revitalization programs in neighborhoods around the country. She has worked on projects in the San Francisco Bay Area, Baltimore, Boston, Philadelphia, Los Angeles, Washington DC, Milwaukee, Toledo, Buffalo, several sites in Michigan as well as for the New Jersey and California Main Street programs.

Darlene Rios Drapkin initiated the implementation of Oakland's Fruitvale commercial revitalization program and served for five years as Main Street manager. Her first priority was to help the community develop a consensus vision for what role the district would play in the marketplace. Recognizing that the area was rich with Latino culture and buying power, Darlene led the education of Latinos, Asian and Middle Eastern business owners on the benefits of target marketing to this audience. Darlene galvanized dozens of stakeholders to agree on the commercial district's revitalization efforts. The result was a clear mission statement for "ethnically and culturally diverse groups of people working together, responding to a regional Latino oriented market and creating a thriving bustling shopping area that is safe clean and green." Under her direction, a sense of pride and place emerged in Fruitvale through events like the award winning Dia de los Muertos Festival, the It's Your Business training series, and the Fruitvale Foreword publication. Over 100 façade renovations were completed under her supervision and 140 volunteers were active on committees. She launched the Fruitvale Ambassador program involving youth and community members to act as neighborhood guides in the commercial area, identifying safety and cleanliness issues and promoting the district to shoppers. The culmination of her efforts resulted in the passage of a property owner based Business Improvement District.

Darlene has an MBA from the American Graduate School of International Management. She is a native Spanish speaker and has conducted business in French and Portuguese.

Darlene will be available for the duration of the project.

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MATT RAIMI, AICP, LEED-ND AP

PRINCIPAL

Matt Raimi, the founder of Raimi + Associates, has nearly 20 years of experience in planning across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects throughout the country. He has also assisted the U.S. Green Building Council with development of the LEED for Neighborhood Development Rating System over the past 10 years. Matt is an expert in creating inclusive and authentic public planning processes and creating more equitable, resilient, and sustainable cities. He has spoken and written extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development.

EDUCATION

University of North Carolina, Chapel Hill
Master of Regional Planning, 1997

University of Rochester, Rochester, NY
Bachelor of Arts, English, 1992

AFFILIATIONS & CERTIFICATIONS

LEED Faculty. U.S. Green Building Council

Member. Congress for the New Urbanism,
American Planning Association

Senior Fellow. Environmental Leadership
Program

LEED Accredited Professional

EXPERIENCE

Raimi+Associates
Berkeley, CA
Principal, 2006-present

Design, Community, & Environment
Berkeley, CA
Senior Associate, 2002-2006

SMWM
San Francisco, CA
Senior Associate, 1999-2002

KEY PROJECTS

- **Washington D.C. Comprehensive Plan (Washington D.C.)**
Serving as Project Manager and Principal-in-Charge. Project includes project coordination, citywide and area-specific policy updates, strategic direction and leadership, engagement strategies and messaging, and GIS mapping.
- **Plan for a Healthy Los Angeles: General Plan Health Element and Implementation Ordinances (Los Angeles, CA)**
Served as Principal-in-Charge. Responsibilities included project coordination, writing sections of the health element, creating interactive website and developing implementation programs and ordinances.
- **North Bayshore Precise Plan (Mountain View, CA)**
Serving as Principal-in-Charge. Responsibilities include managing a multi-disciplinary team; conducting extensive outreach to key stakeholders, the Environmental Planning Commission, and City Council; and drafting development standards and guidelines that transformed a suburban office park into a model 21st century district.
- **Santa Clara County Health Element (Santa Clara County, CA)**
Served as Principal-in-Charge. Responsibilities included project management, developing detailed existing conditions report, coordinating a community advisory committee and a department/agency advisory committee; and writing portions of the Health Element.
- **Seaside General Plan Update (Seaside, CA)**
Serving as Principal-in-charge. Leading General Plan Update efforts, community outreach strategy and land use policies. Assessing environmental considerations and consistency with Fort Ord Base Reuse Plan.
- **East Palo Alto General Plan and Westside Area Plan (City of East Palo, CA)**
Serving as Project Manager and Principal-in-Charge. Leading a multi-disciplinary team to develop a General Plan focusing on health, sustainability and social equity.
- **International Boulevard TOD Plan (City of Oakland, CA)**
Served as Project Manager and Principal-in-Charge. Project included extensive public outreach, capacity building for community groups, focused design solutions and implementation strategies.



KYM DORMAN, MPH

SENIOR RESEARCHER AND CHIEF OPERATING OFFICER

Kym Dorman is a leading social sector consultant who excels at conducting evaluations, needs assessments, and developing planning processes for complex community efforts that emphasize organizational and community capacity. With more than 15 years of experience as an applied researcher and facilitator, Kym's professional expertise spans a range of issues, including early childhood education, health and development, family health and wellness, health care access, and HIV prevention planning. She is skilled in a wide range of qualitative and quantitative research methods, and has considerable experience using research and data to help foundations, community coalitions, and organizations make informed decisions for their future. She is also fluent in Spanish.

EDUCATION

San Francisco State University,
San Francisco, CA
Masters in Public Health

University of California,
Santa Cruz, CA
Bachelors of Arts in Sociology and Women's
Studies

EXPERIENCE

Raimi+Associates
Berkeley, CA
Chief Operating Officer & Senior Researcher,
2015-present

Harder + Company Community Research
San Francisco, CA
Vice President, 2007-2015
Senior Research Associate, 2004-2007
Research Associate, 2002-2004
Research Assistant, 1999-2002

KEY PROJECTS

■ Multiple First 5 Evaluations and Strategic Planning Projects*

During the last 15 years while at Harder+Company, Kym oversaw and/or contributed to a number of First 5 evaluation and strategic planning projects, including First 5 Contra Costa, First 5 Yuba, First 5 San Joaquin, and First 5 Monterey. Typical tasks included reviewing best practices and literature, developing logic models, engaging a range of stakeholders in identifying relevant outcomes and outcome measures, conducting primary and secondary data collection and analysis, establishing evaluation plans for a range of funded agencies, developing strategic planning documents, and producing engaging evaluation reports for diverse audiences.

■ University of California, Berkeley School of Public Health: Best Babies Zone Initiative Evaluation*

Kym served as project director for multiple years while at Harder+Company to create all aspects of the evaluation framework for the national place-based Best Babies Zone Initiative (BBZ). Funded by the W. K. Kellogg Foundation, BBZ uses a collective impact approach to reduce health disparities and create an environment in which every baby is born healthy and grows up thriving. Three cities were selected to develop prototype BBZ communities across the United States: Cincinnati, New Orleans, and Oakland. Using a developmental evaluation approach, the team worked with the UC Berkeley-based BBZ leadership team, policy leaders from across the county, and stakeholders from each site to develop evaluation systems for a process and outcome evaluation. Evaluation components included an overarching BBZ logic model and corresponding set of outcomes, an initiative-level data dashboard, and systems for site-level outcome data collection. We also produced a comprehensive evaluation report.

■ Mission Economic Development Agency: Neighborhood Survey for Mission Promise Neighborhood*

While at Harder+Company, Kym served as project director to develop and implement a neighborhood survey for the the MPN, located in the Mission District in San Francisco. The survey is mandated by the Federal Department of Education as part of the Promise Neighborhood Initiative. Our team developed and implemented the survey that focused on topics related to child and family health, education, housing, and overall wellbeing. We worked closely with MEDA to administer the complex in-person survey to a sample of approximately 1,000 families living within the MPN. The engaging final report presents data and recommendations that have been used to inform future strategies as well as to establish a baseline for future evaluation and measurement efforts.

- **The California Wellness Foundation: Multiple Evaluation*and Planning Projects**

Kym Dorman oversaw the comprehensive evaluation of Cal Wellness' Responsive Grantmaking Program, while at Harder + Company. Extensive data collection included an online grantee survey and case studies to assess the impact of Cal Wellness' grants. The findings were highlighted in the Foundation's Reflections series (2009), and were used to refine the Foundation's Responsive Grantmaking program. Kym also led the evaluation of core operating support grants during the recession using a mixed-method approach, and produced the report "Mission Focused Funding: Supporting Nonprofit Sustainability in the Tumult of a Recession" (2012). Kym recently completed Cal Wellness' comprehensive evaluation planning process to align the Foundation's evaluation and learning efforts with the new grants program and strategic plan, Advancing Wellness (2016). The Advancing Wellness grants program promotes health equity by focusing on the people and communities that are the most under resourced and underserved throughout the state of California. By working closely with key foundation staff and program directors, Kym developed an adaptive evaluation approach, identified meaningful outcomes for a range of strategies, and developed extensive recommendations for the evaluation system to ensure the evaluation is operationalized effectively.

- **Santa Clara County Public Health Department: Children's Health Assessment**

R + A is working with the Public Health Department to lead a qualitative assessment of children's health in Santa Clara County. We are conducting 20 focus groups and 28 key leader interviews to understand more about the social determinants that affect children's health outcomes across the county. Focus groups are being conducted in English, Spanish, Mandarin, and Vietnamese. We will analyze the focus group and key leader data using ATLAS.ti to identify broad themes across all focus groups and key leader interviewees, as well as to capture specific themes by geographic location, language, or age. The project will culminate in an engaging final report of findings and a community and stakeholder "Call to Action" forum where the research team will present the qualitative findings and facilitate a community conversation to identify action steps.

- **Santa Clara County Public Health Department, Process Evaluation of the Community Health Improvement Plan**

Kym serves as project director for the process evaluation of the Countywide Community Health Improvement Plan. Using a collective impact approach, the process evaluation uses mixed methods including a collaborative partner survey and key leader interviews to understand the strengths and challenges of this collaborative effort. We will analyze these data and make recommendations for the collaborative moving forward. The project also includes providing evaluation technical assistance and training for community partners.

- **Santa Clara County Behavioral Health Services: School Linked Services Asset Inventory**

Raimi + Associates is working with the County to develop an Asset Inventory that includes a comprehensive set of community resources to support needs of students and families. Because schools are often the first point of contact for students and families, this Asset Inventory will benefit SLS Coordinators, schools, and community stakeholders from the knowledge of services throughout the county. The inventory will categorize resources by school and district, and will include key information about each service.

- **California Department of Public Health (CDPH), Health in All Policies (HiAP) Process Evaluation***

Led the process evaluation of the statewide HiAP collaborative process to identify successful elements of this collaborative, as well as challenges and early outcomes. Conducted stakeholder survey and key leader interviews. Findings informed the development of Health in All Policies: A Guide for State and Local Governments (2013).

* denotes projects where Ms. Dorman served as key staff at other organizations



BETH ALTSHULER, MCP, MPH, CPH

SENIOR ASSOCIATE AND EPIDEMIOLOGIST/ URBAN PLANNER

Beth Altshuler works with cities, counties, foundations, and CBOs to apply a Health (and Equity) in All Policies lens to the challenges and opportunities in their communities. Beth has extensive experience in designing and implementing innovative community involvement and visioning processes, conducting and analyzing qualitative and quantitative data, and writing innovative policy. At the forefront of the healthy communities discipline for over 12 years, Beth is committed to creating livable places, reducing health inequities, and engaging residents in the future of their communities.

EDUCATION

University of California, Berkeley
Master of City and Regional Planning, 2010

University of California, Berkeley
Master of Public Health, 2010

Cornell University, Ithaca, NY
Bachelor of Arts, Sociology, 2003

AFFILIATIONS & CERTIFICATIONS

Certified in Public Health. National Board of Public Health Examiners.

Committee Member: Social Determinants of Health for Planners Subcommittee. California Planning Roundtable. Healthy Planning Leadership Committee. California Governor's Office of Planning and Research.

Former Chair, American Public Health Association, Environment Section, Built Environment Topic Committee.

Member: Healthy Communities Interest Group, American Planning Association. East Bay Bike. San Francisco Planning and Urban Research (SPUR). Walk Oakland Bike Oakland.

EXPERIENCE

Raimi+Associates
Berkeley, CA
Epidemiologist/Urban Planner, 2010-present

Moore Iacofano Goltsman, Inc.
Berkeley, CA
Project Associate, 2005-2007

City and County of San Francisco
Public Health Department
Research Associate, 2008
Department of Public Works
SF CRUE Youth Employment Program
Program Director, 2003-2005

KEY PROJECTS

- **Building Healthy Communities - East Salinas: Health Equity and Land Use Capacity Building and Technical Assistance (The California Endowment)**
Serving as Project Manager. Provides a range of technical assistance to the local collaborative including training, meeting facilitation, data analysis, policy research, writing, and community engagement on topics such as economic development, parks, juvenile justice, education, community safety, and affordable housing.
- **Monterey County Health in All Policies Initiative (Monterey County, CA Health Department)**
Serving as Project Manager. Working with County epidemiologists on health equity indicators, infographics, and a Climate Change and Health Dashboard. Created, conducted, and analyzed a Crime Prevention Through Environmental Design Business Survey and Recommendations Report. Supported three CA CTC Active Transportation Program Grant Applications. Conducted trainings on health equity and planning training for County and city staff. Advised and co-facilitating the County's Health in All Policies committee for the first 12 months.
- **Richmond Climate Action Plan (Richmond, CA)**
Serving as social equity and outreach advisor. Working closely with the city to design and facilitate accessible community engagement events. Involved in policy review to include HiAP and social equity language.
- **Ashland and Cherryland Community Health and Wellness Element (Alameda County, CA)**
Served as Project Manager. Managed project budget, timeline, and subconsultants. Imagined, executed, and facilitated numerous community engagement events, created an extensive community health profile, and supported the community survey and focus groups.
- **Santa Clara County Health Element (Santa Clara County, CA)**
Served as Project Manager. Managed subconsultants and connections to related projects in the County. Designed and facilitated a community engagement process, Quality of Life Survey, and Existing Conditions Report. Primary author of the adopted Health Element policy document.
- **Community Health and Wellness Element (City of Coachella, CA)**
Served as project manager. Managed the Health Element and General Plan bilingual / bicultural community engagement process. Completed an extensive existing conditions analysis, community workshops, advisory committee, outreach toolkit, and policy development.

ADDITIONAL PROJECT EXPERIENCE

- Other General Plan Health Element Projects: for the Cities of Los Angeles, Encinitas, Murrieta, Mountain View, and El Monte, Lynwood, Delano, Coachella, Santa Clara County, CA
- International Boulevard TOD Plan and Rapid Health Impact Assessment (City of Oakland, CA)
- Community Health and Wellness General Plan Element (The California Endowment and Richmond, CA)*
- Eastern Neighborhoods Community Health Impact Assessment/Healthy Development Measurement Tool (City and County of San Francisco, CA's Department of Public Health)*
- Master Plan for Parks, Recreation, and Arts (City of Lancaster, CA)*
- Bay Area Regional Transit Connectivity Study (Bay Area Municipal Transportation Commission, Oakland, CA)*
- Strategic Planning Projects: TransForm; Santa Clara County Mental Health Services Act*; California Community College System*; Los Rios Community College District*.

SELECTED PUBLICATIONS

- *Health and California's Regional Transportation Plans: A Guidebook for creating healthier communities as Part of RTPs and Sustainable Communities Strategies.* California Department of Public Health and UCSF. (Co-Authored with TransForm), Oakland, CA. January 2012.
- *Social and Spatial Determinants of Perceived Neighborhood Safety in Richmond, CA.* UC Berkeley. Berkeley, CA. May 2010.
- *Cumulative Impacts and the California Environmental Quality Act: A Case Study of the Energy and Hydrogen Renewal Project in Richmond, CA.* and *California Local Air District CEQA Guidelines and Cumulative Impacts.* California Environmental Protection Agency (CalEPA), Office of Environmental Health Hazard Assessment (OEHHA). Cumulative Impacts and Precautionary Approaches (CIPA) Project. 2009.
- *According to Whom? Contextualizing and Framing Asthma Activity in Fresno, CA.* University of California Transportation Center, Berkeley. May 2008.
- *San Francisco Citywide Collaborative Food System Assessment* (City and County of San Francisco, CA)*
(* denotes projects where Ms. Altshuler served as key staff while at other organizations/consulting firms)

SELECTED PRESENTATIONS

- "Preventing Violence by Design (presentation and facilitated discussion)." American Planning Association National Conference. Phoenix, AZ. April 2 & 3, 2016.
- "Planning Tools to Create Healthy Communities" UC Davis Extension (full day class). March 10, 2016.
- "Fifty Shades of Health and All Policies in Monterey County." CCLHO-CHEAC Chronic Disease Prevention Project: Moving Upstream: Local health departments partner with communities to effect policy, systems & environmental change in Central California. Fresno, CA. September 18, 2015.
- "Criminal Justice and the Planner's Role." American Planning Association National Conference. Seattle, WA. April 18, 2015 and American Planning Association – California Conference. Oakland, CA. October 5, 2015.
- "Location. Location. Location! How Los Angeles is using spatial analysis to understand & combat place-based health inequities." American Public Health Association. New Orleans, LA. November 18, 2014.
- "Health Equity and Urban Planning." National Innovative Communities Conference. Ontario, CA. June 26, 2014.
- "Neighborhood as a Focus for Health" and "The Neighborhood Concept Panel Discussion." American Planning Association National Conference. Atlanta, GA. April 29, 2014.
- "Neighborhood Planning for Health Equity." American Public Health Association & American Planning Association Webinar. Healthy Communities: Neighborhood Planning through a Health Equity Lens. July 18, 2013.
- "Healthy Comprehensive Planning In Practice." *Nashville Area MPO.* March 6, 2013.
- "Health and Equity Planning through the Lens of Community Engagement" 12th Annual New Partners for Smart Growth Conference. Kansas City, MO. February 7, 2013.
- "Promoting Public Health through the General Plan". Half-Day Training for the Western Riverside Council of Governments and Riverside County Department of Public Health. Riverside, CA. February 2012.
- "How public health professionals can add value to predicting and evaluating the health impacts of city planning projects and policies." American Public Health Association. Washington, D.C. October 2011.



AARON WELCH, LEED AP

SENIOR ASSOCIATE

Aaron Welch has broad experience with neighborhood sustainability, land use planning and urban design, green building, and their intersection with multi-modal transportation. Aaron has some of the most extensive LEED for Neighborhood Development qualifications in the country, with direct technical consulting for the U.S. Green Building Council, NRDC, the U.S. EPA, and nearly a dozen private sector and community development projects, and has served as a facilitator at the annual Eco Districts Incubator. Aaron also specializes in research, technical, and educational writing, and brings genuine passion and enthusiasm to his work. Aaron is an instructor at UC Berkeley's InCity planning program.

EDUCATION

Oberlin College, OH
Bachelor of Arts, 2002

Graduate Theological Union
UC Berkeley, CA
Master of Arts, 2004

AFFILIATIONS & CERTIFICATIONS

National LP TAG (Location and Planning Technical Advisory Group). US Green Building Council

LEED Accredited Professional

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Associate, 2007-present

Stockholm Environment Institute
York, U.K.
Project Manager, 2005-2006

Global Footprint Network
Oakland, CA
Research Associate, 2004-2005

KEY PROJECTS

- **El Camino Real Corridor Precise Plan (City of Mountain View, CA)**
Managed precise plan and zoning code for transition of a 4-mile auto-oriented corridor into a pedestrian-, bicycle-, and transit-oriented urban street. Managed multiple sub-consultants and plan content generation.
- **Fremont City Center Precise Plan and Form-Based Zoning Code (City of Fremont, CA)**
Managed design-focused station area plan to transform the area around Fremont BART Station into a transit-oriented, walkable city center.
- **UC Carbon Neutrality Charrettes (University of California Office of the President)**
Facilitated a series of charrettes for eight of the ten University of California campuses to help inform campus climate action planning as well as system-wide planning.
- **Building Blocks for Sustainable Communities, Technical Assistance Team (U.S. EPA with Global Green)**
Served as lead planning consultant for sustainability and design projects in communities throughout the U.S., including Louisville (KY), Eden Prairie (MN), Lakewood (CO), Oakland (CA), Cary (NC), and Burlington (VT), with more in 2014.
- **LEED Reference Guide co-author, LEEDv4, LEED-ND 2009 and Pilot (U.S. Green Building Council, Washington, D.C.)**
Co-wrote USGBC's past three LEED technical guidance manuals for portions of LEED related to sustainable transportation, planning, and urban design.
- **Bay Fair TOD Specific Plan (San Leandro, CA)**
Managing design-focused station area plan to transform the area around the Bayfair BART Station into a transit-oriented, walkable city center.
- **Treasure Island Design for Development and ND Implementation (Perkins + Will with City of San Francisco).**
Worked with project urban designer, architect, landscape architect, and engineer to coordinate plan inputs, structure the document, ensure consistent standards and guidelines, and confirm compliance with LEED-ND.
- **Santa Monica Pedestrian Action Plan (City of Santa Monica, CA)**
With Alta planning, managing creation of policy content and prioritization of future pedestrian investments throughout the City using health and sustainability and mapping models.



LUCINA NAVARRO, MUP

URBAN PLANNER

Lucina Navarro focuses on social and health equity, community engagement, housing and community development. Lucina holds a Master's degree in Urban Planning from The University of Michigan. With broad experience working in non profit agencies, health initiatives, planning, and as an academic researcher, she provides expertise in placemaking, public health, sustainability, and strategic planning. She also has experience in designing and implementing innovative community involvement, marketing, and visioning programs. Lucina is committed to creating healthy and livable communities where everyone has the opportunity to thrive. She is also fluent in Spanish.

EDUCATION

University of California, Berkeley
Bachelors of Arts in Interdisciplinary Studies,
Environmental Sustainability Planning focus,
2010

University of Michigan
Master of Urban Planning, 2015

AFFILIATIONS & CERTIFICATIONS

Salinas Traffic and Transportation
Commission
Salinas, CA
Commissioner, 2012

EXPERIENCE

Raimi+Associates
Berkeley, CA
Urban Planner/Designer, 2015-present

Community Housing Improvements Systems
and Planning Association, Inc. (CHISPA)
Salinas, CA
Intern, 2014

Building Healthy Communities-East Salinas
Community Organizer/Interim Project
Coordinator, 2011

Hartnell College Redistricting Advisory
Committee
District 5 Representative, 2011

KEY PROJECTS

- **Seaside General Plan (Seaside, CA)**
Preparing existing conditions report for City staff and public review. Assisting with land use policy and public engagement for the General Plan Update.
- **Salinas Housing Element (City of Salinas, CA)**
Working with a coalition of CBOs to build capacity and provide technical support around community health equity and public policy issues. Supporting and co-facilitating the Economic Equity Workgroup and the Affordable Housing Workgroup. Advised on Policy and Implementation for the City of Salinas Housing Element. Assisted in coordinating collaborative-wide convenings and retreats. Created, administered and analyzed survey data related to skill building trainings for CBO partners. Developing skill building curricula and conducting trainings for CBOs.
- **Monterey County Health in All Policies Initiative (Monterey County, CA Health Department)**
Serving as Project Assistant. Conducted surveys for trainings on health equity and planning training for the collaborative. Advising the county's Health in All Policies committee.
- **Building Healthy Communities East Salinas (Monterey County, CA Health Department)**
Promoted policy and systems change driven by intentional resident engagement and systems partnerships. Developed collaboration amongst businesses, school districts, community-based organizations, public agencies, business association, and residents. Collaborated with city planning staff and public health professionals in redesigning "Health in All Policies" Element in Monterey County.
- **Santa Clara County Child Health Assessment**
Serving as Project Assistant. Assisting with the assessment framework and protocols, conducting focus groups and key informant interviews, and meeting logistics.
- **Richmond Climate Action Plan (Richmond, CA)**
Assisted in community outreach and stakeholder engagement. Supported preparation for community workshops through advertising, workshop coordination, and by providing translation services during workshops.
- **Recreational Area Improvement Project (Salinas, CA)**
Organized and guided residents and stakeholders in the development of basketball court and playground improvement project. Reviewed project plans, obtained permits and entitlements and worked on project budget. Presented project overview at groundbreaking ceremony.



BRUCE BRUBAKER, LEED AP

Associate Principal

Bruce has spent over 25 years shepherding urban design and architecture projects from conceptual designs through construction for public, commercial, and residential projects. His work has ranged in scale from regional blueprint plans to detailed multimodal street design projects. He is very interested in the middle scale of station area plans, downtown plans, and neighborhood plans, and he brings his understanding of the very small and the very big to the careful, complicated work of developing visions that generate excitement while being feasible in the real world. Bruce is well known for innovative planning and design work on transit-oriented development projects in northern and southern California, and he is an accomplished practitioner of the principles of Crime Prevention Through Environmental Design (CPTED).

Bruce applies sustainable design principles to architectural projects that include energy efficiency, use of renewable and recycled materials, and healthy building principles. In addition, he is a highly collaborative facilitator and has successfully forged consensus in numerous public workshop settings. He is certified as a charrette planner by the National Charrette Institute and has led several projects incorporating multiday design charrettes for local and regional governments. Prior to joining PlaceWorks, Bruce was an associate with the architecture and urban design firm Lyndon/Buchanan Associates and had his own practice, Yellow Studio, focused on sustainable design.

HIGHLIGHTS OF EXPERIENCE

URBAN DESIGN - TOD PLANS

- » Millbrae Station Area Specific Plan, Millbrae CA
- » Ventura/Kings Canyon Corridor Revitalization Project, Fresno County CA
- » Gilroy High Speed Train Vision Plan, Gilroy CA
- » Bergamot Area Plan, Santa Monica CA
- » West Downtown Walnut Creek Specific Plan and EIR, Walnut Creek CA
- » Ravenswood/Four Corners Specific Plan and EIR, East Palo Alto CA
- » Hillsdale Station Area Plan, San Mateo CA
- » Upland Downtown Specific Plan, Upland CA
- » Bay Fair BART Station Area Improvement Plan, San Leandro CA
- » Area Two Concept Plan, Newark CA
- » Santa Rosa Downtown Station Area Specific Plan, Santa Rosa CA

URBAN DESIGN - DOWNTOWN PLANS

- » Ceres Downtown Specific Plan and EIR, Ceres CA
- » West Broadway Urban Village Specific Plan, Seaside CA

URBAN DESIGN - NEIGHBORHOOD/AREA PLANS

- » San Antonio Precise Plan, Mountain View CA
- » Suisun City Development Feasibility Analysis, Suisun City CA
- » Kentfield College Avenue Vision Plan, Kentfield CA
- » Point Arena Action Plan, Mendocino County CA
- » Southwest Chico Neighborhood Plan, Chico CA

EDUCATION

- » Master of Architecture, University of California, Berkeley
- » Residential Course, International Laboratory for Architecture and Urban Design, Siena, Italy
- » BS, Architecture, California Polytechnic State University, San Luis Obispo

REGISTRATIONS

- » California Registered Architect #C22756

CERTIFICATIONS

- » Leadership in Energy and Environmental Design Accredited Professional

AFFILIATIONS

- » US Green Building Council
- » Urban Land Institute
- » Congress for the New Urbanism

Team member since 2006

- » California Avenue Master Plan, Fresno CA
- » Laytonville Traffic Calming and Downtown Revitalization: Planning for a Livable Community, Mendocino County CA

URBAN DESIGN - SITE PLANS/STREETScape/ARCHITECTURE

- » MTC West San Carlos Master Streetscape Plan, San Jose CA
- » Antelope Crossing Transformation Project, Citrus Heights CA
- » Calpella Community Design Project, Mendocino County CA
- » Waterman Gardens Master Planning, San Bernardino CA
- » Santa Rosa Avenue Corridor Plan, Santa Rosa CA
- » Onizuka AFS Redevelopment Plan, Sunnyvale CA
- » Davis Tools of Engagement/Concept Plans, Davis CA
- » Miraflores Housing Development Site Plan and EIR, Richmond CA
- » Integrated Site Development Plan, Petaluma CA
- » Downtown Infill Conceptual Building Designs, Lafayette CA
- » Marinwood Village Master Plan, San Rafael CA
- » Urban Farm Design Service, Treasure Island, San Francisco CA
- » Tenaya Lodge Expansion Permitting and Site Planning Services, Mariposa County CA

COMPREHENSIVE PLANS

- » Vacaville General Plan Update and EIR, Vacaville CA
- » Capitola General Plan Update and EIR, Capitola CA

TRANSPORTATION/BICYCLE PLANNING

- » Harrison Street Corridor Plan, Oakland CA
- » City of Alameda Community-Based Transportation Plan, Alameda CA
- » Regional Blueprint Planning Public Involvement and Outreach, Mendocino CA
- » Palm Springs Airport Shuttle Demonstration Project, Palm Springs CA

SPEAKING ENGAGEMENTS

- » “Not All TODs Are Alike,” 2010 APACA State Conference, Carlsbad CA

AWARDS

- » 2011 Comprehensive Planning Award for a Small Jurisdiction, APACA Central Section, Ceres Downtown Specific Plan
- » 2010 SMART Ideas Competition Urban Design Award, AIA Redwood Empire Chapter and the Leadership Institute for Ecology and the Economy, Refarming Suburbia
- » 2010 Focused Issue Planning Award, APACA Northern California Section, Bay Fair BART Station Area Improvement Plan
- » 2008 Merit Award, APACA Northern California Section, Santa Rosa Downtown Station Area Specific Plan
- » 2008 Honor Award, APA California Chapter, California Avenue Master Plan
- » 2010 Residential Preservation Award, Berkeley Architectural Heritage Association, Hurtig House
- » 1990 Second Place, St. Vincent’s/Silviera Design Competition
- » 1991 Honorable Mention, Vietnam Women’s Memorial Competition
- » 1988 First Place Thomas Church Award, University of California, Berkeley

LEADERSHIP AND COMMUNITY

- » Trails for Richmond Action Committee, Vice Chairman

BRUCE BRUBAKER

Associate Principal

bbrubaker@placeworks.com



ISBY SWICK FLEISCHMANN, LEED AP

Senior Associate

Isby specializes in landscape planning, design, and community outreach. She has completed several urban greening projects, including the Salinas Urban Greening Plan for the City of Salinas, the El Monte Community Urban Forest Management Plan for Amigos de los Rios, and the Alameda Urban Farm and Garden Plan for the City of Alameda. Isby's project experience also includes the development of master plans and site plans that foster the creation of unique spaces that resonate with community and environmental context, including the Saratoga Quarry Park Master Plan and Initial Study Mitigated Negative Declaration for the City of Saratoga, the Concord Hills Regional Park Land Use Plan and EIR for the East Bay Regional Park District, and the Mount Tamalpais East Peak Facilities Management Plan for California State Parks. Complementing her focus on urban greening and resonant landscapes, she has worked as an outreach coordinator and as an environmental educator for non-profit and public entities throughout California and brings a strong background in public outreach and youth engagement.

HIGHLIGHTS OF EXPERIENCE

PARKS, TRAILS, AND OPEN SPACE

- » Concord Hills Regional Park Land Use Plan and EIR, Concord CA
- » Mount Tamalpais East Peak Facilities Management Plan, Marin County CA
- » Wavecrest Coastal Trail Plan, San Mateo CA
- » Wavecrest Concept Plan, Half Moon Bay CA
- » Supervisorial District 5 Trails Assessment and GIS Mapping, LA County CA
- » Master Plan for Sustainable Parks and Recreation, LA County CA
- » Saratoga Quarry Park Master Plan, Saratoga CA
- » Parks, Trails, and Open Space Assessment, Los Gatos CA
- » San Carlos Trails Project, San Carlos CA
- » Martial Cottle Park Master Plan, San Jose CA
- » Trancas Crossing Park and Napa River Trail, Napa CA
- » Lost Lake Park Master Plan, Fresno County CA

URBAN AGRICULTURE AND URBAN FORESTRY

- » Salinas Urban Greening Plan, Salinas CA
- » Oroville Urban Area Master Greening Plan, Oroville CA
- » Urban Farm and Garden Master Plan, Alameda CA
- » El Monte Urban and Community Forestry Management Plan, El Monte CA
- » Agricultural Park Consulting Services, Davis CA
- » Martial Cottle Park Master Plan, San Jose CA

RESOURCE PLANNING

- » San Vicente Redwoods Public Access Plan, Santa Cruz County CA
- » Comanche Creek Vegetation Management Plan, Chico CA
- » Creek Permit for Embarcadero Bridge over Lake Merritt Channel, Oakland CA
- » Midpeninsula Regional Open Space District Resource Management Plan Assistance, San Mateo County CA

EDUCATION

- » MLA, California Polytechnic State University, Pomona
- » BS, Natural Resource Planning and Interpretation, minor in Studio Art, California State University, Humboldt

CERTIFICATIONS

- » Leadership in Energy and Environmental Design Accredited Professional

AFFILIATIONS

- » American Society of Landscape Architects

Team member since 2007



ISBY FLEISCHMANN

Senior Associate

ifleischmann@placeworks.com

URBAN DESIGN AND STREETScape IMPROVEMENTS

- » Walnut Creek Sanctuary Transportation Demand Management Plan, Walnut Creek CA
- » Pedestrian, Bicycle and Transit Safe Access Plan, Walnut Creek CA
- » Davis Tools of Engagement and Concept Plans, Davis CA

ENVIRONMENTAL PLANNING

- » Lost Lake Park Master Plan Initial Study and MND, Fresno County CA
- » Municipal Services Review, Lodi CA
- » Winters Municipal Services Review, Winters CA
- » Martial Cottle Park Master Plan, San Jose CA

PUBLICATIONS

- » “Transforming Urban Environments for a Post-Peak Oil Future” (in collaboration with members of Cal Poly Studio 606), City of Ventura, 2008

SPEAKING ENGAGEMENTS

- » “Transforming Urban Environments for a Post-Peak Oil Future: Research and Design Element”, 2007 Agriculture at the Metropolitan Edge Symposium, Berkeley CA
- » “Transforming Urban Environments for a Post-Peak Oil Future: Research and Design Element”, 2007 Southern California Association of Governments Presentation, Los Angeles CA
- » “Transforming Urban Environments for a Post-Peak Oil Future: Research and Design Element”, RESILIENCE 2008: Resilience, Adaptation and Transformation in Turbulent Times International Science and Policy Conference, Stockholm, Sweden

AWARDS

- » 2011 Innovation in Green Community Planning Award, APACA Northern Section, Martial Cottle Park Master Plan and EIR
- » 2007 Honor Award, American Society of Landscape Architecture



JOHN HYKES, ASLA

Senior Associate, Landscape Architect

John's fourteen years of experience with PlaceWorks is especially focused on public sector work and community participation. His exceptional responsiveness and service to his clients builds strong, long-lasting client relationships. An effective problem solver, facilitator, and consensus builder, John is resourceful at keeping projects on target and on budget.

John specializes in landscape architecture with an emphasis on parks, streetscape master planning, traffic calming, and bicycle/pedestrian improvements in the public realm. His participation in urban design and landscape architecture projects of numerous scales has prepared him to handle the opportunities and constraints of complex environments.

John enjoys working on projects that include a component of community involvement, and he thrives on integrating the public process into his work. The opportunity to take community-driven ideas from concept to construction continues to motivate his passion for design. John jumps easily between projects; whether large-scale design concepts for neighborhood beautification or construction documents for urban spaces, he delivers the right results.

HIGHLIGHTS OF EXPERIENCE

STREETSCAPE IMPROVEMENTS/BICYCLE AND PEDESTRIAN PLANS

- » Central Avenue Complete Streets, Alameda CA
- » Central County Complete Streets, Central Alameda County CA
- » Lakeside Green Streets, Oakland CA
- » California/Escuela/Shoreline Complete Streets, Mountain View CA
- » Decoto Green Streets, Union City CA
- » Paradise Downtown Capital Improvement Plan, Paradise CA
- » South Coliseum Way/Edes Avenue Streetscape Plan, Oakland CA
- » Foothill Boulevard Streetscape Design Project, Oakland CA
- » Foothill/High/Melrose Streetscape Design, Oakland CA
- » 66th Avenue Streetscape Improvements, Oakland CA
- » Oakland Avenue/Harrison Street Corridor Community Transportation Plan, Oakland CA
- » Upper Fairmount Streetscape Plan, El Cerrito CA
- » Fairmount Avenue Streetscape Master Plan, El Cerrito CA
- » John Muir Parkway, Hercules CA
- » Irvington Concept Plan, Bay Street Streetscape Improvements, Fremont CA
- » Harrison Street Corridor Plan, Oakland CA
- » Pedestrian District Study, San Francisco Bay Area
- » San Leandro Bicycle and Pedestrian Plan Update, San Leandro CA

LANDSCAPE ARCHITECTURE/URBAN DESIGN

- » Los Angeles County Sustainable Parks Master Plan, Los Angeles CA
- » Pierce Street Neighborhood Park and Trail, Albany CA
- » Ohlone Greenway, Natural Play Areas, and Raingardens, El Cerrito CA
- » Cryer Site Park Design, Oakland CA

EDUCATION

- » Master of Landscape Architecture, University of California, Berkeley
- » BA, Art History, James Madison University, Harrisonburg VA

REGISTRATIONS

- » California Licensed Landscape Architect No. 5315

AFFILIATIONS

- » American Society of Landscape Architects

Team member since 2001





JOHN HYKES

Senior Associate

jhykes@placeworks.com

- » Berkeley Bicycle/Pedestrian Bridge Plazas, Berkeley CA
- » Dona Springs Animal Care Services LEED Shelter, Berkeley CA
- » Frog Pad Park, Hercules CA
- » 66th Avenue Gateway Project, Oakland CA
- » Derby/Lancaster Waterfront Trail Construction Administration, Oakland CA
- » Shattuck Avenue/Bushrod Park Streetscape Improvements, Oakland CA
- » Pleasant Hill Road Multi-purpose Trail, Lafayette CA
- » Hanna Ranch Soccer Field, Hercules CA
- » Lafayette Park North End Public Design, Lafayette CA

URBAN DESIGN PLANS

- » Ventura/Kings Canyon Corridor Revitalization Project, Fresno County CA
- » Sheldon Visioning Plan, Elk Grove CA
- » Point Arena Community Action Plan, Point Arena CA
- » Olivehurst Sustainable Community & Economic Revitalization Plan, Olivehurst CA
- » Calpella Community Design Project, Calpella CA
- » Boronda Community Plan, Boronda CA
- » Irvington Concept Plan, Fremont CA

SPECIFIC PLANS

- » Northwest Chico Specific Plan and EIR, Chico CA
- » Adams Point Urban Design Plan, Oakland CA

PUBLICATIONS

- » "More Complete Streets: Expanding the Vision by Integrating Green Streets", APA Northern California Chapter, October 2011
- » "Does the Neighborhood Landscape Matter? Bernal Heights Precita Park Case Study", University of California, Berkeley 2000

SPEAKING ENGAGEMENTS

- » "Pedestrian Improvements on a Budget," 2007 California Chapter APA Conference, San Jose CA
- » "Does the Neighborhood Landscape Matter? Bernal Heights Precita Park Case Study," Does the Neighborhood Landscape Matter Conference, 2000, Oakland CA

ACTIVITIES

- » Secretary/Treasurer, 2012-2013, American Society of Landscape Architects, Northern California Chapter, Executive Committee



JANET CHANG, AICP

Project Urban Designer

Janet is recognized for her ability to think both creatively and analytically about projects and for her skills in plan writing, data analysis, GIS, community engagement, workshop facilitation, and project management. She possesses a strong understanding of placemaking and is committed to planning and designing vibrant communities that encourage compact development and multimodal accessibility. Janet served as interim project manager for the Southwest Fresno Specific Plan, leading the project through an extensive community engagement process and the development of alternatives. Janet has worked on a variety of projects, including the Downtown Gilroy Station Area Plan, the City of Avenal's Active Transportation Plan, the Millbrae Station Area Specific Plan, and meeting facilitation for the Contra Costa Transportation Authority's Expenditure Plan Advisory Committee. For all her projects, Janet brings a proactive attitude and a high level of detail orientation to ensure a successful and goals-driven planning process. Prior to joining PlaceWorks, Janet served as project manager for the City of Piedmont's transportation division and represented Piedmont on the Alameda County Technical Advisory Committee.

HIGHLIGHTS OF EXPERIENCE

STATION AREA PLANS/TOD PLANS

- » Downtown Gilroy High-Speed Rail Station Area Plan, Gilroy CA
- » Millbrae Station Area Specific Plan, Millbrae CA
- » Lake Merritt Station Area Plan, Oakland CA*
- » Codman Square Residential Neighborhood Plan, Dorchester MA*
- » West Newton Village Area Plan, Newton MA*

URBAN DESIGN AND AREA PLANS

- » Southwest Fresno Specific Plan, Fresno CA
- » San Francisco Bay Trail Design Guidelines, Bay Area CA
- » I-80/Gilman Street Interchange Improvement Project, Berkeley CA

MULTIMODAL STREET PLANNING

- » Pedestrian and Bicycle Master Plan, Piedmont CA*
- » Active Transportation Plan, Avenal CA
- » Crafton Hills Complete Streets Plan, Yucaipa CA

COMPREHENSIVE PLANNING

- » Stockton General Plan Update, Stockton CA
- » Connect Menlo: General Plan and M-2 Area Zoning Update, Menlo Park CA

ENVIRONMENTAL REVIEW

- » Marina Plaza Project Environmental Review, Cupertino CA
- » Training Facility Initial Study/Mitigated Negative Declaration, Coastside Fire Protection District, Half Moon Bay CA

MEETING FACILITATION AND ENGAGEMENT

- » Expenditure Plan Advisory Committee Meeting Facilitation, Contra Costa

EDUCATION

- » Master of City Planning, Massachusetts Institute of Technology
- » BA, Architecture, University of California, Berkeley

CERTIFICATIONS

- » American Institute of Certified Planners

AFFILIATIONS

- » American Planning Association

Team member since 2015

Transportation Authority, Contra Costa County CA

PUBLICATIONS

- » Waiting for TOD: Developing the Millbrae BART Station Area, Massachusetts Institute of Technology, 2012

* Projects prior to joining PlaceWorks



JANET CHANG

Project Urban Designer

jchang@placeworks.com



CLAUDIA GARCIA

Project Planner

Claudia brings a multi-disciplinary perspective and skill set to PlaceWorks' planning team. She prepares programmatic and project-specific environmental documents, develops existing conditions reports and technical memoranda, and creates maps using GIS. Claudia is helping to manage the Sustainable Communities Strategy Base-Case Scenario for the Association of Monterey Bay Area Governments, which involves the preparation of a Sustainable Communities Strategy Toolkit to guide infill development, economic development, and transportation for Monterey, San Benito, and Santa Cruz Counties. In addition, Claudia routinely translates workshop materials from English to Spanish. Her prior professional experience includes projects ranging from identifying invasive plants communities throughout water-deficit areas in California to drafting a physical risk assessment for the County of Orange and neighboring cities. Claudia is noted for conducting high level biological research and data analyses, and she has experience completing Biological Site Assessments. She is also well-versed in leading workshops and interpretive tours.

EDUCATION

- » BS/BA, University of California Berkeley
- » MS, Environmental Studies, California State University Fullerton

AFFILIATIONS

- » Association of Environmental Professionals
- » California Native Plant Society

Team member since 2015

HIGHLIGHTS OF EXPERIENCE

- » San Leandro General Plan EIR, SAN Leandro CA
- » ConnectMenlo General Plan and M-2 Area Zoning Update, Menlo Park CA
- » Marina Plaza Project CEQA Review, Cupertino CA
- » Butcher's Corner Apartments EIR, Sunnyvale CA
- » 10234 Scenic Boulevard Environmental Review, Cupertino CA
- » 640 Morecroft Road Subdivision IS/MND, Lafayette CA
- » Hillsdale Shopping Center North Block Reconfiguration Project EIR, San Mateo CA
- » General Plan Update and Sustainability Implementation Programs, Avenal CA
- » Sustainable Communities Strategy Base-Case Scenario, Monterey County, CA
- » Stockton 2035 General Plan Update, Stockton CA
- » Integrated Revitalization Program and General Plan Update, Vallejo CA
- » Palo Alto Comprehensive Plan Update, Palo Alto CA

PRIOR EXPERIENCE

CALIFORNIA STATE UNIVERSITY, FULLERTON CA, TEACHING ASSOCIATE, 2012 TO 2015

Provided laboratory and ecological field instruction to undergraduate biology majors enrolled at California State University, Fullerton. Instructed students on how to properly sample desert and aquatic organisms in the field. Prepared lectures and administered assignments to enhance student understanding of complex ecological concepts.

CENTER FOR DEMOGRAPHIC RESEARCH, FULLERTON CA, GIS RESEARCH ASSISTANT, 2014

Developed GIS Maps of Orange County demographics, boundary and annexations, SOI, and physical risk assessments.

LEADERSHIP & COMMUNITY

- » Orange County Parks, Ranger Reserve, 2012
- » Center for Sustainability, CSUF, Green Team Leader, 2012





CLAUDIA GARCIA

Project Planner

cgarcia@placeworks.com

SPEAKING ENGAGEMENTS

- » “Population Differentiation in Fennel Across a Water Availability Gradient”, 2014 California State University, Fullerton, Fullerton CA
- » “Population Genetics of *Dioon purpusii*”, 2010 Ronald E. McNair Symposium, Berkeley CA

TEACHING

- » “Principles of Physiology and Ecology” Laboratory, California State University, Fullerton
- » “Evolution and Biodiversity” Laboratory, California State University, Fullerton
- » “Elements of Biology” Laboratory, California State University, Fullerton
- » “Environmental Science and Sustainability” Class, GEAR UP California State University, Fullerton

AWARDS

- » 2014 Enhancing Post-baccalaureate Opportunities for Hispanic Students Research Grant
- » 2009 Ronald E. McNair Scholar Undergraduate Research Grant

Ria Hutabarat Lo

Principal



Ria Hutabarat Lo specializes in creating places that are interesting, sustainable, and accessible to multiple users. She has led collaborative complete streets designs in Santa Monica, Jakarta, Mountain View, Sunnyvale, Princeton (California), Santa Clara County, and San Mateo County. Her design work also includes award-winning campus plans, station area plans, and transit access studies in California and BC. She has developed innovative multimodal performance metrics to guide transportation investments in Seattle and Minneapolis. A former adjunct professor at UC Berkeley, her research and work has won awards from the United States Department of Transportation, the American Society of Landscape Architects, the Society for College and University Planning, the American Institute of Architects, and the American Planning Association.

EDUCATION

PhD, City and Regional Planning, University of California, Berkeley
MCP, Transportation Concentration, University of California, Berkeley
MSc, Transportation Engineering, University of California, Berkeley
BEng, Environmental Engineering, University of South Wales, Australia

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2013–Present; Consulting Associate, 2006–2008; Senior Associate 2004–2006

- **Complete streets design, planning and analysis** including Shoreline Boulevard Corridor Study in Mountain View (winner of the 2015 Excellence Award from Northern California American Planning Association); California/Escuela/Shoreline Complete Streets Feasibility Study in Mountain View; traffic calming for Plaza Fatahillah in Jakarta; living street (*woonerf*) design for Longfellow Street in Santa Monica; and State Route 82 Relinquishment Exploration Study for Caltrans, Santa Clara Valley Transportation Authority (VTA) and the Grand Boulevard Initiative.
- **Sustainable campus transportation planning** including parking, multimodal access, and travel demand management strategies for Genentech's South San Francisco office park, Playgroup Preschool in San Francisco, and the University of California, Davis, as well as transportation master plans for San Francisco State University (2009 Merit Award from American Society of Landscape Architects) and Occidental College (2007 Merit Award from Society for College and University Planning and American Institute of Architects)
- **Pedestrian and bicycle planning** including development of a pedestrian safety prioritization process for Genentech in South San Francisco, technical contribution to the NACTO Global Urban Street Design Guide; and expert advice on draft national guidelines for non-motorized transportation the Republic of Indonesia.
- **Integrated Parking and Travel Demand Management (TDM)** including development of a TDM Toolkit for residential development in Sunnyvale, analysis of parking issues, costs, and impacts on development under the Beverly Hills In-Lieu Parking Study, and development of parking policy options for the Milpitas Transit Area Parking Study. Also provide technical contributions to parking analyses for Binghamton University and the City of Lexington.
- **Transit-oriented development and station area planning** for future BART stations at Alum Rock and Downtown San José; Expo Light Rail terminus in Los Angeles County; Vancouver's Broadway-Commercial station; and San Francisco's Bayview-Hunters Point.
- **Dynamic transit planning** including analysis of shared mobility options, travel behavior, and market demand, as well as development of implementation plans for VTA Flex pilot program

- **Multimodal quality of service** analysis for Minneapolis and Seattle including developing an innovative tool to rank priorities in developing activity nodes, transit or non-motorized transportation networks and complete streets
- **Transportation Impact Analysis** for mixed-use developments in West Hollywood, Palo Alto and San Francisco
- Management responsibilities include marketing, proposals, budgeting, coordination, and management of staff, sub-contractors and survey workers

PREVIOUS EXPERIENCE

University of California, Berkeley; San Francisco State University; San Jose State University Lecturer (Adjunct Professor) in Urban City Planning and Policy, 2011–2012

- Responsibilities included designing and marketing courses, communicating planning concepts to diverse groups of people, engaging students in real-world planning processes, encouraging intrinsic motivation, preventing and disciplining misconduct, facilitating learning and improvement, and managing assistants
- Taught CP110 Introduction to City & Regional Planning at UC Berkeley. 120 students, 4 teaching assistants, Spring 2012
- Taught UrbP200 Seminar in Urban & Regional Planning at San Jose State University. 20 students, Fall 2011
- Taught USP/PLSI480 Urban Policy & Analysis at San Francisco State University. 50 students, Fall 2011
- Taught CP110 Introduction to City & Regional Planning at UC Berkeley. 40 students, 1 teaching assistant, Summer 2011
- Graduate Student Instructor at UC Berkeley for CP 110 Introduction to City & Regional Planning, Spring 2009; CP204A Methods of Planning Data Analysis, Fall 2007; CP118AC Urban Communities, Spring 2001

Jack Faucett Associates, Lafayette, California

Acting Western Regional Manager, 4/2003–4/2004; Senior Research Associate, 1/2003–3/2003; Research Associate, 4/2002–12/2002

- **Growth visioning and integrated transportation and land use planning** for the Southern California Association of Governments and the Westside Cities
- **Transportation energy research** including reports on sustainability, impacts and planning for California Department of Transportation
- **Induced travel demand** research, development of outreach documents, and training delivery for regional staff at the U.S. Environmental Protection Agency
- Management responsibilities included supervision of 5 or 6 professional staff in addition to management of projects and sub-contracts

University of California, Berkeley

Graduate Student Researcher, Department of City and Regional Planning, 1999-2001

- Undertook research on **induced travel demand** for California Department of Transportation (Caltrans)
- Conducted research on **informal transportation** including on-demand services in developing world cities for the United Nations Commission on Human Settlements (Habitat)

Australian Department of Transport and Regional Development (DoTRD), Canberra

Policy Advisor, Sustainable Transport / Policy Coordination, 1/1996–12/1998

- Carried out consultations with federal, state and local agencies and non-government organizations. Co-authored “Australian **Transport and Sustainable Development**: Draft Policy Directions”

- Contributed to a **strategic plan** and adoption of sustainability as a guiding principle for transport in Australia by the Australian Transport Council (ATC)—comprising state and federal transport ministers
- Provided support for establishing and running the National Transport Council—a high-level **industry advisory council** to the Federal Minister
- Initiated Federal input on **bicycle transport policy** and contributed to “Australia Cycling: The National Strategy”
- Carried out consultations and co-authored Regulatory Impact Statement for Revision of Australian Design Rules 70/00 and 30/00: **Emissions and Smoke Control** for Diesel Vehicles

GRANTS AND AWARDS

- 2015 Excellence Award from the Northern California Chapter of the American Planning Association for **Shoreline Boulevard Corridor Study**. Project manager for the project as well as four sub-consultants.
- **Dwight David Eisenhower Transportation Fellowship** from the United States Department of 2009 Merit Award from the Northern California Chapter of the American Society of Landscape Architects for **San Francisco State University Master Plan**. Project managed the transportation and parking components by Nelson Nygaard in conjunction with WRT|Solomon ETC and URS
- **Dwight David Eisenhower Transportation Fellowship** from the United States Department of Transportation (USDOT), 2006-2007. This award provided \$69,500 for my doctoral dissertation research. Field research was completed and published in *Urban Studies* and other places
- 2007 Merit Award for Excellence in Planning for an Established Campus from the Society for College and University Planning and the American Institute of Architects for **Occidental College Master Plan**. Worked on transportation issues for Nelson Nygaard in conjunction with Moule & Polyzoides and Van Atta
- **University of California Transportation Center (UCTC) award** for dissertation research, 2006/8
- **Institute of Transportation Engineers graduate scholarship**, San Francisco, 2001
- **Women’s Transportation Seminar Helene Overly Memorial Scholarship**, San Francisco, 2000
- UC Berkeley non-resident block grant fellowship, 1999–2001

Michael Riebe, PE

Senior Associate



Michael Riebe is a technical expert in multimodal design who is experienced with transportation engineering and planning on a variety of projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscapes that include traffic calming elements, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space in a dense urban environment for all modes of transportation. Michael coordinates Complete Streets design and traffic engineering, as well as a variety of other technical analyses involving traffic modeling software and signal timing.

EDUCATION

M.Eng. Civil Engineering (focus in Transportation Engineering), University of Florida
B.S., Civil Engineering, University of Florida

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, 2014–Present

- **Broadway Complete Streets Plan, Sacramento CA (2016)**—Michael served on the technical design team for the Broadway corridor Complete Streets Plan in Sacramento. The project included completing a technical audit of a previous vision study for the area and refining the plan. He led the design team to create a preferred alternative that enhances the neighborhood with a traffic calmed street and buffered bicycle lanes. The final design promoted enjoyable bicycling and walking while maintaining efficient transit service through bus and rail connections. This project included several rounds of community outreach through walking audits, outdoor workshops, and key stakeholder meetings.
- **California Street/Escuela Ave Complete Streets, Mountain View CA (2016)**—Michael served as the deputy project manager and lead engineer for Mountain View's complete street plan for a 3 corridor area. The streets varied in size, function, and surrounding form, but are all linked together within the neighborhood. The project's goal was to enhance safety on these residential corridors by calming traffic and providing pedestrian and bicycle amenities. The project includes a traffic study, community outreach, and conceptual design for all of the corridors in order to improve the vibrancy and connectivity of the area.
- **East Palo Alto General Plan Update, East Palo Alto, CA (2016)**—Michael coordinated the traffic impact portion and environmental impact report for the update to the East Palo Alto General Plan, which includes technical analysis using Synchro. The report included analyses of existing conditions and future growth with respect to East Palo Alto's zoning changes and transportation improvement projects.
- **Menlo Park General Plan Update, Menlo Park, CA (ongoing)**—Michael has been involved in the quantitative and qualitative analysis for pedestrian, bicycle, and transit conditions for the existing conditions report in the Menlo Park General Plan Update. This includes analyzing existing facilities using a customized multimodal level of service (MMLoS) method and will tie into recommendations for future roadway network classifications. These classifications will note requirements and physical standards for transit and nonmotorized transportation for the existing roadway network and planned future growth in Menlo Park.
- **Palmdale TOD Overlay and Avenue Q Transportation Impact Analysis, Palmdale, CA (ongoing)**—Michael was involved in the traffic modeling effort for the Palmdale TOD Overlay and Avenue Q plans, which included an entire rezoning effort around future California High Speed Rail in Palmdale. Michael conducted existing and future traffic analysis, including trip generation for a large scale development project which will include many sites geared towards walkable and transit oriented commercial and residential land uses.
- **Occidental College Campus Master Plan, Los Angeles, CA (2016)**—As lead engineer of the Occidental College Master Plan Update, Michael conducted trip generation and traffic analysis for the development of expanded athletic facilities at Occidental College. The project included assessment of the overall circulation of

vehicles on campus and through nearby neighborhoods, signal operations analysis, and athletic team bus operations.

- **Head Royce School Master Plan and Traffic Study, Oakland, CA (2015)**—Michael provided technical support on the design of future campus expansion at Head Royce School. Analyses included a traffic and site operations study to support an overhaul of the campus parking, drop-off, and pick-up operations on an already congested two lane corridor.
- **San Mateo Sustainable Streets Plan, San Mateo CA (2015)**—As an engineer and designer, Michael assisted with developing street design for sample corridors of varying street typologies. Features include separated cycletracks, greet street features, and transit boarding islands. These streets now serve as the design guidelines for future streetscape projects in the city of San Mateo.
- **Shoreline Boulevard Transportation Corridor Study (Mountain View, CA) 2015**—Michael coordinated complete streets design and traffic engineering analysis to support the Shoreline Corridor Study. Nelson\Nygaard provided conceptual design and analysis for an integrated pedestrian, bicycle, transit, and traffic corridor connecting the North Bayshore Precise Plan Area to downtown Mountain View. This heavily used boulevard passes through mixed use developments along a commercial corridor between US101 and major office parks at its Northern extent. This study required strong outreach and task coordination.

PREVIOUS EXPERIENCE

San Francisco Municipal Transportation Agency, San Francisco, CA

Associate Engineer, 2011–2014

- **Polk Street Contraflow Bike Lane (San Francisco, CA) 2014**—Michael contributed to the final striping design and construction oversight for the Polk Street contraflow bicycle lane installed in San Francisco in 2014. The short but crucial 0.3 mile stretch provides linkage to a key bike facility in the heart of the city. Michael created a striping plan for this unique bike corridor that was safe and compliant with city standards; this involved review with ADA, Fire Department, and City Attorney staff. The project was ranked #1 in PeopleForBikes' list of 'America's 10 Best New Bike Lanes of 2014.'
- **Traffic Calming Implementation (San Francisco, CA) 2011–2014**—Michael managed many site-specific traffic calming projects within the City of San Francisco, including innovative design treatments suitable for the dense environment of the City while taking into account all modes of transportation. These projects involved community outreach and specific design with respect to the needs of the neighborhood. Michael oversaw the projects through funding and planning phases, legislation and SFMTA Board of Director approval, multi-agency coordination, and construction management.

Kimley-Horn and Associates, Inc., Fort Lauderdale, FL

Analyst, 2010–2011

McTrans, University of Florida, Gainesville, FL

Graduate Assistant, 2009 – 2010

PROFESSIONAL REGISTRATIONS

- Professional Engineer –Civil, CA, License: 80935

SKILLS

- Streetscape Design
- Traffic Calming
- Roadway Safety
- Transportation Engineering
- Transportation Planning
- Project Management
- Pedestrian Safety
- Signal Timing
- Intersection Design

SOFTWARE

- AutoCAD
- Synchro
- HCS

Meghan Weir

Senior Associate



Meghan Weir has experience in multimodal transportation planning, policy and analysis. Meghan has worked on a wide variety of San Francisco Bay Area transportation planning projects, including Oakland's Transportation Impact Review Streamlining, BART station modernization and multimodal access plans, various transit access and infrastructure plans, city and county vision plans, and complete streets corridor plans throughout the region. In Philadelphia, Meghan managed multimodal transportation planning studies and projects, regional transit funding programs, and environmental justice analysis. Meghan's focus on analysis, communication, consensus building, social equity, and implementation provides a foundation for effective transportation solutions that improve local and regional access and mobility.

EDUCATION

MCP, University of Pennsylvania School of Design, Philadelphia, PA
BS, Civil Engineering, The Cooper Union for the Advancement of Science and Art, New York, NY

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Senior Associate, 2014–Present

- **Sonoma Marin Area Rail Transit (SMART) Bicycle Parking Investment Plan (Petaluma, CA) 2014 – Present** – Project Manager. Identify bicycle parking needs at stations throughout the SMART corridor, coordinate outreach to inform priorities and local considerations, and develop a Bicycle Parking Investment Plan and Priorities for Implementation for SMART corridor stations and station areas.
- **BART Multimodal Access Design Guidelines, Bay Area Rapid Transit (Oakland, CA) 2015–Present**—Project Manager. Identify multimodal access priorities and develop design guidelines to inform future investment and station design plans throughout the BART system.
- **Oakland TIR Streamlining, Metropolitan Transportation Commission and City of Oakland (Oakland, CA) 2014 – Present** – Project Manager. Establish methods and criteria for a streamlined process to assess and address impacts of transportation on all modes of transportation in the City of Oakland, informed by Nelson\Nygaard's involvement in shaping state CEQA reform policy.
- **Sacramento Broadway Complete Streets, City of Sacramento (Sacramento, CA) 2014–Present**—Balance accessibility for all modes of transportation in the Broadway Corridor, improve the transit, bicycle and pedestrian environment; evaluate road diets, crossing improvements, and bicycle and pedestrian facilities.
- **BART Station Modernization Plans – Civic Center and Concord Stations, Bay Area Rapid Transit (San Francisco, CA) 2014–Present**—Project Manager. Develop design alternatives for improved circulation and access to Civic Center and Concord BART Stations.
- **California St., Escuela Ave. & Shoreline Blvd. Complete Streets Feasibility Study, City of Mountain View (Mountain View, CA) 2014–Present**—Improve the bicycle and pedestrian environment through the study corridor; evaluate road diets, crossing improvements, and bicycle and pedestrian facilities.
- **BART Art Policy Work Plan Development, Bay Area Rapid Transit (Oakland, CA) 2014–Present**—Support BART's development of a new system-wide station art policy to enhance the passenger experience at stations, support station wayfinding programs, improve use of station space, and support past art program efforts. Meghan is providing project support for the art policy consulting team.

PREVIOUS EXPERIENCE

Fehr & Peers, San Francisco, CA Transportation Planner, 2012–2014

- **WalkFirst (San Francisco, CA)**—Provided project support for this technical and statistical analysis of where and why pedestrian collisions occur on San Francisco city streets, working in direct partnership with City of San Francisco health and transportation agencies to prioritize pedestrian safety projects and programs over the next five years.
- **Muni Transit Effectiveness Project, San Francisco Municipal Transportation Authority (San Francisco, CA)**—Provided project support for the San Francisco Municipal Transportation Authority facilitated the production of public outreach graphic materials for transit route improvements supporting the Transit Effectiveness Project and Travel Time Reduction Program.
- **Oakland Traffic Calming, City of Oakland (Oakland, CA)**—Provided project support and deliverable production for this Neighborhood Level Traffic Calming Program for the City of Oakland, which included specific concept plans for two high-priority bicycle corridors.
- **San Pablo Avenue Complete Streets Project (San Pablo and Richmond, CA)**—Project Manager of this Complete Streets corridor project, focused on improving mobility for pedestrians and bicyclists along a one-mile segment of San Pablo Avenue in the cities of San Pablo and Richmond. Managed the multi-consultant team, provided project support and deliverable production for all stages of the project, and assisted the cities with a One Bay Area Grant application, which secured funding for project implementation.
- **South San Francisco Pedestrian Master Plan and Climate Action Plan (South San Francisco, CA)**—Project Manager for this Pedestrian Master Plan (PMP) project, designed to catalyze pedestrian activity, reduce transportation-related emissions, improve public health, and revitalize the El Camino Real Corridor and Downtown Area.
- **South San Francisco Station Area Plan, (South San Francisco, CA)**—Project Manager for this Downtown Station Area Plan focused on creating a vibrant, transit-supportive downtown with direct connections between the downtown and Caltrain station area.

Delaware Valley Regional Planning Commission, Philadelphia, PA Transportation Planner, 2009–2011

- Managed and provided project support for regional and Philadelphia transit and bicycle planning; coordinated with regional partners in nine-county bi-state region. Projects included a feasibility study and conceptual planning to address safety concerns for pedestrians and bicyclists on MLK Drive in Philadelphia and a bicycle and pedestrian safety study focused on enhancing local mobility in Collegeville, PA.
- Managed Coordinated Human Services Transportation Planning and facilitated the regional distribution of FTA and PennDOT funding, which included more than \$7 million in competitive grants with an emphasis on mobility and livability initiatives, and planning for transit-dependent populations.
- Provided environmental justice technical analysis for agency-wide projects, which informed project-specific public outreach strategies and identified sensitive or disadvantaged communities within project impact areas to ensure that minority and low-income communities were treated equitably in the provision of transportation services and projects.

SELECTED PRESENTATIONS

- *Environmental Justice and New Directions in Public Outreach in the Greater Philadelphia Region – Successfully Engaging Diverse Audiences in Regional Planning: Tools, Techniques, and Strategies.* Presented at New Partners for Smart Growth 10th Annual Conference, 2011, Charlotte, NC.

Calli Cenizal

Associate



Calli has worked on a variety of transportation efforts across the Americas, from sparking economic development through transportation investment in Mississippi to designing adaptive mobility systems in Medellín. During that time, she also worked for the Massachusetts Department of Transportation, managing regional and municipal planning projects and implementing statewide programs on sustainability and performance management. Prior to becoming a transportation planner, she was involved in labor organizing and advocacy in the greater Los Angeles area. She specializes in short- and long-range multimodal planning, community engagement, corridor analysis, and policy development. Calli leverages transportation investments across all modes to enhance accessibility and drive sustainable and equitable urban development.

EDUCATION

Master in City Planning, Massachusetts Institute of Technology
Bachelor of Arts, Latin American Studies, Pomona College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Associate III, 2015–Present

Transit Planning and Policy

- **Affordable Student Transit Pass Program, Alameda County Transportation Commission (Alameda County, CA) 2015 – present:** Lead planner. Develop and implement multiple pilot programs to provide students with free or low-cost transit passes throughout Alameda County in order to enhance access to schools and other opportunities.
- **Rock Region METRO Comprehensive Strategic Transit Planning, Central Arkansas Transit Authority (Little Rock, AR) 2015:** Redefined the Central Arkansas Transit Authority as Rock Region METRO, providing recommendations on new transit service, funding, and branding.

Multimodal Planning

- **Bonanza Park and Lower Park Avenue Transportation Study, City of Park City (Park City, UT) 2015 – 2016:** Developed a transportation plan for the Bonanza Park and Lower Park Avenue districts to improve multimodal mobility and enhance local connections to key destinations, in line with community priorities.
- **Technical Transportation Planning Support Services, LinkedIn (Mountain View and Sunnyvale, CA) 2015 – present:** Electric vehicle program manager. In addition to supporting the communications and parking programs, develop strategy to increase participation and improve overall efficiency in the EV program. Develop strategic communications strategy to engage thousands of employees in transportation options, including biking, walking, ridesharing, and taking transit.

- **Mission Rock Advisory Transportation Advisory Services, Seawall 337 Associate (San Francisco, CA) 2015 – present:** Provide input on street, sidewalk, and bike facility design and best practices, and develop transportation demand management plan for the Mission Rock Development.

PRIOR EXPERIENCE

- **Research Associate, Center for Sustainable Transportation-EMBARQ (Mexico City, Mexico) 2014—** Calli researched the feasibility of a national bicycle plan for Mexico, drawing upon document review and interviews to analyze international public policies and national initiatives from institutional, legal, and financial perspectives. Her draft memo encompassing all analyses and recommendations focused on strategies to advance non-motorized transportation in a politically and financially challenging environment.
- **Student Consultant, Massachusetts Institute of Technology (Cambridge, MA)**
 - Mobility challenges in Medellin, 2014.** In response to impending City growth management interventions, Calli provided technical assistance on mobility issues by researching existing conditions and needs assessment, projecting future growth patterns, mapping potential areas of intervention, and designing solutions with action plans and implementation budgets. She engaged with stakeholders (residents, public agencies, local universities) through data collection and charrette process on the ground.
 - Financial analysis and program development in Mississippi, 2013.** Calli developed strategies for local lawmakers and public officials to leverage infrastructure investments to improve equity, access, economic development, and sustainability. Researching Mississippi's current state of transportation infrastructure and potential funding sources, Calli wrote a memo recommending a slate of financial tools and planning and policy strategies.
- **Transportation Program Planner II, Massachusetts Department of Transportation, (Boston, MA) 2009-2013**
 - Metropolitan planning.** With increasing levels of responsibility, Calli led the development of short- and long-range transportation planning programs of multiple MPO regions, including the Boston metropolitan area, with an average annual roadway budget of \$60 million and multiple transit authorities serving over 7 million people. Calli acted as primary point of contact between regional stakeholders and MassDOT, writing memos, briefings, and correspondence for the Secretary and Governor. Calli chaired the Boston Region MPO Unified Planning Work Program Committee (8-10 members from municipalities and public agencies) and represented MassDOT at the Metropolitan Area Planning Council (101 cities and towns).
 - Corridor planning and analysis.** Calli managed a \$400,000 18-month planning study of I-495/Route 9 and I-495/I-90 interchanges and adjacent corridors, with an emphasis on highway redesign to enable economic development, improve safety, and change travel behavior. Calli oversaw a seven-member consultant team with multiple subconsultants and directed the public's participation and involvement, provided outreach to local and regional stakeholders, and established the foundation for project implementation.
 - Program implementation.** In response to habitual delays endangering funding, created and managed annual project schedule for statewide road, bridge, and transit program development and approval that continues to be used successfully. Provided Spanish translation and customer service for meetings, telephone inquiries, and the Massachusetts Statewide Travel Survey.
- **Transportation Planner, The Collaborative (Boston, MA) 2009—**Calli performed community outreach and data collection for proposed bus rapid-transit line in southern Boston, and she produced media briefings and press releases relating to project development.

Darlene Rios Drapkin
6056 Felix Avenue
Richmond, CA 94805
(510) 459-7780
darlene@urbantransformation.com

EXPERIENCE

URBAN TRANSFORMATION – Richmond, CA 2004 to present
Principal

- Contract with local governments, community based organizations and business associations to implement commercial district revitalization strategies for downtown and neighborhood commercial districts.
- Develop recommendations for organizing comprehensive revitalization programs, fundraising, and outreach strategies
- Implement Business Improvement District Formations in commercial corridors to raise up to \$750,000.
- Train merchants, property owners, city officials and members of the public about commercial management strategies.
- **Managed Oakland's Temescal district** 11 years, growing its budget from \$229,000 to \$489,000 and reducing its vacancy rate from 30% to zero.

LOCAL INITIATIVES SUPPORT CORP. – San Francisco 2001–2003
Program Officer

- Provided technical assistance to urban non-profit organizations nationwide to build their board capacity and instigate community-driven initiatives to revitalize their neighborhoods.

UNITY COUNCIL – Oakland 1996–2001
Fruitvale Main Street Director

- Managed a community driven commercial revitalization program, an eclectic business district
- Organized and promoted image enhancement events; created and implemented public relation plans in English and Spanish
- Provided business assistance to small businesses and start-ups through workshops and one on ones

MARRIOTT HOTELS OF CALIFORNIA - San Francisco 1993- 1995
Regional Director, International Sales, Latin America and South East Asia

- Designed periodic promotions for travel agents and tour operators generating 15% increased revenue.
- Untapped Latin American potential successfully to increase market share from 7% to 12%.
- Developed and delivered corporate awareness campaigns to various group sizes up to 100 at a time at seminars and trade shows.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL MANAGEMENT

American Graduate School of International Management (Thunderbird) – Phoenix, AZ
Marketing Emphasis

BACHELOR OF ARTS IN BUSINESS ADMINISTRATION

Loyola Marymount University - Los Angeles, CA
French Minor

LANGUAGES

Native Spanish, Proficient in French and Portuguese

ADDITIONAL

- Downtown Management Certification from the National Trust for Historic **Preservation's National Main Street Center**
- Founded CA Main Street Alliance
- Served on Richmond Economic Development Commission from 2005 to 2013



05. FIRM EXPERIENCE + QUALIFICATIONS

05. TEAM EXPERIENCE AND QUALIFICATIONS

RAIMI + ASSOCIATES



FIRM DESCRIPTION

Raimi + Associates is a multidisciplinary planning firm based in Berkeley, with offices in Riverside and Los Angeles. Our body of work includes General Plans, corridor plans and TOD plans, specific and precise plans, vision plans, community outreach and participation, health and equity planning, and sustainability planning. Having managed and participated in many planning efforts, we understand how to create lasting value through planning. We have honed a process that draws on careful observation and analysis, direct and open community engagement, and the ability to think three-dimensionally about how form and character impact community vitality. Raimi + Associates was the recipient of the 2015 APA Award for National Emerging Planning and Design Firm, recognizing our leadership in community planning that supports health, equity, and sustainability.

The firm was founded in 2006 based upon an approach to planning that we call “The Nature of Community.” Our goal is to balance the needs of the natural environment with the needs of residents and businesses, and develop long-range plans and policy documents that advance environmental, economic and social sustainability. We believe that beautiful communities, a healthy environment, a strong economy, and an active and healthy citizenry are the cornerstones of great planning; we strive to enhance each of these in every project we complete.

Raimi + Associates’ work focuses on a number of topic areas and a variety of scales, from regions and cities down to streets, buildings, and blocks. Our work focuses on three practice areas:

- **Community Planning**, including citywide general and comprehensive plans, vision plans, TOD plans, corridor plans and community engagement.
- **Public Health**, including healthy community elements and policy, community wellness survey’s, health impact assessments (HIAs), health surveys, mapping and analysis, and healthy development checklists.
- **Sustainability**, including climate action planning, GHG emissions inventories, LEED-ND implementation, sustainable neighborhoods and EcoDistricts, and sustainability policy and analysis.

**Berkeley
(Headquarters):**
2000 Hearst Avenue
Suite 400
Berkeley, CA 94709
510.666.1010

Riverside:
3600 Lime,
Suite 226
Riverside, CA 92501
951.530.3577

Los Angeles:
706 South Hill Street,
12th Floor | Los
Angeles, CA 90014
213.599.7671


Principal: Matt Raimi
Years in Business: 9

of Staff: 16

Type of Organization:

SUMMARY OF RELEVANT EXPERIENCE

A summary of Raimi + Associates' relevant planning experience, including projects in Salinas and Monterey County, is as follows. More detail qualifications can be found following this section:

- **International Boulevard Transit-Oriented Development Corridor Plan (Oakland).** R+A was the lead consultant for a transit oriented development plan for a six-mile segment of Oakland's International Boulevard, one of the most ethnically diverse corridors in the state of California. The project included significant outreach with stakeholder interviews, focus groups, an Advisory Committee, and a series of public workshops. The final plan identified nine "TOD Catalyst Areas" that focus placemaking, intensity, and transit-oriented development at strategic nodes along the corridor, leveraging public and private investment to improve vibrancy and quality of life. 
- **Building Healthy Communities Salinas.** R+A supports the ESBHC coalition in applying a health and racial equity lens to proposed City of Salinas and Monterey County policy processes. The two primary efforts that R+A supports includes acting as an intermediary between the City of Salinas Staff and ESBHC for the Economic Development Element Planning Process and the Consolidated Plan / Housing Element Planning Process. Additionally, R+A also provides as needed strategic planning and facilitation support to their Juvenile Justice Action Team, Governing for Racial Equity Action Team, Regional Health Career Pathway Initiative (K- 16), and other initiatives as needed.
- **Monterey County Health in All Policies.** Since December 2013, Raimi + Associates (R+A) has supported Monterey County Health Department's Health in All Policies (HiAP) and Health Equity Initiatives in a variety of ways. Through the County's CDC STRYVE violence prevention grant, the County is working with R+A to create a CPTED recommendations to improve the safety and vibrancy along the East Alisal Street commercial corridor. As part of this process R+A designed a business survey and CPTED for businesses infographic in English and Spanish. After the analysis is complete, R+A will share the results with the business association and craft and CPTED strategy report which will be included in the City of Salinas' upcoming Alisal Vibrancy Plan. R+A also provides backbone support to the County's HiAP Committee and Health Department through data and policy analysis, meeting design, facilitation, and coordination, and is working to create a data dashboard supporting the County's Climate Action Plan.
- **El Camino Real Precise Plan (Mountain View).** R+A led the El Camino Real Precise Plan, which encompasses 222 acres along the 3.9-mile corridor in Mountain View, California. The Precise Plan provides detailed development standards and proposed public space improvements to achieve the General Plan's vision for transformation of the corridor into a walkable, transit-oriented gathering place serving surrounding neighborhoods. The project involved significant outreach and participation with a Corridor Advisory Group, targeted outreach to developers and existing property owners, and several public workshops. Key issues addressed in the Precise Plan are identifying a range of housing prototypes, conducting an economic analysis to identify potential community benefits, and addressing transitions in height, scale and bulk of new buildings with adjacent single and multifamily housing adjacent to the corridor. 

- East Palo Alto General Plan and Westside Area Plan.** Raimi + Associates is working with the City of East Palo Alto on a multi-year effort to develop a new General Plan and zoning code for the City. The effort includes a stand-alone area plan for the Westside of the City, which provides a significant percentage of the affordable housing available on the entire peninsula, but which faces potential development pressures, ongoing infrastructure challenges, and a lack of consensus about whether new housing strategies, land use changes, or new open space are necessary or desirable. The Westside Plan balances the preservation of affordable housing with the need to replace the aging housing stock and expand housing options for all income levels. A robust public outreach and participation program is centered around two public Advisory Committees – one for the General Plan and one for the Westside – with a diverse range of residents to provide input and guidance throughout the planning process. It is complemented by a public workshop series, stakeholder meetings with community groups and local leaders, and a significant social media and web presence. All outreach is bilingual in Spanish and English.



- Florence Firestone Vision Plan and Recommendations Report (LA County).** Florence-Firestone is an area of unincorporated Los Angeles County, which has several challenges including relatively high poverty and unemployment, deteriorated public infrastructure and streetscapes, and blight. R+A worked closely with the County staff and an advisory group of related agencies to engage the community in the visioning process. The process included several workshops in which community members have identified key issues and challenges for the area, prioritized the types of changes they would like to see take place in their community and developed a clear vision for the future of Florence-Firestone. The result of the project was a recommendations report that documented the existing conditions in the area, the community engagement process and the topic-specific recommendations developed by the community. Over time, the community has implemented the vision and specific recommendations in the Vision Plan, including preparing a detailed community plan for the area.



- North Bayshore Precise Plan (Mountain View).** Raimi + Associates led a multidisciplinary consultant team to prepare the award-winning Precise Plan for the North Bayshore area of Mountain View, California. Covering 650 acres, and home to high tech businesses such as Google, Microsoft, and LinkedIn, the North Bayshore area is located in the northernmost portion of the City of Mountain View, bordering Shoreline at Mountain View Regional Park and the San Francisco Bay. The Precise Plan presents a bold vision for a 21st Century employment district that emerges as a model of innovative and sustainable development and protects natural habitat. To achieve the vision of a more walkable, mixed-use place, the Precise Plan provides detailed development standards, green building requirements, guidelines to protect sensitive habitat and species adjacent to the plan area.

- Fremont City Center Precise Plan and Form-Based Code.** Raimi + Associates directed the preparation of an MTC-funded Precise Plan and Form-Based Zoning Code for the City of Fremont’s City Center area, which includes the Fremont BART station. Through targeted outreach and coordination with stakeholders, property owners, and staff, R+A created development standards and phasing to transform City Center into a walkable, transit-oriented district with a strong sense of character and identity.



PLACEWORKS



FIRM DESCRIPTION

PlaceWorks is one of the West's preeminent planning and design firms, with approximately 120 employees in six offices. Formerly known as The Planning Center|DC&E, PlaceWorks' history dates back over 40 years. The Planning Center, established in 1975, was created with the intent to integrate individual design disciplines and work efforts into a greater whole. Similarly, Design, Community & Environment (DC&E) was founded nearly 20 years ago to offer high-quality, personalized, and comprehensive planning, design, and environmental review services. In 2011, these two highly respected planning and design firms merged, forming a company with an expanded set of disciplines and strengths.

PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review, urban design, landscape architecture, community outreach, and Geographic Information Systems (GIS). Our talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. We are also passionate about how we work with our clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place we work on is distinctly different, so is our thinking.

SUMMARY OF RELEVANT PLANNING EXPERIENCE

- **West San Carlos Master Streetscape Plan** for the Metropolitan Transportation Commission (MTC) and the City of San Jose
- **West Broadway Urban Village Specific Plan** for the City of Seaside
- **Lakeside Green Streets** for the City of Oakland
- **Central Avenue Complete Streets Plan** for the City of Alameda
- **23rd Street Specific Plan** for the City of San Pablo

PREVIOUS WORK IN THE SALINAS AREA

- **Salinas Urban Green Plan** for the City of Salinas
- **Sustainable Communities Strategy Base-Case Scenario** for the Association of Monterey Bay Area Governments
- **West Broadway Urban Village Specific Plan** for the City of Seaside

CONTACT INFORMATION

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510.848.3815

NELSON\NYGAARD



FIRM DESCRIPTION

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 130-person, full service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable. Nelson\Nygaard is well-known for its specialty practice in serving the mobility needs of people in disadvantaged communities, particularly those with disabilities, older adults, children, and low income residents.

Nelson\Nygaard has achieved national recognition for its creative, cost-effective work across the spectrum of multimodal transportation planning issues. We are at the forefront of complete streets design and have developed street designs and design standards for the NACTO Urban Street Design Guide, Chicago Complete Streets Plan, San Mateo Sustainable Streets Plan, Mountain View Shoreline Boulevard Corridor Study (winner of 2015 NorCal APA Excellence Award), and Mountain View California/Escuela/Shoreline Complete Streets study. These projects involve diverse collaboration to address safety and other concerns through innovative multimodal design and operational improvements.

We understand how to expand transportation mode options, create vibrant and safe places, and address economic concerns of residents and businesses. Nelson\Nygaard is well-known in the Bay Area for its specialty practice in serving the mobility needs of people in disadvantaged communities, particularly those with disabilities, older adults, children, and low-income residents. Emphasizing community collaboration and grassroots outreach, our team has experience working on complete streets analysis in communities with low-income populations and informal settlements.

SUMMARY OF RELEVANT PLANNING EXPERIENCE

Nelson\Nygaard staff have been leading corridor and street design for all modes since long before the term "Complete Streets design" was widely adopted. Our leaders in the design of Complete Streets, have produced design manuals for cities such as San Francisco and Chicago, national guidelines in the NACTO Urban Street Design Guide, and facilitated Complete Streets workshops throughout the country. Our staff also have extensive experience leading public workshops, demystifying street design, and helping all parties understand the tradeoffs between different design treatments.

A summary of our recent corridor planning and complete streets design guides experience is as follows:

- **NACTO Urban Street Design Guide, 2012-2013:** Nelson\Nygaard developed national street design guidelines to serve as a blueprint for designing 21st century streets where people can walk, bike, drive, park, take transit, and socialize.

- **California Street and Escuela Avenue Complete Street Feasibility Study**, City of Mountain View, CA, 2014-ongoing: Nelson\Nygaard is currently working on the California Street/ Escuela Avenue/ South Shoreline Boulevard Complete streets project to develop community driven multimodal design options for three residential collector streets with high traffic volumes and the densest concentration of residents within the city, with recommendations based on findings from an interactive, grassroots community engagement process.
- **Broadway Street Improvements Project**, City of Sacramento, CA, 2014-2016: Nelson\Nygaard led a multidisciplinary team to identify changes necessary to make the diverse Broadway corridor a more inviting and safe place for all users, and developed a road diet concept based on previous planning efforts, technical analysis, and a series of interactive outreach events.
- **South Shoreline Specific Plan and Transportation Connectivity Plan**, City of Richmond, CA, 2013-2015: Nelson\Nygaard led the access and connectivity planning for an expansive area of South Richmond, including conceptual designs for 10 multimodal corridors connecting existing Richmond neighborhoods, regional transit stations, and surrounding communities with planned development.
- **Hollister Complete Streets Planning**, City of Hollister, CA, 2013-2015: Nelson\Nygaard developed detailed complete streets redesigns for the Nash Road, Tres Pinos Road, Sunnyslope Road, and McCray Street corridors, with recommendations based on multimodal analysis and a robust public workshop process.
- **Complete Streets Plan for Buchanan Street and San Pablo Avenue** in the City of Albany, CA, 2012-2013: Nelson\Nygaard led a team of consultants to develop corridor designs that improve safety for bicyclists and pedestrians while ensuring access to support the variety of businesses on San Pablo Avenue, with a tool box of solutions to common multimodal safety challenges.

PREVIOUS WORK IN THE SALINAS AREA

A summary of previously competed or on-going projects in Monterey County is as follows:

- **Monterey-Salinas Transit Measure Q 15-year Plan**, 2015-ongoing: Evaluate existing mobility management services for seniors, veterans and persons with disabilities, and create a public outreach and engagement initiative that informs the community and key stakeholders of the planning process and opportunities to provide input.
- **Monterey Regional Taxi Regulation Plan**, 2007-2008: Prepare a regional taxi study to form a taxi regulatory agency within Monterey Peninsula region.
- **Monterey County TDA Performance Audits**, 2004: conduct regional transit agency performance audit
- **Monterey-Salinas Transit**, 1996-ongoing: Various capacity building and service planning to support sustainable service design, ADA program review, operational analysis, and Title VI Compliance

CONTACT INFORMATION

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 116 New Montgomery Street, Suite 500
 San Francisco, CA 94105
 415-284-1544 | www.nelsonnygaard.com

URBAN TRANSFORMATIONS



FIRM DESCRIPTION

Urban Transformation (UT) is dedicated to creating, implementing and maintaining comprehensive revitalization programs in neighborhoods and urban centers throughout the country. UT has first-hand knowledge of the many unique challenges facing urban and multicultural business districts, from strategic planning, to merchant organizing, to safety and cleanliness, to adequate funding, just to name a few. UT serves local governments, redevelopment agencies, business associations and downtown organizations nationwide. Urban Transformation helps neighborhoods tap into their full potential and "transform" them into cleaner, safer, more attractive and inviting districts.

From 2005 to 2015, Darlene managed Oakland's Temescal district. Guided by strong community and implementation of "CPTED", utilizing art as an economic development strategies, and the Main Street™ approach principles, Temescal has emerged as one of Oakland's trendiest neighborhoods, claiming some of the SF Bay Areas' best eateries. She also laid the foundation, through a non-profit start up, for the adjacent Koreatown district Community Benefit District, which is also now booming, catalyzed by a First Friday art event.

Darlene's firm, Urban Transformation, successfully assisted Oakland Lakeshore's district in its BID renewal process and downtown Richmond to form a new property owner based BID. She directed the process for Jack London to become the newest Oakland BID with over 1600 properties.

SUMMARY OF RELEVANT PLANNING EXPERIENCE

- **Downtown Richmond Main Street District Formation**
- **Jack London Improvement District Formation**
- **Lakeshore PBID Renewal and Richmond Downtown PBID Formation**
- **Oakland's Temescal and KoreaTown/Northgate districts**
- **Huntington Park Downtown Strategic Plan**
- **Fruitvale Main Street Program**

CONTACT INFORMATION

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6056 Felix Avenue
Richmond, CA 94805
(510) 459-7780
darlene@urbantransformation.com

TEAM REFERENCES

RAIMI + ASSOCIATES

PROJECT	DATES/DESCRIPTION	CLIENT CONTACT (include phone & email)
Monterey County HiAP Initiative	2014 to present R+A provides backbone support to the County’s HiAP Committee through data and policy analysis, meeting design, facilitation, and coordination.	Krista Hanni, Planning Evaluation and Policy Manager Monterey County Health Department (831) 755-4586 hannikd@co.monterey.ca.us
Coachella General Plan Update	2012 to 2015 Raimi + Associates led a team of sub-consultants through a comprehensive plan update, Climate Action Plan, and Health/Wellness Element for the community of Coachella.	Luis Lopez, Department Services Director City of Coachella (760) 398-4102 llopez@coachella.org
North Bayshore Precise Plans 1.0 and 2.0, El Camino Real Precise Plan, East Whisman Precise Plan	2012 to present R+A has worked with the City of Mountain View on a succession of precise plans to guide new development in key corridors and districts.	Martin Alkire, Principal Planner City of Mountain View 650-903-6529 Martin.Alkire@mountainview.gov
West Hollywood General Plan, Eastside Plan, and Community Demographic Study	2009 to present R+A updated the City of West Hollywood’s General Plan, drafting or managing all elements of the plan in coordination with city staff. R+A has continued to work with the City on various planning projects.	Bianca Siegl, Senior Planner City of West Hollywood 323.848-6853 BSiegl@weho.org
Santa Clara County General Plan Health Element	2012 to 2014 R+A crafted a Health Element for the Santa Clara County General Plan. The Health Element addresses a number community health and wellness topics at many scales.	Bill Shoe, Principal Planner County of Santa Clara (408) 299-5749 bill.shoe@pln.sccgov.org
East Salinas Building Healthy Communities: Equity and Health in All Policies Capacity Building	2013 to present R+A provides technical assistance and capacity building support to the residents, CBOs, and public agency partners who make up the East Salinas Building Healthy Communities (ESBHC) Collaborative.	Lauren Padilla-Valverde, Program Manager The California Endowment 510-271-4314 LValverde@calendow.org

PLACEWORKS

PROJECT	DATES/DESCRIPTION	CLIENT CONTACT (include phone & email)
<p>Salinas Urban Greening Plan for the City of Salinas</p>	<p>2014 to 2016 PlaceWorks prepared an Urban Green Plan to enhance the quality of life and the environment by increasing and connecting parks and open space, creating gathering spaces, providing safe and accessible multimodal transportation, and enhancing the urban forest.</p>	<p>Gary Peterson, Public Works Director City of Salinas Public Works (831) 758-7223 garyp@ci.salinass.ca.us</p>
<p>West San Carlos Master Streetscape Plan for the Metropolitan Transportation Commission (MTC) and the City of San Jose</p>	<p>2015 – In Progress PlaceWorks served as the lead consultant to the City of San Jose to create innovative, practical, and implementable streetscape design solutions for a 1.75-mile-long stretch of West San Carlos Street from Highway 17 to Sunol Street.</p>	<p>Matthew VanOosten, Project Manager City of San Jose (408) 535-6870 matthew.vanoosten@sanjoseca.gov</p>
<p>Lakeside Green Streets for the City of Oakland</p>	<p>2010 – In Progress PlaceWorks worked with the City of Oakland to develop a design concept for Snow Park, reconfigure Lakeside Drive between 19th Avenue and Harrison Street, and improve the path and landscape along Lake Merritt’s edge.</p>	<p>Alison Schwarz, Capital Improvement Project Coordinator, City of Oakland Public Works Agency (510) 238-7310 aschwarz@oaklandnet.com</p>

NELSON\NYGAARD

PROJECT	DATES/DESCRIPTION	CLIENT CONTACT (include phone & email)
Hollister Complete Streets Planning	2013 to present Nelson\Nygaard developed detailed complete streets redesigns for the Nash Road, Tres Pinos Road, Sunnyslope Road, and McCray Street corridors.	Mary Paxton, Successor Agency Program Manager City of Hollister 831-636-4316 mary.paxton@hollister.ca.gov
Broadway Street Improvements Project	2014 to 2016 Nelson\Nygaard led a multidisciplinary team to identify changes necessary to make the diverse Broadway corridor a more inviting and safe place for all users.	Fedolia "Sparky" Harris, Principal Planner City of Sacramento, Public Works Dept 916-808-2993 FHarris@cityofsacramento.org
South Shoreline Specific Plan and Transportation Connectivity Plan	2013 to 2015 N\N led the access and connectivity planning for an expansive area of South Richmond, including the South Shoreline area and anticipated Richmond Bay Campus planned for development by the Lawrence Berkeley National Laboratories (LBNL).	Hector Rojas, Senior Planner City of Richmond 510-620-6662 Hector_Rojas@ci.richmond.ca.us
NACTO Urban Street Design Guide	2012 to 2013 N\N was hired by NACTO to develop national street design guidelines relevant to cities. The guide is a blueprint for designing 21st century streets where people can walk, bike, drive, park, and take transit.	Matthew Roe, Director Designing Cities Initiative 646-324-8352 matthew@nacto.org

URBAN TRANSFORMATIONS

PROJECT	DATES/DESCRIPTION	CLIENT CONTACT (include phone & email)
KoreaTown/Northgate Business Improvement District	<p>2007 to 2011</p> <p>UT provided business district management services while overseeing streetscape improvements, cleanliness and security programs, retail and special events and business retention and attraction activities in Northgate.</p>	<p>Aliza Gallo Economic Development Manager City of Oakland (510) 774-5264 agallo@oaklandnet.com</p>
Temescal Business Improvement District	<p>2004 to 2015</p> <p>Same as above</p>	<p>Bill Lambert, Former Alameda County Economic Development Director Temescal Telegraph BID Board President (510) 915-4931 bill_lambert@sbcglobal.net</p>
Addressing Crime & Grime Effectively on Main Street	<p>2005 to 2007</p> <p>Through an interactive workshop, UT worked with Oakland's San Antonio District to distinguish and work with the perceptions versus the realities of crime in their neighborhoods.</p>	<p>Marsha Murrington - Senior Program Officer - Economic Development Bay Area LISC - Local Initiatives Support Corporation (415)-397-7322 x26 mmurrington@lisc.org</p>

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EAST SALINAS BUILDING HEALTHY COMMUNITIES: EQUITY AND HEALTH IN ALL POLICIES CAPACITY BUILDING

SALINAS, CA

DESCRIPTION Salinas is home to over 150,000 people in Monterey County, CA. It is home to many hardworking Latino immigrant farmworkers and their families. Since September 2013, the California Endowment Foundation has funded Raimi + Associates to provide technical assistance and capacity building support to the residents, CBOs, and public agency partners who make up the East Salinas Building Healthy Communities (ES BHC) Collaborative. R+A is currently funded to have two staff members working with the coalition at 50% time each.

R+A supports the coalition in applying a health and racial equity lens to proposed City of Salinas and Monterey County policy processes. The two primary efforts that R+A supports includes acting as an intermediary between the City of Salinas Staff and ES BHC for the Economic Development Element Planning Process and the Consolidated Plan / Housing Element Planning Process. Additionally, R+A also provides as needed strategic planning and facilitation support to their Juvenile Justice Action Team, Governing for Racial Equity Action Team, Regional Health Career Pathway Initiative (K-16), and other initiatives as needed.

Raimi + Associates worked with BHC Hub staff to create, plan, and implement “BHC University”; an ongoing series of half-day workshops to provide BHC partners and community advocates with professional training in key skills and content to enhance their capacity. Raimi + Associates has already led three of the six intro classes including: Data Literacy; Measuring and Communicating Impacts (Process and Outcome Evaluation); and Google and Microsoft Tools for Effective Advocacy. The other tracks include: Communications, Facilitative Leadership, and Community Organizing.

ECONOMIC EQUITY ACTION TEAM

In 2013 the City initiated a planning process for an Economic Development Element (EDE). The original frame of the project was to prime Salinas for outside investment from nearby Silicon Valley and become the agricultural technology capitol. R+A was brought in to support ES BHC in shifting that narrative to be inclusive of for poverty reduction, local businesses and entrepreneurship, better community engagement, education and youth, and quality of life improvement as an economic development strategies.

Through relationship building, R+A negotiated an MOU with the City to be part of the project team as a ES BHC representative. Through this work R+A supplemented their existing conditions analysis to show the economic and educational inequities that existed between the City’s White and Latino residents. R+A also helped redesign their community engagement approach to be more inclusive of and accessible to residents with lower education levels or who don’t speak English. With ES BHC, R+A organized additional community engagement opportunities such as a pop up workshop at a Ciclovía event and a workshop in Spanish (with English translation) in the heart of East Salinas.

CLIENT

East Salinas Building Health Communities/The California Endowment

SERVICES

Training and education, health data analysis, policy, community engagement and facilitation

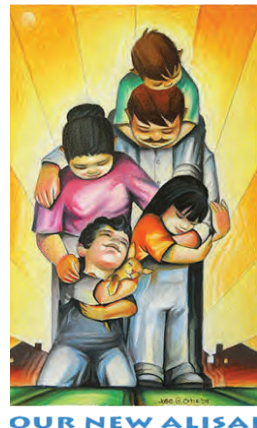
TIMELINE

2013 - Present

CONTACT

Lauren Padilla-Valverde
Program Manager, East Salinas Building Healthy Communities
The California Endowment
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lvalverde@calendow.org

In the policy realm, R+A facilitated an Action Team of ES BHC partners and residents in deeply understanding the EDE so they could provide guidance to R+A technical comments to the City. R+A edited the entire EDE to incorporate a health and racial equity lens and a stronger smart growth framework to the policies. R+A also write a Quality of Life section for the EDE with policies on criminal justice/ offender re-entry, food access, income inequality, education/youth, and farmworker needs.



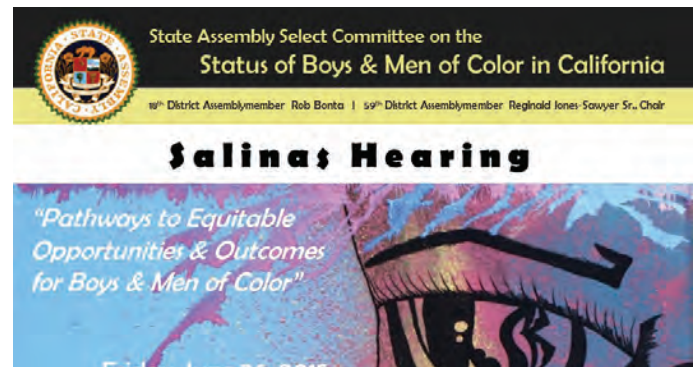
**BUILDING
HEALTHY
COMMUNITIES
EAST SALINAS**

HOUSING ACTION TEAM

In fall 2014, the City of Salinas was beginning the update of their Housing Element and HUD Consolidated Plan. ES BHC organized another action team of BHC partners to take a leadership role in being community advocates. Because of how constrained and technical housing planning law is in California, R+A organized and conducted multiple bi-lingual trainings for advocates and residents on the housing planning process. Similar to the Economic Development Element, R+A worked closely with BHC staff and the City to incorporate what they heard from the action team and residents into policy analysis and recommendations for the City.

The draft Element included a pdf table of the proposed sites for future affordable housing which consisted of APN numbers, acreage, and development capacity. R+A created GIS maps of these proposed parcel by affordability level and capacity and then published the data to Google Earth so residents could explore the proposed sites. Over two days, R+A and the Housing Action Team reviewed the viability of the 100+ proposed vacant and underutilized sites and share the detailed comments (and the GIS and Google Earth maps) with the City. The City Council and City staff concurred with all of ES BHC's recommended housing site modifications.

Finally, one of the most challenging issues in Salinas is a serious prevalence of overcrowding and people living in illegal (and unsafe) housing units. Unfortunately, the Housing Element does not deeply analyze or address historic code enforcement data. The City provided R+A data on every code enforcement complaint/violation since 2007. R+A used GIS and Stata (statistical package) to explore geographic variation and neighborhood characteristic correlations with the data. The results of this study are being shared with the City's Community Development and Code Enforcement staff to re-imagine a more effective and proactive way to protect resident's from unsafe living conditions and displacement.



BOYS AND MEN OF COLOR / JUVENILE JUSTICE REFORM

Statewide justice reform legislation has sent a windfall of grant funding to counties to build new corrections facilities. Monterey County received funds to expand their juvenile and adult facilities. This money came at a time when youth crime, arrests, and incarcerations were at an all-time low, and were continuing that trend each year. Accepting the state grant funds means that county is responsible for a match-percent and ongoing operations of the new expanded facilities. R+A worked with the ES BHC Juvenile Justice Action Team (many of whom are formally incarcerated individuals) to create a health equity and juvenile justice framework and supporting background data and literature that they used to advocate for a reduction in size of the proposed facility and funding towards alternative to detention programs. ES BHC has been so successful in making the case for a culturally- and trauma-informed healing approach, that they have been invited to share their story and strategy in DC with the Department of Justice twice in the last year.

ES BHC is most interested in preventing Salinas youth from ending up in the system. The California State Assembly Select Committee on the Status of Boys and Men of Color (similar to the federal My Brother's Keeper Initiative) invited ES BHC to host a statewide hearing and share their struggles, best practices, and lessons learned around violence prevention and criminal justice reform. R+A supported the Team in writing a community profile and policy brief of the status of boys and men of color in East Salinas and Monterey County. These reports were provided the elected officials in advance of the hearing.

MONTEREY COUNTY HEALTH IN ALL POLICIES AND ON CALL SOCIAL EPIDEMIOLOGY DATA ANALYSIS

MONTEREY COUNTY, CA

DESCRIPTION Since December 2013, Raimi + Associates (R+A) has supported Monterey County Health Department's Health in All Policies (HiAP) and Health Equity initiatives.

Health in All Policies Committee

R+A provides backbone support to the County's HiAP Committee through data and policy analysis, meeting design, facilitation, and coordination. R+A also creates resources to support broader health equity policy and education work of the Health Department such as the Housing Affordability infographics with data for every city and sub region of the county and resident stories that illustrate the connections between health and housing. R+A also helped coordinate and write two of the County's Caltrans Active Transportation Program Grants – one of which was successfully funded for \$4.6 million to support "Via Salinas Valley" Safe Routes to School Infrastructure for south county cities.

Climate Change and Health Data Dashboard

R+A is working with the County's Health Department and Resource Management Agency to create a data dashboard that will support the creation, implementation, and evaluation of the County's Climate Action Plan. This dashboard will include climate mitigation, adaptation, vulnerability, and health co-benefits indicators. The collaborative undertaking is a pilot project for a larger countywide initiative to expand and streamline cross-agency data sharing and coordination.

Crime Prevention through Environmental Design (CPTED) Strategy Report

Through the County's CDC STRYVE violence prevention grant, the County is working with R+A to create a CPTED recommendations to improve the safety and vibrancy along the East Alisal Street commercial corridor. As part of this process R+A designed a business survey and CPTED for businesses infographic in English and Spanish. R+A is working with local high school students to conduct the surveys with all of the businesses along the corridor. After the analysis is complete, R+A will share the results with the business association and craft and CPTED strategy report which will be included in the City of Salinas' upcoming Alisal Vibrancy Plan.

CLIENT

Monterey County Health Department

SERVICES

Health in All Policies, Facilitation, Graphic Design, CPTED, Data Analysis, Dashboard, Grant writing

TIMELINE

2013 – Present

CONTACT

Krista Hanni, MS, PhD
 Planning, Evaluation, and Policy Manager
 Monterey County Health Department
 831-755-4586
 hannikd@co.monterey.ca.us

PRINCIPLES OF Crime Prevention Through Environmental Design (CPTED)

BENEFITS for BUSINESSES

1. Safer locations that are more attractive to customers and employees.
2. Less crime in neighborhoods and business areas.
3. Enhanced problem-solving partnerships with local government and community members.
4. Opportunities to participate in the redesign and update of East Alisal Street.

WHAT IS CPTED?
 Crime Prevention through Environmental Design (CPTED) is defined as the proper design and effective use of the built environment to reduce fear, disorder and the fear associated with crime.

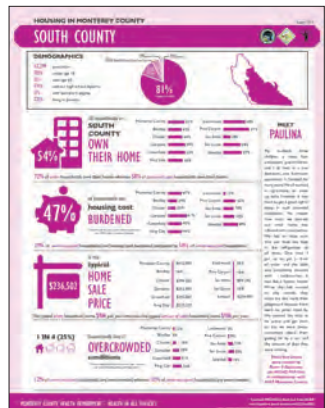
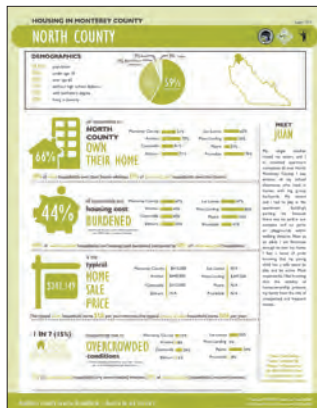
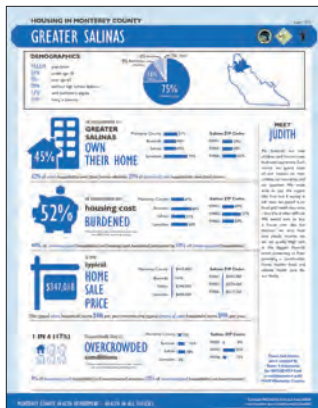
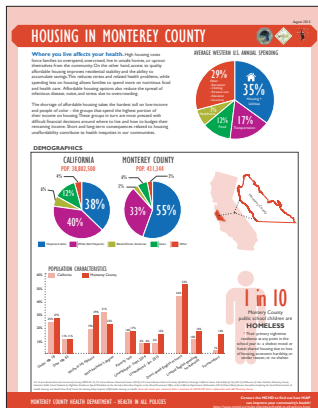
REAL LIFE EXAMPLES

BEFORE AFTER

- CPTED PRINCIPLE #1** Eyes on the Street (Increase visibility)
 - Sidewalk Design + Activities
 - Less Stalking in neighborhoods
 - Quality Lighting
- CPTED PRINCIPLE #2** Natural Access Control (Block access)
 - Maintained Landscaping
 - Simple Easy Post
 - Use of Transparent Materials
- CPTED PRINCIPLE #3** Territoriality (Establish a sense of ownership)
 - Decorative Signage
 - Maintenance
 - Landscaping

CPTED and the "Broken Window Theory"
 The Broken Window Theory states that visible signs of disorder and neglect encourage further crime and antisocial behavior. The design and use of CPTED principles can help prevent this from happening by creating a sense of ownership and responsibility for the environment.

More information please contact:
 Krista Hanni, Land Use Report Coordinator | Building Healthy Communities | 831.755.4586 | hannikd@co.monterey.ca.us



DELANO HEALTH AND SUSTAINABILITY ELEMENT

DELANO, CA

2014 CALIFORNIA CENTRAL SECTION APA OUTSTANDING PLANNING AWARD FOR INNOVATION IN GREEN COMMUNITY PLANNING

CLIENT

City of Delano

SERVICES

Health and sustainability planning, community engagement, data analysis and mapping

TIMELINE

2012 - 2013

CONTACT

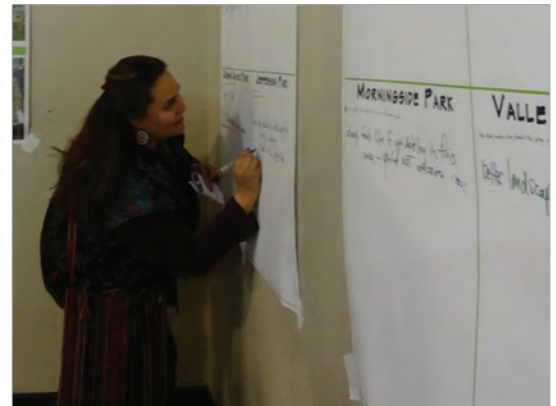
Richelle Carino
Former Planning and Development Director
City of Delano
rccarino@hotmail.com
661-586-9882

DESCRIPTION Delano is the second largest city in Kern County and surrounded by agricultural lands, industrial facilities, and two State prisons. Residents have strong ties to the Filipino and Latino cultures and are dedicated to raising healthy and happy families. The City was awarded a Smart Valley Places Grant to improve the health and environmental sustainability of Delano through the creation and implementation of a Health and Sustainability General Plan Element.

Raimi + Associates supported the City in facilitating a Planning Task Force, organizing community workshops, conducting an existing conditions analysis, and writing the Element. Some of the community's top priorities include reducing exposure to environmental toxins, increasing access to healthy foods, improving walkability and park safety, and most importantly balancing the distribution of community resources and amenities between the eastside and westside of town. The Health and Sustainability Element was unanimously adopted in December 2013.

HIGHLIGHTS

- Facilitated an active Planning Task Force comprised of city staff, educators, health department, advocates, businesses, and city commissioners to guide the process
- Conducted an extensive consistency analysis of the entire existing general plan with recommended amendments
- Organized and facilitated bi-lingual community workshops that helped re-establish trust between the Latino residents and the City government
- First combined Health and Sustainability Element adopted in California



COACHELLA GENERAL PLAN UPDATE

COACHELLA, CA

CLIENT

City of Coachella

SERVICES

CEQA, Climate action planning
Community engagement, Community health needs assessments, Community planning, Comprehensive planning, Design guidelines, GIS, Health assessment, Health and equity analysis, Health Impact Assessment (HIA), Health-in-all-policies (HiAP) technical assistance and training, Neighborhood sustainability, Policy writing, Process and outcome evaluation, Program evaluation, Sustainability planning, Sustainable neighborhoods

TIMELINE

2011 - 2015

CONTACT

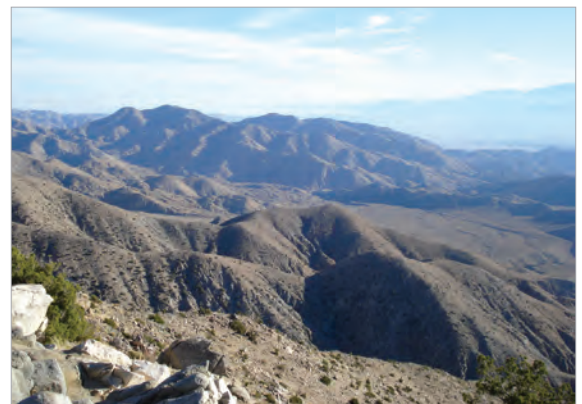
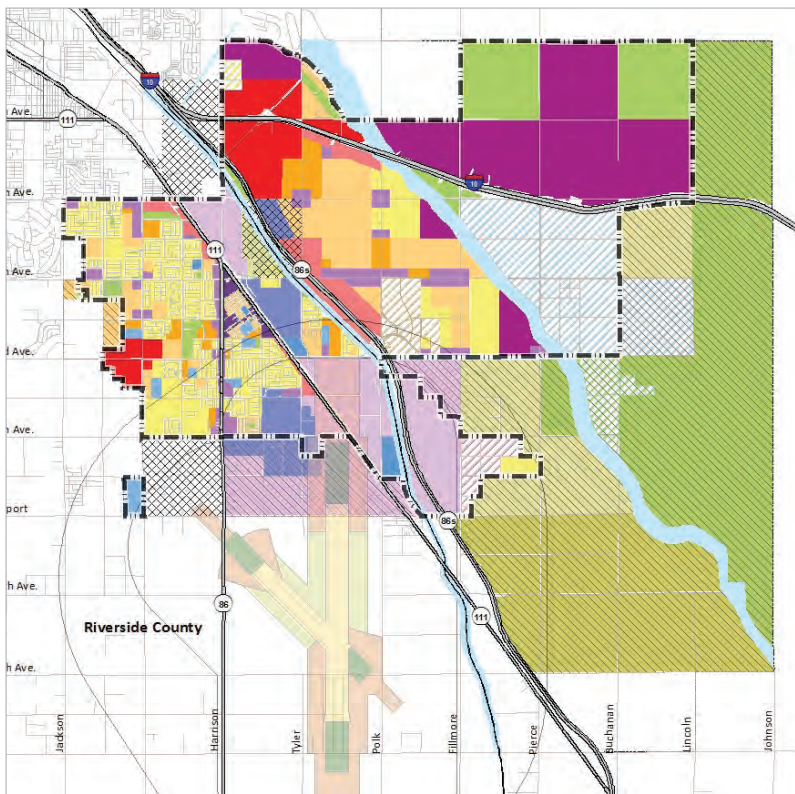
Luis Lopez
Community Development Dir.
City of Coachella
(760) 398-3102
llopez@coachella.org

DESCRIPTION

Raimi + Associates led a team of sub-consultants through an extensive comprehensive plan update, Climate Action Plan, and Health and Wellness Element for the community of Coachella located in the heart of the Coachella Valley. The R+A-led team worked with the General Plan Technical Advisory Committees, General Plan Wellness Advisory Committee, stakeholders, city staff, and community members to develop a vision for the City's anticipated growth from its current population of 40,000 to 135,000 by 2035. Throughout the process, the community and consultant team worked closely to address sustainability, health, and social equity in all aspects of the plan, elements, and policy. The update entailed a complete re-write and re-organization of the City's previous 2007 City's General Plan, and incorporates new maps, graphics, charts, and descriptive text to better illustrate the placemaking, vision, and concepts that are central to Coachella future as a healthy, safe, and sustainable community.

HIGHLIGHTS

- A stand alone Health Element and Sustainability Element addressing region-specific equity, environmental, and health challenges and developed policy, land use, and urban design solutions.
- Wide reach of numerous well-attended workshops and local cultural events to capture public input for the General Plan Update.
- Comprehensive citywide greenhouse gas inventory reduction strategies for climate change action and adaptation.

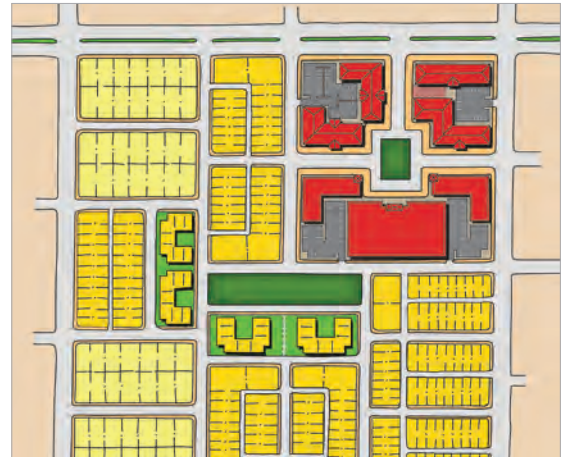


Go to <http://bit.ly/1LUJECj> for more information about our award!

LAND USE AND DESIGN ELEMENT

The Vision + Guiding Principles Chapter establishes the community-supported vision for the ideal city Coachella is striving to become over the next 20 years. The Coachella 2035 General Plan covers each of the State-mandated topics and additionally emphasizes community character, health and wellness, and sustainability. The Land Use + Community Character element includes sub-area designations as well as “form and character” designations for each of the City’s envisioned neighborhoods through the use of “Intent and Purpose” statements, physical character descriptors, land use/intensity allowances, and street network guidance. The vision for the future of Coachella is as follows:

“Coachella will become a community of walkable neighborhoods, tied together by multi-modal transportation corridors and interspersed with vibrant districts for shopping, working, entertaining and commerce.”



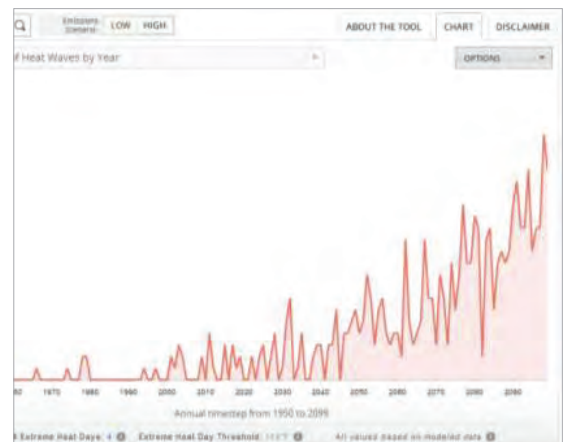
COMMUNITY HEALTH AND WELLNESS ELEMENT

The Community Health + Wellness Element addresses not only existing community health concerns and preventing future health issues through proactive management of the built environment and development review process. Through a California Endowment’s Building Healthy Communities Initiative grant, the City and consultant team worked closely with the Riverside County Department of Public Health and numerous community-based organizations to expand the reach and depth of the project’s outreach and engagement effort to various communities in Coachella including migrant farmworkers, seniors, youth, and low-income families. The bilingual public engagement program included a Wellness Advisory Committee, stakeholder interviews, well-attended community workshops, and a community outreach toolkit.



CLIMATE ACTION PLAN

Recognizing the important role that cities will play in the transition to a low-carbon economy, Coachella asked R+A to prepare a Climate Action Plan (CAP) in conjunction with a General Plan Update as a roadmap for achieving community-wide greenhouse gas emissions reductions. Coachella’s CAP is a proactive step toward addressing the climate challenge to protect our children and grandchildren before climate change becomes irreversible. The CAP builds on the 2013 General Plan Update, quantifying emissions from the build-out of the proposed plan and includes additional policies and implementation actions to help Coachella further reduce emissions. It also includes strategies to protect public health and make the community more resilient to climate change.



ALESSANDRO BOULEVARD CORRIDOR PLAN

MORENO VALLEY, CA

DESCRIPTION Moreno Valley retained Raimi + Associates (R+A) to led an effort that prepared a guiding document that expresses the community's vision for the City's most important corridor. Through an extensive public outreach process and intake of community feedback, R+A divided the 5.5-mile corridor into distinct nodes. Each node serves the adjacent neighborhoods and employment centers, while providing the groundwork for a united transit corridor to serve the community of 150,000 residents and incoming visitors. The final vision resulted in an innovative transit hub to support the future Metrolink station, framework for zoning regulations, and the inclusion of health and sustainability indicators. The health and sustainability indicators are currently being used by the City to monitor overall performance of the corridor.

HIGHLIGHTS

- Preparation of a place-based vision plan tied to specific strategies and actions for Moreno Valley.
- Inclusion of the regions initial use of health and sustainability indicators tied to a visioning plan.
- A tailored approach to nodal development, guidelines, and connections within the corridor.
- Development of metrics that can be used beyond the boundary of the project.

CLIENT

City of Moreno Valley

SERVICES

Community engagement,
Community planning, Corridor
planning, Visioning

TIMELINE

2009 - 2012

CONTACT

John Terrell

Director, Community & Economic
Development

City of Moreno Valley

(951) 413-3460

JohnT@moval.org

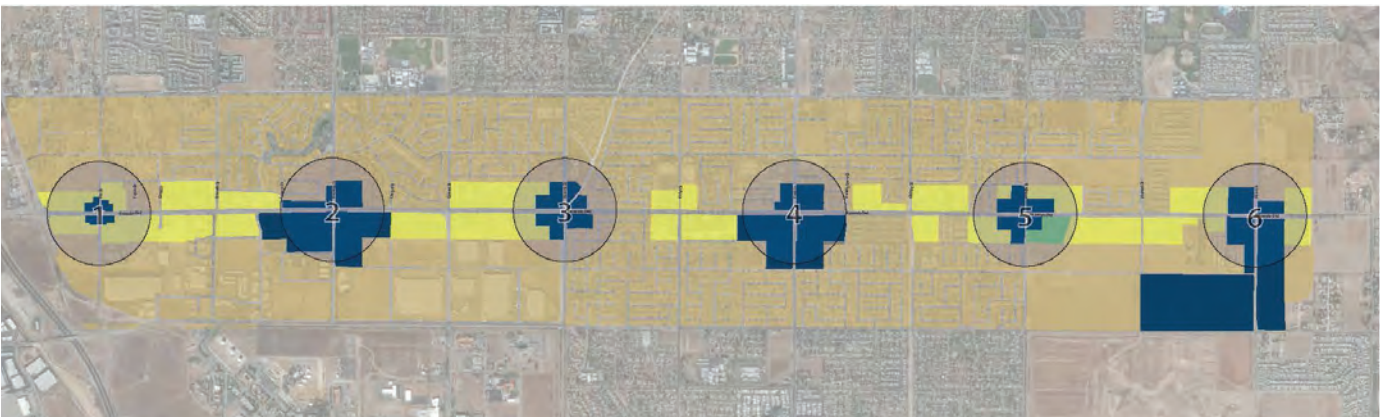
KEY STAFF

Matt Raimi (Principal-in-Charge
and Project Manager)

Aaron Welch (Key Staff)

BUDGET

\$125,000



FLORENCE-FIRESTONE VISION PLAN

UNINCORPORATED LOS ANGELES COUNTY, CA

2010 SCAG AWARD OF EXCELLENCE | 2010 EDUCATION PROJECT AWARD



CLIENT

Southern California Association of Governments

SERVICES

Corridor planning, streetscape planning, community outreach

TIMELINE

2008 - 2009

CONTACT

Patricia L. Hachiya
Supervising Regional Planner
Department of Regional Planning

DESCRIPTION

Florence-Firestone is an area of unincorporated Los Angeles County, which has several challenges including relatively high poverty and unemployment, deteriorated public infrastructure and streetscapes, and blight. R+A worked closely with the County staff and an advisory group of related agencies to engage the community in the visioning process. The process included several workshops in which community members have identified key issues and challenges for the area, prioritized the types of changes they would like to see take place in their community and developed a clear vision for the future of Florence-Firestone. R+A also drafted a Vision Plan for the community, which is actively utilized by the County.

HIGHLIGHTS

- Assisted the County in obtaining two state grants for the Florence-Firestone community--one for economic analysis and one for a full community plan.
- In-depth community participation via numerous public workshops.
- Photosimulations demonstrating the potential improvements for major arterial corridors in the Plan Area.

BAY FAIR TRANSIT-ORIENTED DEVELOPMENT SPECIFIC PLAN

SAN LEANDRO, CA

DESCRIPTION Raimi + Associates led a multi-disciplinary team of consultants in the preparation of a Specific Plan for the approximately 53-acre area on the border of San Leandro and Alameda County. The area includes the Bay Fair BART station and anchor institutions such as Bayfair Center, Fashion Faire Plaza, Fairmont Square, and Target. A critical component of the project was directly coordinating with the top land owners in the area to ensure safe pedestrian crossings and access, implement architecture and urban design that activates public space, and support the area's transition into a mixed-use transit center. The project includes targeted outreach and coordination with stakeholders, property owners, and city staff and elected officials, an extensive existing conditions analysis, flexible and dynamic design alternatives, a user-friendly community plan, and a detailed implementation program.

HIGHLIGHTS

- Priority for sensitive transitions to adjacent neighborhoods
- A community plan that includes a vision, goals, policies, development standards and street typologies
- Nodal development concept focus intensity and public realm improvements around transit and pedestrian activity centers
- Developed alternatives that are flexible to adapt with economic and housing shifts

CLIENT

City of San Leandro

SERVICES

Corridor planning, Design Guidelines, TOD Planning

TIMELINE

2015 - Present

CONTACT

Thomas Liao
Community Development
Director, City of San Leandro
(510) 577-6003
Tliao@sanleandro.org



EAST PALO ALTO GENERAL PLAN AND WESTSIDE AREA PLAN

EAST PALO ALTO, CA

DESCRIPTION Raimi + Associates updated the General Plan and zoning code for the City of East Palo Alto, one of the most ethnically diverse cities in the Bay Area. The updated General Plan emphasizes pressing community issues such as affordable housing, public safety, infrastructure deficiencies and financing, increased employment opportunities, public realm improvements, public health, fiscal health, and the need for better pedestrian and bicycle infrastructure. It includes specific design and development guidance for each unique neighborhood of the City.

As part of the planning effort, R+A also created a stand-alone community plan for the East Palo Alto's Westside, which provides a significant percentage of the San Francisco Peninsula's existing affordable housing stock. In coordination with the City's existing rent stabilization ordinance, the Westside Community Plan clarifies and strengthens protections for affordable housing. The Plan ensures a right of return for existing residents, no net loss of affordable housing units, and community benefits and open space in the event of future development. Throughout the General Plan and Westside process, R+A engaged with as many members of the community as possible with a multi-lingual citywide visioning and outreach process.

CLIENT
City of East Palo Alto

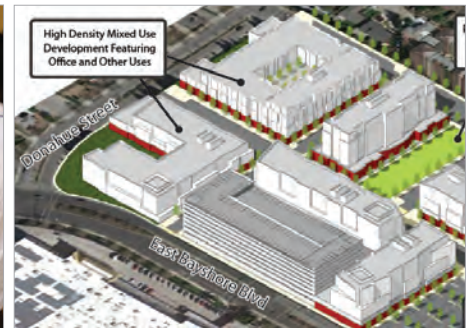
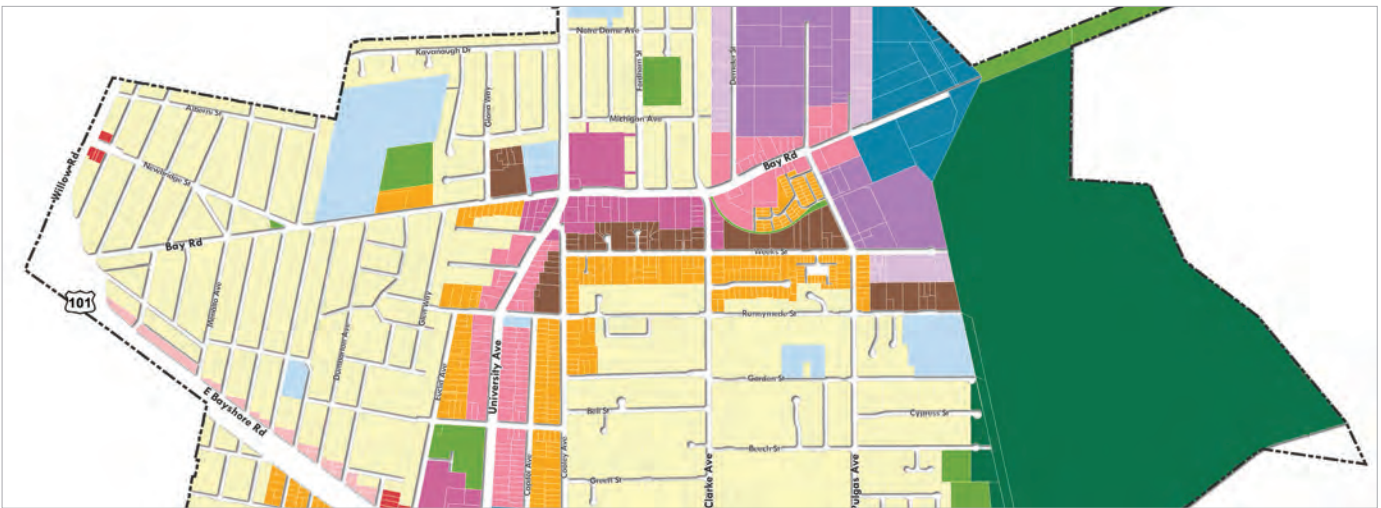
SERVICES
General plan update, area plan, community engagement, zoning code update, health and equity analysis

TIMELINE
2014 - Present

CONTACT
Anne Cook, General Plan Manager
City of East Palo Alto (former)
(415) 274-0545
cookumup@gmail.com

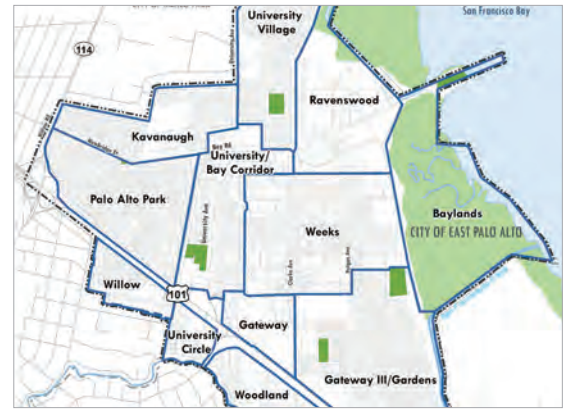
HIGHLIGHTS

- Simultaneous General Plan and Westside Area Plan.
- Multi-lingual outreach.
- Community health element.
- Funded by the California Strategic Growth Council.



GENERAL PLAN PROCESS

- Simultaneous General Plan and Westside Area Plan.
- Focused on quality of life, economic opportunity, health and equity, community identity, and affordable housing.
- Identification of refined neighborhood boundaries and character areas, and creation of related policies.
- Update of all General Plan Elements, which are outdated.
- State funding through the Strategic Growth Council.
- Coordinated revision of the City's Zoning Code.



WESTSIDE AREA PLAN

- Stand-alone Area Plan will address key issues including affordable housing in a growing economy, connectivity to the east side of the City, and accommodation of future growth in an already dense area.
- Extensive community facilitation and negotiation between different parties and stakeholders.
- Development of scenarios and illustration of existing development parameters to inform community input.



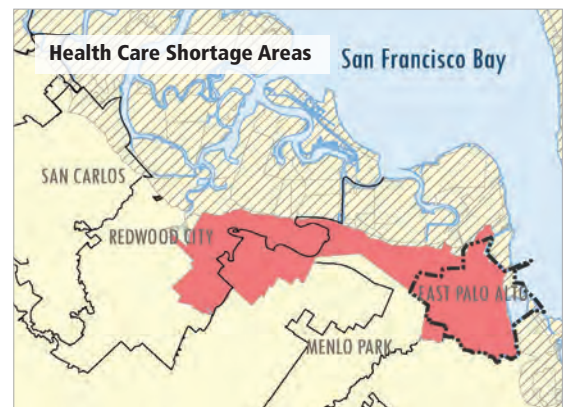
COMMUNITY OUTREACH

- Community engagement plan includes targeted bi-lingual outreach methods to engage largely Spanish-speaking population.
- Project website, listserve targeted to Westside and citywide General Plan, Facebook page and Twitter account, and texting campaign to reach the broadest range of residents.
- Collaboration with community based organizations and local vendors to facilitate outreach process.
- Facilitation of Westside Advisory Committee and General Plan Advisory Committee.



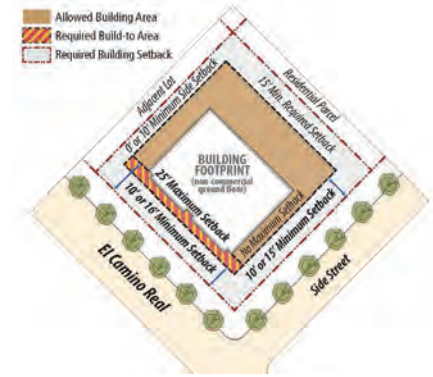
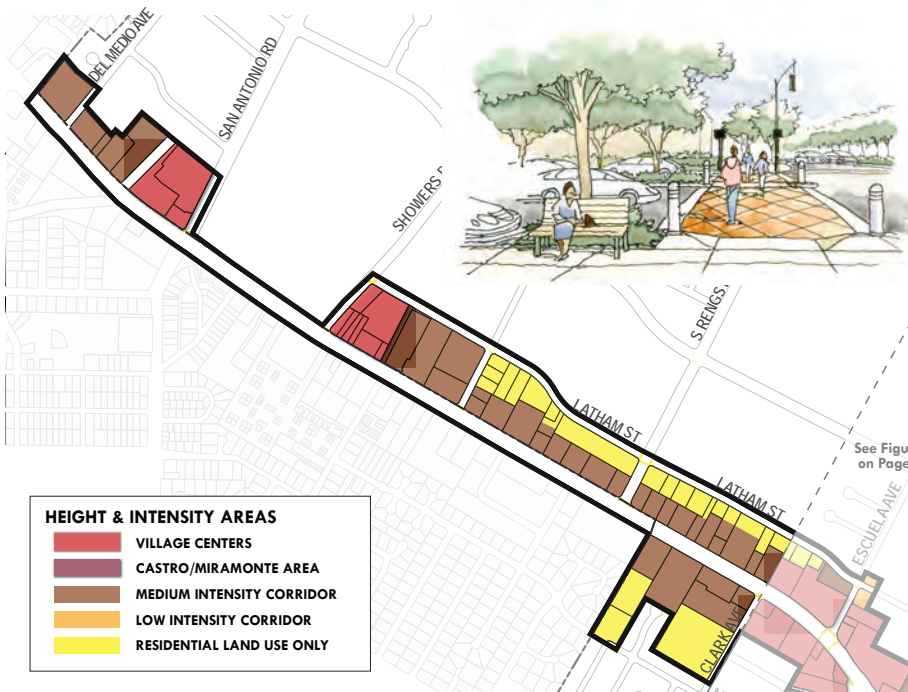
HEALTH AND EQUITY PLANNING

- General Plan Update will include the first ever Health Element for the City.
- Extensive analysis of current healthy trends and conditions.
- Focus on issues of environmental justice, access to healthy food, environmental health and hazards reduction, and active transportation.
- General Plan focus on innovative jobs creation and local skill matches.



EL CAMINO REAL PRECISE PLAN

MOUNTAIN VIEW, CA



CLIENT
City of Mountain View

SERVICES
Corridor planning, Design Guidelines, TOD Planning

TIMELINE
2013 - 2015

CONTACT
Eric Anderson
Associate Planner
City of Mountain View
(650) 903-6306
anderson@mountainview.gov

KEY STAFF
Matt Raimi (Principal-in-Charge)
Aaron Welch (Project Manager)
Troy Reinhalter (Planner/Designer)

BUDGET
\$595,580

DESCRIPTION Raimi + Associates led the MTC-funded El Camino Real Precise Plan for the City of Mountain View. The Precise Plan enacts General Plan’s vision for transformation of the 3.9-mile corridor into a walkable, transit-oriented gathering place serving surrounding neighborhoods. The highly diagrammatic Plan focuses development intensity and pedestrian improvements around transit stops and existing activity centers, while creating a tiered density bonus system that requires public realm investment for increased development intensity. It emphasizes pedestrian-oriented form and design, and includes targeted standards to incentivize redevelopment and improvement of small parcels. As part of the planning process, Raimi + Associates also worked with the community, staff, and elected officials to explore options for introducing new bicycle facilities along El Camino Real. The community discussion created a swell of support for the concept, and the City Council ultimately directed the project team to accommodate future Class I bicycle lanes or cycle track along El Camino Real.

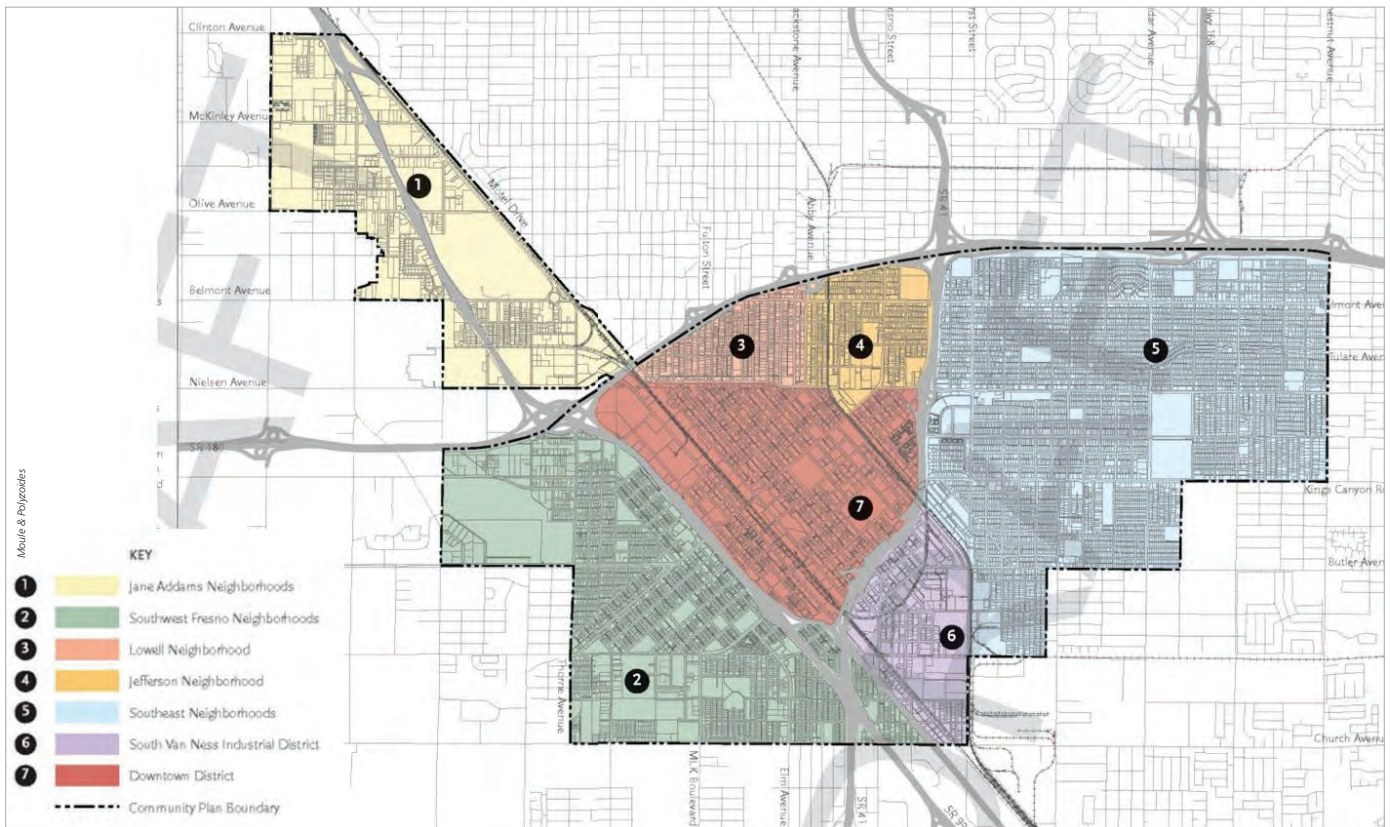
The project involved significant outreach and participation with a Corridor Advisory Group, targeted outreach to developers and existing property owners, and several public workshops.

HIGHLIGHTS

- Transit-oriented “Priority Development Area,” as identified in Plan Bay Area.
- Nodal development concept focus intensity and public realm improvements around transit and pedestrian activity centers.
- Accommodates option of future BRT and bicycle-only lanes along the length of the corridor.
- Priority for sensitive transitions to adjacent neighborhoods.
- Density bonus program ensures public benefit when granting higher development intensity.

FULTON CORRIDOR SPECIFIC PLAN, DOWNTOWN FRESNO NEIGHBORHOODS COMMUNITY PLAN

FRESNO, CA



CLIENT
City of Fresno

SERVICES
Specific planning, neighborhood planning, health impact analysis, form-based zoning code

TIMELINE
2010-2011

CONTACT
Wilma Quan
City of Fresno
(599) 621-8371
wilma.quan@fresno.gov

DESCRIPTION Raimi + Associates worked with Moule & Polyzoides to prepare a Specific Plan for the Fulton Corridor of downtown Fresno, a form-based code, and a Downtown Neighborhoods Community Plan for the neighborhoods in and around downtown Fresno. The project focused on reestablishing pedestrian character and activity in downtown Fresno while promoting integrated community design in the surrounding neighborhoods. The plan also established customized form and character guidance for the different unique corridors, district, and neighborhoods in the Plan area. Since adoption, the Plan and goals have become the basis for infill TOD development and public realm improvements within Fresno's urban core.

HIGHLIGHTS

- Health Impact Assessment
- Focus on urban design and pedestrian character
- Place-sensitive guidance and regulation calibrated to different neighborhoods
- Form-based development code

INTERNATIONAL BOULEVARD TOD PLAN

OAKLAND, CA

2011 CALIFORNIA CHAPTER APA AWARD OF MERIT FOR GRASSROOTS INITIATIVE



CLIENT
City of Oakland

SERVICES
Corridor Planning, Design
Guidelines, Health Impact
Assessments

TIMELINE
2009- 2011

CONTACT
Elois Thornton
Senior Planner, City of Oakland
(510) 238-6284
eathornton@oaklandnet.com

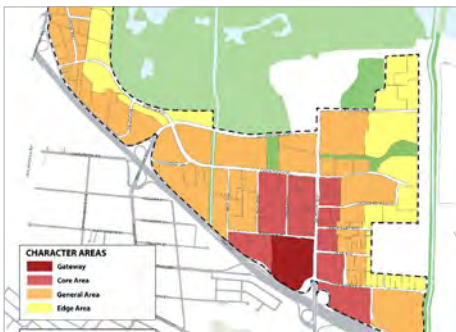
DESCRIPTION Raimi + Associates (R+A) was the lead consultant on a transit oriented development plan for a six-mile segment of East Oakland's International Boulevard, anticipating the introduction of high-frequency bus rapid transit (BRT) service. The project included significant outreach and participation with stakeholder interviews, focus groups, a Citizens Advisory Committee, targeted outreach meetings to develop the content of the plan, and a series of public workshops customized by neighborhood. The new plan focuses on maintaining the community's unique character while providing a design and planning vision for catalytic change areas of the corridor. At the same time, it responds to resident's input by emphasizing quality of life, access to affordable housing, safety, and support for health and equity.

HIGHLIGHTS

- Vision and guiding principles, key objectives and strategies for each of the corridor's five sub-areas.
- Illustrative design guidelines and detailed implementation guidelines for nine "TOD Catalyst Areas."
- Long-term vision for improving the socioeconomic status and quality of life of residents.
- A rapid Health Impact Assessment to evaluate the implications of proposed TOD along the corridor.

NORTH BAYSHORE PRECISE PLAN

MOUNTAIN VIEW, CA



CLIENT

City of Mountain View

SERVICES

Employment district planning,
development standards, policy
and program creation

TIMELINE

2013 – 2014

2015- Present

CONTACT

Martin Alkire

Principal Planner

City of Mountain View

(650) 903-6529

martin.alkire@mountainview.gov

DESCRIPTION

Raimi + Associates is the lead consultant for the North Bayshore Precise Plan. Covering 650 acres, and home to high tech businesses such as Google, Microsoft, and LinkedIn, the North Bayshore area is located in the northernmost portion of the City of the Mountain View, bordering Shoreline at Mountain View Regional Park and the San Francisco Bay.

The Precise Plan for North Bayshore will present a bold vision for a 21st Century employment district that emerges as a model of innovative and sustainable development and protects natural habitat. The character of New Bayshore will evolve over time from an auto-oriented, suburban office district into a higher density mixed-use district with walkable blocks, ground floor retail and high-frequency transit service. To achieve this vision, the Precise Plan provides detailed development standards, green building requirements, guidelines to protect sensitive habitat and species adjacent to the plan area, and policies and programs to reduce vehicle trips to North Bayshore. The plan was originally adopted in 2014. R+A is currently leading the integration of residential uses into North Bayshore as requested by City Council.

HIGHLIGHTS

- An incentive system of bonus floor area ratio to encourage new construction to achieve high levels of environmental performance.
- A Habitat Overlay Zone and Transfer of Development Rights Program that protects sensitive habitat.
- A Transportation Demand Management Program designed to achieve a district-wide 45% single-occupancy vehicle target.

TREASURE ISLAND LEED-ND AND DESIGN FOR DEVELOPMENT

TREASURE ISLAND, CA



CLIENT

Lennar Urban

SERVICES

Sustainability Planning, LEED-ND, Entitlement Support, Design Guidelines

TIMELINE

2015 to current

CONTACT

Ellen Warner
Senior Development Manager
Lennar Urban
(916) 813-6822
ellen.warner@lennar.com

DESCRIPTION

Raimi + Associates is directing LEED for Neighborhood Development implementation for the Treasure Island/ Yerba Buena Redevelopment Project, the largest and highest scoring LEED-ND project in the world. The ambitious effort aims to create a new neighborhood on Treasure Island and Yerba Buena Island while providing extensive public benefits to San Francisco and its residents. The project includes significant amounts of new affordable housing, large amounts of new public space and natural habitat, transportation improvements, extensive infrastructure improvements, and distinct-scale sustainability features such as stormwater retention and wastewater capture.

R+A led the LEED for Neighborhood Development effort, focusing not just on immediate certification but on future implementation, creating design specifications to ensure high LEED-ND performance and best practices in sustainability and urban design. R+A continues to work with members of the design team - including many of the Bay Area's leading landscape architects, civil engineers, architects, and urban designers to ensure that buildings, streets, infrastructure, and site planning are completed consistently with the LEED-ND commitments and aggressive sustainability goals. This project builds on past R+A work with TIDA and Perkins + Will to complete the Treasure Island Design for Development.

HIGHLIGHTS

- Largest, highest-scoring LEED-ND Platinum project in the world (85 points).
- Final master plan includes approximately 8,000 residential units; bicycle, transit, and pedestrian facilities; a ferry terminal and intermodal transit hub; and other infrastructure.
- Build out will be implemented in phases, from approximately 2016 through 2034.
- Integrated with previous R+A work on the Treasure Island Design for Development with TIDA and Perkins + Will.

OAKLAND HEALTHY DEVELOPMENT GUIDELINES

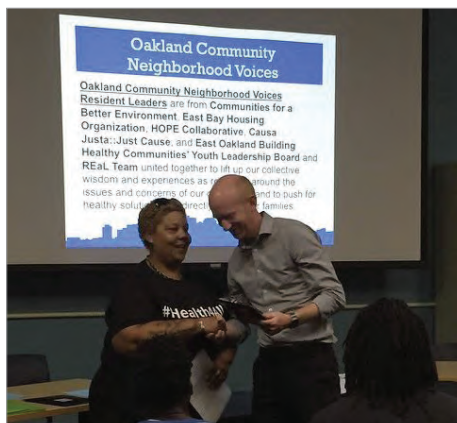
OAKLAND, CA

DESCRIPTION The Oakland Healthy Development Guidelines is an innovative, collaborative community planning effort that brought together local residents, housing advocates, social justice organizations, the County Health Department, for-profit and non-profit developers, and the City of Oakland to create citywide development standards and incentives that promote health and equity. The multi-year, community-driven process received major funding from The California Endowment, and addresses topics as diverse as affordable housing, access to healthy food, equitable project employment and tenant protections, environmental health, access to transit, crime prevention through environmental design, and pedestrian design to encourage active transportation.

As a grassroots effort based in community needs and aspirations, the initial draft of the Healthy Development Guidelines had overlap and sometimes conflict with existing City standards and development processes. To address this issue, Raimi + Associates worked to identify how each proposed healthy development standard aligned with existing City requirements, and worked to estimate developer cost, anticipated health impact, applicability to different development types, and levels of resident support for each proposed guideline. As a result of this effort, the coalition is working to pass a city council resolution endorsing the Healthy Development Guidelines as a framework for healthy, equitable development in Oakland, with implementation of specific standards and guidelines delegated to City staff according to short-term and long-term feasibility. In some cases, there may be amendments to the municipal zoning code or standard conditions of approval. In other cases, proposed standards were already addressed through efforts such as existing open space or recreation requirements, or through the City's housing nexus fee, so the Healthy Development Guidelines provide support to continue and expand those policies.

HIGHLIGHTS

- Citywide framework for healthy and equitable development in Oakland
- Implementation roadmap for integration with City of Oakland municipal codes, standard conditions of approval, housing nexus study, and other existing incentives and development standards
- Tiered implementation proposal based on analysis of short-term and long-term feasibility of specific proposed guidelines
- Collaboration between community non-profits and the City of Oakland



CLIENT

East Oakland Building Healthy Communities

SERVICES

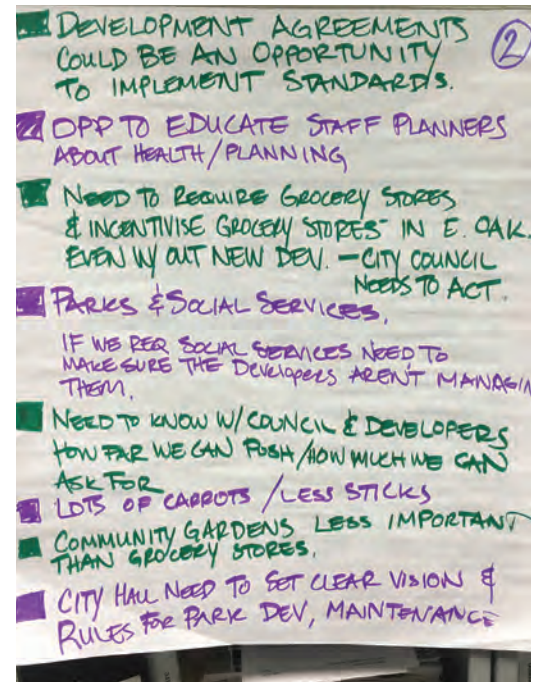
Healthy development guidelines, Health and equity analysis, Facilitation, Technical assistance

TIMELINE

2015 - 2016

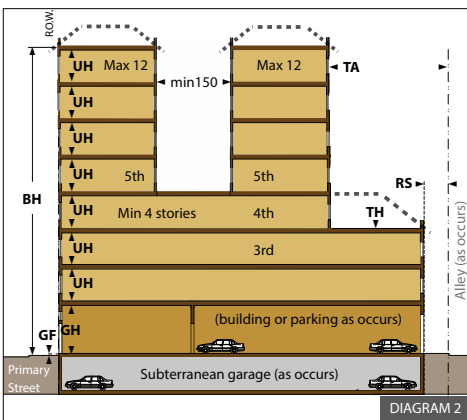
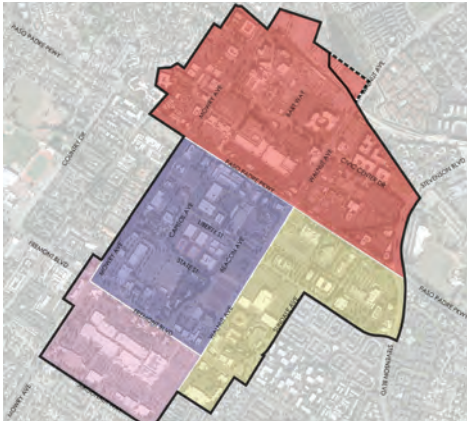
CONTACT

Maria Perez
Project Manager (former)
East Oakland Building Healthy Communities
(505) 550-0647
muabird@gmail.com



FREMONT CITY CENTER COMMUNITY PLAN & FORM-BASED CODE

FREMONT, CA



CLIENT
City of Fremont

SERVICES
Station area planning, form-based zoning, land use policies and vision, public realm design guidance

TIMELINE
2012 - 2015

CONTACT
Wayne Morris
Principal Planner
City of Fremont Planner
(510) 494-4729
wmorris@fremont.gov

DESCRIPTION Raimi + Associates led a multi-disciplinary team of consultants in the preparation of a Community Plan and Form-Based Zoning Code for the approximately 430-acre City Center. The area includes the Fremont BART station and anchor institutions such as Washington Hospital, Kaiser Medical Center, Palo Alto Medical Center, City Hall, and an up-and-coming Downtown District. A critical component of the project was directly coordinating with the three medical centers in the area to ensure safe pedestrian crossings and access, implement architecture and urban design that activates public space, and support the area's transition into a mixed-use "health district." The project included targeted outreach and coordination with stakeholders, property owners, and city staff and elected officials, an extensive existing conditions analysis that included an analysis of health conditions, a user-friendly community plan, a detailed implementation program, a phasing plan, and a flexible form-based code.

HIGHLIGHTS

- Creation of a "health district" that focuses on walkability, pedestrian-oriented design, and a diverse mix of uses.
- Incremental transformation of a low-density, suburban area into a vibrant mixed neighborhood.
- Development of a detailed implementation program, including a form-based code.
- A community plan that includes a vision, goals, policies, development standards and street typologies.

SANTA CLARA COUNTY CHILD HEALTH ASSESSMENT

SANTA CLARA COUNTY, CA

DESCRIPTION Raimi + Associates is working with the Santa Clara County Public Health Department to lead a qualitative assessment of children's health in Santa Clara County. We will conduct 20 focus groups and 25 key leader interviews to gather data on the range of factors (or social determinants of health) that affect children's health outcomes across the county. Focus groups will be conducted in English, Spanish, Mandarin, and Vietnamese. We will develop a codebook and analyze the focus group and key leader interviews using ATLAS.ti to identify broad themes across all focus groups and key leader interviewees, as well as capture specific themes by geographic location, language, or age. The project will culminate in a written report of findings and a community and stakeholder "Call to Action" forum where the research team will present the qualitative findings and we will facilitate a community conversation to identify action steps.

HIGHLIGHTS

- Conducting large-scale qualitative assessment using focus groups and key leader interviewees of children's health in Santa Clara County
- Managing data collection and carrying out in-depth analysis of qualitative data using ATLAS.ti
- Planning and executing a community and stakeholder "Call to Action" forum
- Conducting culturally competent outreach for qualitative study

CLIENT

Santa Clara County Public Health Department

SERVICES

Health assessment
Health and equity analysis
Community engagement
Qualitative analysis

TIMELINE

October 2015 – October 2016

CONTACT

Analilia P. Garcia, DrPH, MPH
Senior Community Health Planner
Santa Clara County Public Health Department
408.792.5108
analilia.garcia@phd.sccgov.org

Are you the parent of a child or teen?
Do you live in Santa Clara County?



We want to hear from you!

Join us for a focus group to share your experiences, thoughts, and ideas about children's health.
Light refreshments will be served.

Wed, May 5th, 9:30 am - 11:00 am
Parents Helping Parents: 1400 Parkmoor Ave, Ste 100, San Jose

Are you interested in participating? Let Paige know by calling 510.944.0160 or emailing paige@raimiassociates.com.
Space is limited -- please RSVP by Thurs, April 27th!



Quý vị có con trong tuổi mẫu giáo hay tuổi vị thành niên?
Quý vị đang sống trong quận hạt Santa Clara?



Chúng tôi luôn muốn lắng nghe!

Mời quý vị đến chia sẻ những kinh nghiệm, cảm nghĩ và ý kiến về sức khỏe của con em mình
**Có thức ăn nhẹ*

Thứ Sáu, 04/15/2016, 10:00 am - 11:30 am
Educare Family Resource Center,
1399 Santee Dr, San Jose CA 95122

Xin gọi 408-509-8788 hoặc email tien.nguyen@ican2.org để ghi danh.
Có giới hạn chỗ ngồi, vui lòng ghi danh trước ngày 10 tháng 4, 2016



VISION LENNOX

LOS ANGELES, CA



CLIENT
County of Los Angeles

SERVICES
Visioning, public outreach, land use planning, health and sustainability, corridor transformation

PROJECT DATES
2009

CLIENT CONTACT
Susana Franco-Rogan
LA Dept of Regional Planning,
Community Studies Section Director
213-974-6425
SFranco-Rogan@planning.lacounty.gov

DESCRIPTION Los Angeles County retained Raimi + Associates to direct a comprehensive visioning process for Lennox, an unincorporated community of 25,000 people, 10 miles south of Downtown Los Angeles, California. The Raimi + Associates-led effort resulted in a vision document that communicates the near and long-term direction for form and character, open space, land use, health, sustainability, circulation, and economic choices. As part of this effort, Raimi + Associates led the community outreach process, prepared a place-based vision plan tied to specific strategies and actions that includes a healthy community plan, and Lennox-specific health and sustainability indicators to guide the process and set standards for success.

HIGHLIGHTS

- Worked with a diverse group of citizens, community and business leaders, advocates, and County staff to identify and express a 5-part vision for the next 20 years;
- Three interactive, bilingual, public workshops to explore and choose the direction and the details of the vision;
- Created consensus on a new direction for Hawthorne Boulevard as a regional employment area with housing and retail services;
- Place-making efforts for different areas of the community based on their unique physical, social and economic qualities;
- Production of clear and user-friendly 40-page document to be used daily

MAPLETON-FALL CREEK: SUSTAINABLE NEIGHBORHOOD PLANNING & IMPLEMENTATION

INDIANAPOLIS, INDIANA

CLIENT

Natural Resource Defense Council
Mapleton-Fall Creek Development Corporation

SERVICES

LEED-ND Neighborhood planning,
public charrettes, implementation

TIMELINE

2012 - 2014

CONTACT

Leigh Riley Evans
Chief Executive Officer
Mapleton-Fall Creek Development Corporation
(317) 923-5514 x225
leigh@mfcdc.org

DESCRIPTION

Raimi + Associates - in coordination with NRDC, LISC, and the Agora Group - worked with the Mapleton-Fall Creek Community Development Corporation to establish planning, design, and sustainability criteria for future community development in Indianapolis' historic Mapleton-Fall Creek neighborhood. The effort included a four-day working charrette with residents and community partners with the intention of preserving the neighborhood fabric while making targeted improvements to walkability, equity, green infrastructure, and neighborhood amenities.

R+A's work included proposed revisions to MFCDC building specifications for energy efficiency, water efficiency, and erosion and sedimentation control in order to meet LEED for Neighborhood Development. Mapleton-Fall Creek received a Affordable Green Neighborhood Grant from the U.S. Green Building Council, and R+A directed subsequent LEED-ND documentation and implementation for the project achieving a certified LEED-ND Silver Plan in summer 2014.



SYRACUSE SALT DISTRICT PLAN AND SUSTAINABLE NEIGHBORHOOD IMPLEMENTATION

SYRACUSE, NY

CLIENT

Syracuse Center of Excellence

SERVICES

Neighborhood Planning, LEED-ND Implementation community charrettes, Neighborhood Sustainability

TIMELINE

2008 - 2010

CONTACT

Ana Fernandez
Project Manager
Syracuse Center of Excellence
(315) 443-9994
afernandez@syracusecoe.org

DESCRIPTION Raimi + Associates coordinated an innovative application of LEED for Neighborhood Development in the 156-acre SALT District of Syracuse, New York, achieving LEED-ND Gold Plan certification. The historic neighborhood's traditional neighborhood form includes a location within walking distance of downtown Syracuse, a neighborhood park and school, a high number of jobs and neighborhood-retail services, and a diverse mix of housing types. However, decades of underinvestment had led to high vacancy rates, a run-down building stock, and high rates of poverty and unemployment.

In response to these issues, the neighborhood initiated major improvement efforts with a broad coalition including the Syracuse Center of Excellence (CoE) at Syracuse University, the City of Syracuse, Home HeadQuarters affordable housing developers, arts organizations, and neighbors. Raimi + Associates assessed the existing neighborhood, identified strengths and weaknesses, and generated a targeted redevelopment plan for the neighborhood, in coordination with Opticos Design and the Agora Group. The process developed by Raimi + Associates has served as a nation-wide model for how existing neighborhoods can use LEED-ND to guide investment and enhance sustainability.

HIGHLIGHTS

- Country's first LEED-ND certification of an existing neighborhood.
- LEED-ND Gold certification.
- Series of community charrettes to plan neighborhood improvements.



THE VILLAGE AT MARKET CREEK AND BROWNFIELDS AREAWIDE ACTION

SAN DIEGO, CA

DESCRIPTION Raimi + Associates worked with the Jacobs Center for Neighborhood Innovation to create a Health Chapter for the “Diamond Neighborhoods” Cultural Village Plan in Southeastern San Diego. The Plan seeks to transform 52 unused, untended, and underutilized acres into “The Village at Market Creek”, a vibrant community center and cultural destination in San Diego.

Raimi + Associates documented existing health conditions; created an extensive Healthy Development Review Checklist; produced a customized bi-lingual English-Spanish community health survey, trained residents to administer the survey, and produced spatial and statistical analysis of the responses. Additionally, Raimi + Associates conducted environmental health and brownfields trainings for eight documented brownfields in the project area to help provide residents with the tools to make informed decisions about their neighborhood’s development. The project achieved silver LEED-ND certification in 2012.

CLIENT

Jacobs Center for Neighborhood Innovation

SERVICES

Resident trainings, community engagement, health planning, community survey

TIMELINE

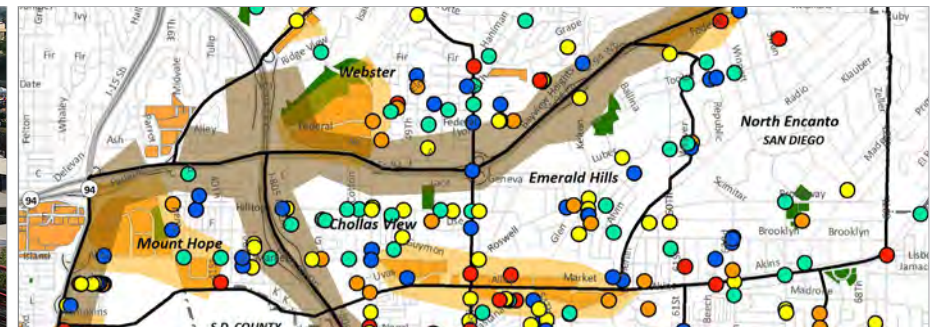
2011 - 2012

CONTACT

Charles E. Davis
 Director of Project Development
 Jacob Center for Neighborhood Innovation
 (619)527-6161
 cdavis@jacobscenter.org

HIGHLIGHTS

- Worked closely with 50 person resident leadership group to create the plan.
- Created a healthy development review checklist for residents and staff to use when planning and assessing development projects.
- Used a participatory process to create, administer, and analyze a bi-lingual community health survey.



BUILDING BLOCKS FOR SUSTAINABLE COMMUNITIES, TECHNICAL ASSISTANCE TEAM

NATIONWIDE

CLIENT

U.S. Environmental Protection Agency, Global Green U.S.A.

SERVICES

Technical assistance, Community planning, LEED-ND, Neighborhood sustainability

TIMELINE

2012 -2016

CONTACT

Walker Wells
Vice President of Programs
Global Green USA
(310) 922-8443
wwells@globalgreen.org

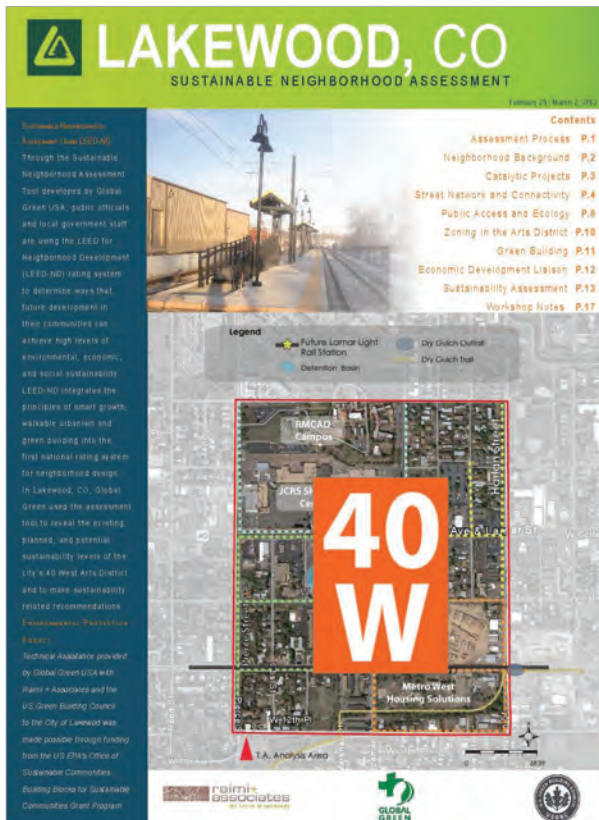
DESCRIPTION

Since 2012, Raimi + Associates – along with a team of national experts including Farr Associates, the Agora Group, and the U.S. Green Building Council – has worked with the non-profit Global Green USA to offer direct technical assistance in sustainable neighborhood planning and design to diverse communities across the United States. These communities have included Burlington (VT); Louisville (KY); Oakland (CA); Cary (NC); Eden Prairie (MN); Lakewood (CO), and Phoenix (AZ). The work is made possible by a grant from the U.S. Environmental Protection Agency Office of Sustainable Communities.

Most technical assistance engagements include an intensive, three-day working visit and concluding recommendations report to identify planning and design interventions that can promote sustainability, health, and equity in a target neighborhood. During each site visit, the team completes extensive site analysis and review of existing policy, uses the LEED for Neighborhood Development framework to identify neighborhood strengths and weaknesses, and engages the community and stakeholders in an iterative conversation about future opportunities for the neighborhood.

HIGHLIGHTS

- Technical assistance on behalf of the U.S. Environmental Protection Agency
- Direct engagement with diverse communities across the country
- Planning, design, and implementation to promote neighborhood sustainability and livability.



TEAM WORK SAMPLES

Our work samples are included on the electronic key drive, and can also be access online at the following link:
(<https://www.dropbox.com/sh/6m7pv3gkjdp5qe9/AAD9Vb0ctVXbmwhyKYMry3Ira?dl=0>)

The list of included documents is as follows:

Raimi + Associates

- Monterey County Health Department Housing Fact Sheets (English and Spanish)
- Salinas Code Violations Data Report
- Community Profile Of The Status Of Boys & Men Of Color In The Salinas Valley
- Health Atlas for the City of Los Angeles
- Delano Health and Sustainability Element
- Coachella General Plan Update
- International Boulevard TOD Plan
- Preventing Violence By Design Report
- *Live Healthy Napa County* Community Health Improvement Plan
- *Live Healthy Napa County* Community Health Report
- SALT District LEED-ND Recommendations Final Report

PlaceWorks

- Alameda Central Avenue Plan
- Salinas Eastside Neighborhood Design
- Salinas Urban Greening Plan
- West Broadway Urban Village Specific Plan
- *Propel Vallejo* City of Vallejo General Plan Update

Nelson\Nygaard

- California/Escuela/Shoreline Complete Streets Feasibility Study Chapter 3
- California/Escuela/Shoreline Complete Streets Feasibility Study Chapter 7

Urban Transformation

- Coachella Pueblo Viejo Concept Plan
- Downtown Huntington Park Final Strategic Plan
- Seaside West Broadway Urban Village Plan Section 10



06. SCOPE OF WORK

06 . SCOPE OF WORK

PROJECT APPROACH

Deep commitment to health, equity and sustainability

- **Leaders in health, equity, and sustainability.** Raimi + Associates has built our cutting edge reputation by staying true to our core values of equity, health, and sustainability. These transdisciplinary topics are critical to consider in community planning, as well as in how the City itself operates and conducts its

Decision Making Tool

	Environmental Sustainability Impact Would there be substantial potential benefits for the proposed action (GHG, air quality, water, soil, flora, fauna, waste, etc.)? Can the benefit be measured/ quantified? Would there likely be costs or risks if the action is not taken?
	Co-Benefits & Win-Wins Would the action solve multiple problems at once, provide benefits to multiple partners, and/or help government achieve multiple policy goals? Would the action improve the health or quality of life for employees or the community? Would the action improve workplace satisfaction and/or employee engagement? Is there an economic benefit to the community (e.g., increased property values)?
	Governance Is the action efficient? Would it work within existing programs? Would it improve an existing program? Would this help satisfy an existing regulatory requirement? Would it incorporate sustainability into the City's decision making process? Would it incentivize environmentally beneficial decisions, products, or services?
	Temporal Over what time period will sustainability benefits be realized? Over what time period will we pay for the costs? What's the payback period?
	Equity Would the proposed action reduce inequities or change the distribution of burdens and benefits among City employees? Would the proposed action reduce inequities or change the distribution of burdens and benefits among communities/community members? Would the action have a disproportionate impact on sub-groups of a population, on vulnerable or under-resourced groups and communities, and on specific neighborhoods? Would this action shift burdens or benefits from one generation to another?
	Feasibility & Costs Does the City have the jurisdictional authority to take this action (including regulation, guidance, funding, and conveying)? Is the proposed solution acceptable to or desired by the involved agencies, policy leaders, and the general public? Are there powerful or influential people or groups who are likely to oppose the idea? Are there leaders who are prepared to champion the action? What are government costs, private sector costs, short and long term costs, and indirect/latent costs? Does the action maximize the use of existing infrastructure as a way to provide fiscally responsible public services?

business. We love facilitating discussions that elicit equitable policy solutions that are as beneficial to a local businesses as they are to low-income working families. We chose our team members because they are also aligned with these values.

- **Governing for Racial Equity.** While working with BHC, Raimi + Associates helped transform and expand the Economic Development Element engagement process and wrote Alisal- and equity-focused policies and actions. Out of that process, funding for the Alisal Vibrancy Plan became a reality and is one of the key “wins” of the City’s Governing for Racial Equity Initiative. R+A has been so inspired by the GRE work in Salinas that our entire 16 person staff will be trained in GRE practices next month. This will expand our toolkit to tackle systemic inequities with our clients.

- **Prioritization and Evaluation Criteria.** The engagement conversations will shape a set of criteria used to evaluate policy and design options and prioritize actions. This will ensure that decisions are transparent and grounded in community values.

Proven track record doing planning work in Salinas and other similar communities

- **Leveraging our local experience and relationships.** Our team (and especially R+A) has long standing experience working in the Alisal with a variety of stakeholders. Raimi + Associates has been working in Salinas for three years, and we have a thorough understanding the lay of the land. Indeed, one of our staff members (Lucina Navarro) grew up in the Alisal and has still family there. We are familiar with the particular challenges in the Alisal, which include issues of safety and violence, disinvestment, poverty, overcrowding, lack of career opportunities, wide and fast corridors, shortage of retail spaces, among others. PlaceWorks also recently worked in Salinas on the Urban Greening Plan and Darlene Drapkin worked with SUBA a number of years ago.

- **History of successful projects in Latino and urban agricultural communities.** While Salinas is unique, we have completed planning projects in many communities with historic ties to and current parallels to Salinas.
 - Our former clients in the cities of Coachella and Delano have strong pride in the farmworker organizing and social justice legacy of Cesar Chavez. These three cities all have urban neighborhoods in a suburban/rural context, a primarily Latino population, an ag-focused job market, high poverty and overcrowding, suburban land use patterns, street grid challenges for walkability, perceived and actual safety concerns, limited parks and green space, constrained municipal resources, and most importantly a tension between older established neighborhoods and newer/future master planned neighborhood subdivisions.
 - Many of our other project happen to be Latino-majority neighborhoods/cities such as Lynwood, East Palo Alto, Ashland-Cherryland (Alameda County), Los Angeles, Fresno, The Village at Market Creek in Southeast San Diego, Florence-Firestone, El Monte, Fontana, Cathedral City, Moreno Valley, and many others. While we have developed engagement methods and policy/design approaches that tend to work well in Latino communities, we know there is great diversity within California’s Latino community so we always customize our approach to the specific local context and partners.

Commitment to participatory planning and honoring local knowledge and past accomplishments

- **Local staff knowledge.** Our firm philosophy is that our clients have invaluable knowledge of their jurisdiction. Part of our job is to listen and translate staff ideas into policies and programs. Further, government staff who are closely involved in the development of plans are better able to implement the vision since they understand every decision. This is not limited to the Community Development Department. All City departments must collaborate to create a truly vibrant Alisal. We are encouraged that the BHC will be part of the project team since this will strengthen their ability to partner in implementation and keep the City accountable to diverse community needs.
- **Ongoing process evaluation and data driven outreach.** During the development of the Alisal Vibrancy Plan, R+A will leverage its process and outcome evaluation staff expertise to create methods and tools that ensure our engagement process reaches a representative cross section of the Alisal and that engagement activities resonate with community members. Our process evaluation tools will give us the real time data to adjust course during the process as needed.
- **Honor culture and diversity.** Because R+A staff are committed to improving social equity, health, and sustainability, the majority of the communities we work with are tend to be low-income communities of color. Culturally-based research and planning methods, as well as respectful engagement, are hallmarks of our work. We have developed techniques for working in diverse communities and are constantly evolving our practice to ensure it integrates philosophies, approaches, and methods that are rooted in cultural humility and respect. The people of the Alisal have the solutions – we will succeed in translating their visions into implementable policy and design.
- **Go to where the people are.** For this project we proposed a Project Ambassador and Community Outreach Toolkit concept which will allow us to hear from many more residents who wouldn’t normally attend a meeting. We also proposed interactive pop-up workshops to engage youth and other hard to reach populations. Materials we create for various plan deliverables and official hearings can be made available to Steering Committee members in case they also want to make a presentation to their own constituents.

- **Community workshops for everyone.** Raimi + Associates will work closely with community groups to ensure that workshops have a celebratory and welcoming feeling. We will work with BHC and the City to design clear, culturally relevant, interactive, and thought-provoking workshop materials and content in English and Spanish. We are happy to conduct community workshops in Spanish with English translation. We may enlist Steering Committee and project ambassadors to host the meeting so residents are welcomed by a familiar face. We will also ensure that youth also have an elevated voice in this process and feel empowered to contribute their ideas and opinions.
- **Objective analysis of community engagement results.** R+A staff have developed rigorous qualitative data collection and analysis methods through projects in the Public Health and Social Services sectors. We believe if these methods are applied to community planning processes, then they could increase trust, transparency, and objectivity among community members. We have included Optional Task A.10 Qualitative Data Collection Methodology, Analysis & Community Engagement Highlight Report in our scope, which would allow us to utilize our qualitative data analysis software, ATLAS.ti to manage and analyze all the input across collection methods, topics, and subgroups.

Strong project management that comes from a passion for our work

- **Senior level staff.** R+A commits senior-level staff to all projects to ensure deadlines, budgets, and expectations are met (in addition, all other firms on the team have committed senior staff to this project). Matt Raimi, R+A's founding Principal will serve as both the Principal-in-Charge and the Project Manager of the project. We are a multi-disciplinary firm of "renaissance" men/women - the same individuals who do the analysis and policy writing will be sharing results with the community. Our firm has an extremely high staff retention rate, which engenders staff stability and consistency, and allows us to develop long term relationship with clients.
- **Steady project management and fluid communication.** We believe in proactive, regular client interactions from senior management to address current and emerging issues, and to plan for upcoming phases of work. We guarantee a level of quick and professional responsiveness. We know how to set a realistic scope with detailed parameters, roles and responsibilities, and reasonable expectations on both ends. Most importantly, we love our work and are fun and easy to work with.
- Our management approach consists of the following components:
 - *Day-to-Day Project Management.* We facilitate regular project progress reports, conference calls, and meetings on a weekly, bi-weekly, monthly or as-needed basis with our clients to discuss project objectives, schedule and work progress to-date, address budget issues and concerns, and discuss other-related items.
 - *Consultant Team Management.* Our project team will have numerous staff members directly involved in the project, not just working away in an undisclosed off-site location. As the project manager, R+A will host monthly (or more frequent, as needed) calls/meetings, and we will regularly update a work plan that identifies upcoming tasks and responsibilities.
 - *Team Working Meetings.* Since many of the team members have worked closely together over the years, we are accustomed to our various work styles and enjoy collaborating with each other. To provide a formal venue for team coordination and building synergies, we will schedule team working meetings where we will exchange ideas, review work products, and prepare new materials.
 - *Quality Control and Quality Assurance.* High quality and thoughtful work products, presentations, and events signals respect to and builds trust with community stakeholders and city staff. We are high integrity individuals who will do everything possible to ensure we deliver high quality results

throughout the project. Our collaborative work culture ensures that more than one person brainstorms, executes, and reviews each deliverable.

Planning for action.

- **Implementation-focused planning.** We believe that visionary yet operational plans are essential for creating enduring, healthy and sustainable communities. Crafting these plans can (and should) be a transformative, creative, community-building endeavor, not a formulaic exercise. Our goal is prepare documents that can be implemented and the departmental and community-wide level, with specific work programs, budgeting commitments, and links to capital improvements or changes to administrative planning processes. We will use key evaluation and prioritization criteria to drive the Plan - for example, in the community profile task, we will already be thinking ahead to evaluation and implementation metrics. Our existing conditions work will concentrate on identifying policy-relevant indicators for later, more detailed analysis. Similarly, we propose an optional CEQA integration task that will accelerate the Plan's adoption and continued effectiveness.
- **Building on work that has been done.** We will tackle the process by integrating with past and future planning processes (Marketplace Plan, LEED-ND/Choice Neighborhoods, General Plan update, Housing Element, EDE, Urban Greening Plan, etc.). Our approach will build on this recent on-going work that is occurring in the city, involve the community and staff in each step of the process and then create a final plan that is innovative and easy to use, and show deliverables throughout the process so that the final plan is a direct reflection of community input.

Innovative Complete Streets Practice.

- **Leaders in the field.** Nelson\Nygaard staff have been developing solutions for local mobility and leading corridor and street design for all modes since long before the term "Complete Streets design" was widely adopted. We are experts at how to integrate the design of private development and the public right-of-way to transform existing corridors into "complete streets" that enhances access by walking, bicycling, ridesharing, bus rapid transit and higher capacity private transportation
- **Potential for major street changes and improved multi-modalism.** Many existing streets are quite wide in the Alisal, with real potential for more multi-modalism and additional landscaping. The study area and adjacent neighborhoods represent an incredible diversity of communities and needs, with a variety of road conditions, community concerns, and design challenges. Previous planning and outreach efforts have established a rich understanding of local priorities and needs. Nelson\Nygaard will extract key goals from earlier outreach efforts and processes, and ensure that these principles are carried forward throughout the needs assessment and planning process, and applied to the recommendations for the Alisal study area. Throughout the project, NN's planning process will be built around the previous and ongoing grassroots outreach efforts, which our team has successfully employed to obtain input and participation by low-income community members in other projects. For example, we have recently used these grassroots outreach techniques as part of the Mountain View California/Escuela/Shoreline Complete Streets Feasibility Study and our Project Manager also has experience in working on Complete Streets analysis in communities that feature low-income populations and informal settlements.

Planning for Neighborhoods, Nodes, and Corridors

- **Demonstrated success with similar projects.** Our previous specific plan, corridor plan, and downtown plan work tasks a form-based approach grounded in the social, cultural, and economic context of the area. The

plans describe the vision for an area, identify the range of applicable uses and building types for each district, and then craft development standards by building type. We have also recently completed Healthy Development Guidelines for the City of Oakland and a Healthy Development Checklist and Assessment for a private developer in Riverside County. It is important that our policy and design guidelines increase aesthetics, vibrancy, and functionality of a place while improving health, sustainability, and equity for the people who live, work, play and shop there.

- **Track record of successful community-level planning.** R+A and our team members have honed a planning process that draws on careful observation and analysis, direct and open community engagement, and the ability to think three-dimensionally about how form and character impact community vitality. Drawing upon our past experience with city-wide community health assessments and comprehensive corridor planning, we will bring our expertise to bear on the Alisal neighborhood. These methods will likely include charrettes activities, focus groups, and key stakeholder interviews. Some of the key subjects that must be tackled in the process will include: 1) creating and supporting focused nodes of activity, intensity and pedestrian improvement investment; 2) how to activate and catalyze the development or usage of small parcels; 3) how to ensure appropriate transitions to adjacent neighborhoods; 4) striking a balance between citywide transportation connections and local walkability / placemaking; and 5) how to equitably allocate limited street and sidewalk space.
- **Neighborhood character and integration.** Our team will strive to reinforce the character of the neighborhood while promoting connections and better integration with the commercial corridors. We will lean strongly on the community's character and culture; this is not a typical plan where changing the land use is enough to lead to substantive changes. Our initial tasks and outreach will draw out the fundamental characteristics of this particular neighborhood in order to inform the Plan development. Recognizing the unique characteristics in the different parts of the Alisal will mean that plan policies and actions are tied directly to each of the different sub-areas in the larger Plan area.
- **Great urban design.** Our team has extensive specific plan and nationally award-winning urban design experience. Our design-based approach will blend our transportation, land use, economic, and placemaking expertise to create an attractive urban environment the City envisions for the Alisal corridor. PlaceWork's past work on the Urban Greening Plan uniquely positions our team to design the public right-of-way and street frontages of private businesses to create an attractive, dynamic corridor. We can offer a diversity of successful design ideas on how to transform key nodes and intersections (such as Alisal and Williams) to have a sense of place, unique identity and attractiveness as destinations. To minimize development impacts on neighboring properties and to soften the interface between commercial and residential uses, our team will draw upon our experience on how to specify development standards, design guidelines, or form-based codes to ensure compatibility between new development and adjacent residential neighborhoods. Areas of attention will include streetscape Improvements, façade rehabilitation, design incentives, and visual merchandising.

Equitable Economic Development – Reinvest in the Alisal.

- **Attracting revitalization.** The desired planning outcomes are to create an attractive corridor with vibrant street life, greater pedestrian and bicycle accessibility, and mixed-used and higher density development within unique, identifiable destinations in the Alisal neighborhood. Creating strong and flexible development standards will foster high-quality private development, support higher residential densities, facilitate mixed-use, and guide the design of streets, civic spaces and public realm improvements. Implementation of the Community Plan will transform the corridor through balancing growth, leveraging

private investment, and identifying capital improvements and regional funding sources for planning, infrastructure, and other physical improvements.

- **Strengthen business district development.** A key element of the Plan will be to make the Alisal more inviting to shoppers and visitors. Currently, the low vacancy rate and comparative lack of leasable commercial space on the corridor means that there is no space for existing businesses to expand/grow. Overall, this will include a business retention strategy to reduce retail leakage, and steps for attracting the appropriate businesses to vacant sites. Urban Transformation will approach business district marketing in the Alisal using its successful methods from past efforts in Oakland and Richmond.
- **Tangible solutions and strategy for locally-grown and implementable economic development.** UT looks at what the customer wants, both in terms of a community asset and in the goods they want to purchase. UT will investigate who and where the competition is and how the district can carve out a unique niche or position by capitalizing on hidden or under-promoted assets. UT will catalogue the district's buildings and streetscape, and look at the overall location of the district and how customers get there. UT will examine merchant and property owner involvement and what role this can play in promoting the district. To ensure action-oriented planning, UT will evaluate the funding that may be available for the district, and will work with the community to decide on a vision for the district, identify primary and secondary target customers, and develop a broad range of strategies (from signage, streetscape and storefront design to advertising, public relations and special events) that reinforce the vision and, most importantly, meet or exceed the customers' expectations. Lastly, UT will collaborate with city officials, neighborhood groups and local business organizations to develop a practical and affordable way to implement the activities.

High-Quality Visuals and Communication

- **Interactive project website.** The project website will provide background information about the project, meeting materials, as well as up to date information on community workshops and events, and opportunities to comment online. Because not all residents have computers at home, we will ensure the site is mobile phone compatible and will provide non-electronic methods of participating in the process, such as public workshops.
- **Graphical attention and priority.** The Raimi + Associates team will prioritize high-quality graphics and visuals for the project. Skillfully created information graphics, user-friendly documents, and visually engaging outreach material can help reinforce the City's goal of being inclusive and accessible to all. Similarly, visualizations of land use scenarios, resiliency concepts, health or economic conditions, and design concepts can help illustrate specific community choices while soliciting more direct, informed feedback. The team's graphic design and branding expertise will be deployed throughout the process, from inception to completion, including infographics, and will use these rich visuals to reflect back community priorities and values into planning and outreach documents.

SCOPE OF WORK

TASK # & TITLE	DESCRIPTION	DELIVERABLES	LEAD <i>(SUPPORT)</i>
<p>TASK A: COMMUNITY ENGAGEMENT</p> <p>Raimi + Associates (R+A), with as-needed support from other team members, will work with City staff and Building Healthy Communities – East Salinas to craft a creative, locally-relevant, and detailed community engagement program. The aim of the community engagement approach will be to build off of the momentum of, and input from, recent planning processes (EDE, Housing Element, Consolidated Plan, and Salinas Neighborhood Vibrancy - Urban Greening Plan) and ongoing actions and programs of the Building Health Communities (BHC) collaborative, SUBA, and other local institutions and groups. Because of our work experience in Salinas, Raimi + Associates has established relationships with and knowledge of the community. This strong relationship with the community will position the Raimi + Associates team to serve as a backbone and provide technical assistance to support and implement the city staff and community member’s vision for engagement. Our team seeks to collaboratively create an engagement strategy that goes beyond the traditional inform, consult, and dialogue and moves into a co-creation process where community stakeholders and city staff can weigh-in and influence the process’ approach and content in every phase of the planning process. While this may take more time and effort, the end result will be a plan that is fully responsive to, understood, and supported by community members and city staff.</p>			
<p>A.1 ENGAGEMENT STRATEGY MEMO</p>	<p>R+A will meet with city staff and community partners to identify key approaches and priorities for the community engagement strategy. With this information, R+A will prepare a Draft Community Engagement Strategy Memo that includes a detailed matrix with: a description and purpose of each engagement activity, roles and responsibilities for each party, target population(s)/desired outcomes, output/results, major preparation considerations, and approximate timing. The memo will include activities by led the R+A team and supported by BHC and/or City staff as well as activities led by City staff or BHC and supported by R+A. The memo will also include a clear one page schedule that communicates the engagement sequencing.</p> <p>City staff and the community outreach partners will review and provide comments and R+A will create a Final Engagement Strategy Memo. A brief high level summary of the engagement strategy can be included on the project website for predictability and transparency.</p> <p>The engagement strategy will pay special attention to include activities that will engage the diverse types of people who live, work, play, worship, learn, and do business in the Alisal. The strategy will include activities to engage people of all ages, educational-levels, languages, and incomes, renters, property owners, businesses, employees, institutions, and community based organizations. Additionally the engagement activities will provide</p>	<ul style="list-style-type: none"> ✓ Draft Community Engagement Strategy Memo ✓ Draft Engagement Schedule ✓ Final Community Engagement Strategy Memo and Schedule 	<p>R+A (PW, UT, N\N)</p>

	opportunities for people to participate with their preferred communication method to increase comfort (i.e., written on paper, written online, orally in a large group, orally in a small group, tactile – building/ drawing, responding to visual examples, multiple chose dot exercises or surveys, etc.)		
A.2 PROCESS EVALUATION	<p>We will use two process evaluation tools to build in a continuous feedback loop to ensure that the planning process is responsive in real time. The first is a standard engagement event evaluation form, and the second is a sign in sheet. The feedback gathered throughout the process will enable the team to identify successes and areas for improvement in an ongoing way, and will be used to inform engagement activities throughout the process. Engagement evaluation updates could also be shared with the City Council and/or the larger public in order to increase awareness of and interest in the community engagement process.</p> <p>We will create an engagement event evaluation form. This tool could include three questions such as 1) Did you have adequate opportunity to share your opinions and ideas? 2) What was positive about this experience? 3) What suggestions do you have to improve future Alisal engagement activities? This anonymous evaluation tool will allow the team to make real time adjustments. R+A will review all the evaluation sheets on an ongoing basis and share takeaways with the project team on a regular basis.</p> <p>At all engagement events, participants will fill out a sign in sheet and also complete a “demographic sheet” that may ask for age, Alisal resident (y/n), race/ethnicity, primary language, renter/owner, and sex. This planning process will involve many diverse opinions and ideas from many different types of people. We want to make sure we are reaching a cross section of the community at each phase of the process. The demographic sheet data will help our engagement team to conduct more refined and targeted outreach throughout the process.</p>	<ul style="list-style-type: none"> ✓ Standard engagement event evaluation form ✓ Demographic sign-in sheets ✓ Engagement evaluation updates (up to three) 	R+A
A.3 PROJECT BRANDING AND LOGO	R+A will obtain input from city staff and community partners to inspire the creation of unique branding materials for the project. After discussions, R+A will prepare a few branding options. City staff and community partners will review the options, provide constructive feedback, and R+A will prepare the final logo, color palette, and templates (meeting notices, reports, and PPT presentations). All public materials will use the branding identity. If desired the Urban Arts Collaborative (UAC) can create the initial designs concepts that R+A can refine into the logo and other branding materials and templates.	<ul style="list-style-type: none"> ✓ Call or meeting to brainstorm ideas / themes ✓ Draft branding options ✓ Final Project Logo, Style Guide, and Templates 	R+A

<p>A.4 INTERACTIVE WEBSITE AND SOCIAL MEDIA</p>	<p>During the project period, the R+A team will create and maintain an interactive project website that links to the City’s site. The bilingual website will house information about the project and process, have a document library, a calendar of events, project timeline, email list sign up, and ways to get involved. The website will also have a discussion board and/or rotating community polls for visitors to respond to. Depending on budget and priorities, additional interactive features to consider may include: videos of different engagement presentations or activities with accompanying web-based response forms, web-based maps of existing conditions data for the public to explore, add to, and comment on, a way for folks to submit their own “data” (i.e., photos, videos, photos, and written stories) about the Alisal now and their vision for the future.</p> <p>R+A will create a website wireframe (general structure and flow), design the look of, and write content for the website. Once the material is finalized we will translate it into Spanish and create the site. The website will be updated regularly to encourage deeper discussion and reliable information.</p> <p>While the website will have a way to sign up for project email updates, it is assumed that the City will manage any project email blasts using their existing list and system.</p> <p>R+A will also link the site to the City and BHC’s existing social media accounts (i.e., Instagram, Facebook, and Twitter) and provide semi-regular content. If desired R+A can also create new accounts, however we find these to be less effective a new following needs to be established. If the City desires, we can pay to promote Alisal planning related posts on social media to generate greater awareness.</p>	<ul style="list-style-type: none"> ✓ Domain and hosting purchase ✓ Wireframe ✓ Website content in English and Spanish ✓ Final Website ✓ Regular updates ✓ Social media content 	<p>R+A</p>
<p>A.5 PROJECT AMBASSADOR TRAINING AND CAPACITY BUILDING</p>	<p>R+A, the City, and BHC will identify project ambassador’s (through BHC’s contract) to be an intermediary between Alisal community members and the City/consultant team. Ambassadors may engage in a variety of community research, facilitation, and outreach activities throughout the project that will be determined during Task A.1. The ambassadors selection process should aim to represent a variety of ages, genders, and affiliations within the Alisal and including representatives that are bilingual in English and Spanish OR English and an Asian Language that is common in the Alisal (Cantonese/Mandarin, Korean, Vietnamese, etc.).</p> <p>R+A will provide two trainings to the ambassadors during the first few months of the project:</p> <p>1) <u>City Planning 101</u> – Explain the process, plan topics covered, the reach and limitations of a community plan and how it nests with the General Plan. How can a community plan</p>	<ul style="list-style-type: none"> ✓ Materials for training (PPT, handouts, interactive activities) ✓ Two trainings for project ambassadors 	<p>R+A</p>

	<p>influence city operations, components of an equitable, sustainable, healthy, and vibrant community, common planning strategies, and jargon.</p> <p>2) <u>Engagement methods and facilitation</u> – Provide tips and tool to successfully participate in engagement activities. Although many of the ambassadors will already likely have experience with organizing or engagement, this skills-based training will establish standard language and methodology that is project specific to quality of information received from BHC-led outreach is of a high quality. This training can also cover basic logistics planning, event promotion/outreach, facilitation, flip charting, and summary note writing skills (entry into SurveyMonkey form).</p> <p>It is assumed that the City or BHC will provide the project ambassadors payment or a stipend in exchange for their time and effort. If the project ambassadors do not have a personal computer, they can use the library computers.</p>		
<p>A.6 COMMUNITY OUTREACH TOOLKIT</p>	<p>R+A will work with BHC and the Project Ambassadors to co-create materials for a “Community Outreach Toolkit”. The kit will contain bilingual materials that support ambassadors in conducting small group discussions (at homes, churches, schools, parks, stores, bars, etc.)</p> <p>The kit may include: fact sheets, a short presentation with talking points, demographic and sign-in sheets, discussion questions, a meeting summary form, evaluation forms, and flyers for the next workshop or engagement activity.</p> <p>R+A will update the kit materials twice during the project period to refine talking points and discussion questions that match the respective phase of the project. Some updated materials may include materials that elicit reactions to highlights of the Mobility Memo and Community Profile and/or the policy and design scenarios for the Alisal.</p> <p>R+A will create an online form in SurveyMonkey so ambassadors can enter sign-in sheets and discussion notes.</p> <p>The City or BHC will be responsible for printing the materials in the Outreach Toolkits. We assume that this subtask counts for one of the eight workshops requested in the addendum.</p>	<ul style="list-style-type: none"> ✓ Community outreach toolkit materials ✓ SurveyMonkey response form 	<p>R+A</p>

<p>A.7 COMMUNITY WORKSHOPS</p>	<p>Working with the Project Ambassadors, the City, and BHC, the project team will co-create and design the approach and materials for three community workshops. While R+A team staff will be responsible for providing all of the backbone support and materials creation, if a local leader is interested and qualified to MC one or more workshops, R+A will prepare them to take the stage with talking points and facilitation coaching.</p> <p>Working with BHC, R+A has been part of numerous engagement activities since September 2013 (helped design and facilitate numerous EDE and Housing workshops, hosted two Ciclovía pop-up workshops, conducted a business survey along the Alisal for the MC Health Department, conducted residents and CBO trainings, analyzed Salinas data, co-facilitate and provide backbone support to the BHC Land Use Action Team and Monterey County Health in All Policies monthly meetings). Because R+A has been privileged to gain a deep understanding of the issues and opportunities in the Alisal, the workshop topics and exercise will aim to ensure that community members don't feel like they have to repeat their concerns, comments, and input from previous workshops.</p> <p>The possible flow of workshop topics is as follows:</p> <ul style="list-style-type: none"> • <u>Workshop #1: Establish opportunity plan for vibrancy - refine and dig into strengths and weaknesses of the Alisal in relation to a number of neighborhood aspects. Identify community core values / principles that can influence prioritization criteria.</u> • <u>Workshop #2: Deliberating options - Allow participants to interpret and respond to the results of the Community Profile, Mobility Memo, and the Marketplace/Economic Opportunity Site Analysis. Analysis findings will inform interactive activities where participants react to and refine policy and design scenarios and suggest new program, policy, and design solutions.</u> • <u>Workshop #3: Implementation focused – Participants will confirm core values and prioritization criteria and use those guidelines to prioritize implementation actions.</u> <p>Meeting and hearing attendance and outreach participation is flexible within the allocated budget, but is anticipated as follows:</p> <ul style="list-style-type: none"> • R+A will attend and prepare for up to three community workshops; • PlaceWorks will attend one community workshop • Nelson/Nygaard will attend one community workshop • Urban Transformations will attend one community workshop 	<ul style="list-style-type: none"> ✓ Workshop materials ✓ Workshop facilitation/attendance ✓ Workshop flyers ✓ Workshop summary notes 	<p>R+A (PW, NN, UT)</p>
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	<p>R+A will prepare all the workshop materials including PPT, handouts, agenda, display boards, etc. The City will be responsible for printing, providing workshop materials (markers, pens, dots etc.), refreshments, childcare, some staff support, and identifying City leadership to provide opening remarks.</p> <p>BHC and/or Project Ambassadors should be available to attend all three workshops as small group facilitators and/or note takers.</p> <p>R+A will prepare brief meeting summaries after each workshop that will be posted on the project website and emailed to attendees and others on the City’s email list.</p> <p>It is currently assumed that workshops will be help on weekday evenings, however we would be happy to modify our engagement strategy and hold each workshop twice on the same day to accommodate different work schedules 12-2pm and 6-8pm.</p>		
<p>A.8 POP-UP EVENT/ NON-TRADITIONAL WORKSHOPS</p>	<p>R+A will develop two non-traditional engagement events to take place (two of the eight workshops). We have proposed three event ideas, but plan to be opportunistic and take advantage of large gatherings of Alisal community members who wouldn’t normally attend a traditional workshop. For all events, we see this as an opportunity to deeply collaborate on the approach and execution with BHC/project ambassadors. R+A will still be responsible for the creation / design of materials and the City will be responsible for printing / production.</p> <p>At any of these events, we would welcome the opportunity to collaborate with local arts groups (Baktun 12 Teatro Alisal and/or the Urban Arts Collaborate) to create opportunities for attendees to learn about and provide input to the plan through the visual and performing arts.</p> <p><u>Alisal Community Vibrancy Plan Neighborhood Pop-Up Workshop and Walking/Biking/Bus Neighborhood Audit:</u> While this can be a standalone event, we prefer to host it when there is another festival/event happening at one of the parks or community facilities in the Alisal. At the event, we will have interactive and quick activities for youth and adults to learn about the plan and share their ideas. This event should take place between workshop #1 and #2. Throughout the event there can be two to four groups that go out on foot, bike, or by bus. The R+A team will prepare maps and worksheets for participants to note their observations about neighborhood conditions (multi-modal transportation ease and safety, urban design,</p>	<p>Materials, Attendance, and Summary Notes for two of the three events:</p> <ul style="list-style-type: none"> ✓ Event flyer (if applicable) ✓ Alisal Community Vibrancy Plan Neighborhood Pop-Up Workshop and Walking/Biking/Bus Neighborhood Audit ✓ Ciclovía Pop Up Workshop ✓ Youth Summit 	<p>R+A (PW, N\N, UT)</p>

	<p>neighborhood goods and services, culture, housing, and safety). These tours will be co-led by project ambassadors and the consultant team.</p> <p>As an example, the consultant team can support a walk audit to introduce the project and explain complete streets concepts and urban design, so participants can observe and discuss placemaking and mobility conditions during the audit. This will allow for the consultant team to conduct a real-time conditions assessment while considering a range of design, multimodal, and connectivity issues.</p> <p><u>Ciclovía Pop Up Workshop and/or Temporary Demonstration Projects:</u> In 2013 and 2015, Raimi + Associates created, executed, and summarized successful bi-lingual community engagement booths at the annual Ciclovía East Salinas event (one for the EDE and one for the. We anticipate that this booth will get input on policy, program, and scenarios. R+A and PlaceWorks will develop various interactive and tactile activities and possibly work with TAMC and the City of Salinas to create temporary demonstration projects that show possible urban design treatments and bike/ped/transit improvements. This event would likely occur between workshop #2 and #3 in the Fall of 2017.</p> <p><u>Youth Summit:</u> The Alisal has a very large youth population and we want to make sure their experience is reflected in the Plan. In Summer 2016 MILPA is hosting a Youth Leadership Program (Freedom School) and Academia Ollin and they plan to host a similar programs next summer as well. R+A will work with the BHC, MILPA, the School Districts, the Breadbox, Hartnell Alisal Campus, the YMCA, and other youth serving organizations in the Alisal neighborhood to ensure that the 2017 Youth Leadership Program include time to teach youth about community planning and hear their ideas for the Alisal Vibrancy Plan. If another large youth event (e.g., Skate Competition) occurs at a better point in the process, we can combine efforts with that event instead.</p>		
<p>A.9 DOING BUSINESS</p>	<p>Urban Transformations (UT) with the support of R+A, BHC, SUBA, Chamber, Rotary, and other local groups will host a workshop focused on the commercial aspects of the Alisal. The workshop will be open to the public but would like to attract a cross-section of regular Alisal shoppers, business owners, employees, and commercial property owners. At this workshop we will ask questions around Design (Physical Improvements), Organization, Promotion, Economic Development, Safety & Cleanliness, utilizing the Main Street™ approach structure as the foundation for a sustainable and comprehensive community revitalization and</p>	<ul style="list-style-type: none"> ✓ Workshop flyer ✓ Materials, facilitation, and summary of business workshop 	<p>UT (R+A)</p>

	<p>management effort, looking to create a consensus for who the district serves now, and vision for future customers.</p> <p>UT/R+A will create the materials, facilitate the meeting, and summarize findings, while the City will be responsible for materials, printing, refreshments, and logistics.</p>		
<p>{OPTIONAL} A.10 QUALITATIVE DATA COLLECTION METHODOLOGY, ANALYSIS & COMMUNITY ENGAGEMENT HIGHLIGHT REPORT</p>	<p>A well-designed planning process involves many different types of community feedback, all with the aim of gathering large amounts of information from community members. To develop key takeaways and conclusions, planners often review these data without using a systematic approach to data collection and analysis, which can lead to inconsistencies at best.</p> <p>To address this issue, we have developed a methodology for systematically collecting and analyzing the many types of feedback gathered during a planning process.</p> <ul style="list-style-type: none"> • We begin by designing community engagement templates, one for each type of community engagement (e.g., interviews, community workshop, etc.). • We then train our team of community engagement specialists to use the templates in a consistent way to gather a set of data/information that can be compared across groups. • We then create a brief codebook, which includes preliminary codes used to review the data set. • The completed templates are then imported into ATLAS.ti, a qualitative data analysis program that is used to standardize qualitative data analysis for large datasets. This approach allows for identifying common cross cutting themes across multiple data sources, as well as themes that emerge in a particular geographic area or among specific participant subgroups (e.g., findings according to gender, age, household type, primary language spoken, race/ethnicity, etc.). For example, during the policy writing phase, we may want to review all comments made by youth and parents about parks and plazas during the course of the project or read what East Alisal Street business owners said about parking. • Using the action minutes (from other engagement tasks) as input, R+A will produce up to four brief Key Themes Summary Memos at the end of each phase of the engagement (issues/opportunities, visioning, alternatives, policy and implementation, etc.). 	<ul style="list-style-type: none"> ✓ Methodology for standardized data collection and ATLAS.ti coding ✓ Key Themes Summary Memos (Up to four) ✓ Community Engagement Highlight Report 	<p>R+A</p>

	<p>Based on the memos, R+A will craft a Community Engagement Highlight Report. This report will summarize the key themes across all methods of engagement in an engaging way, using dynamic infographics, themes and corresponding quotes, and a conclusion section that outlines overall highlights and recommendations.</p>		
<p>{OPTIONAL} A.11 COMMUNITY SURVEY</p>	<p>As an optional task, R+A will work create a short (10 questions or less) bilingual (English and Spanish) Community Survey. If desired some survey questions can be based on existing validated surveys (such as California Health Interview Survey) to allow for comparisons with existing County and State data. Depending on when in the process we conduct the survey, it can collect information about key challenges faced by Alisal residents, what amenities they use or would like to see in the area, their vision for the neighborhoods, and/or the survey can test policy and design scenarios for the plan.</p> <p>Information collected about where respondents live and work will allow the analysis to aggregate the responses by general location within the project area/City. R+A will work with the City to disseminate the survey via email through groups such as the CAC, School Districts, and community groups. The survey can be available electronically through a web-based tool such as SurveyMonkey.com. R+A can also provide a paper format survey, however the City/BHC will have to arrange for data entry into SurveyMonkey.</p> <p>R+A will be responsible for all analysis of the survey and will prepare a memo summarizing the findings. This memo can be stand alone or be integrated into the Community Profile, depending on timing.</p> <p>Because R+A recently worked with the Monterey Public Health Department and BHC to administer a survey to businesses along East Alisal Street (results coming in June 2016!), we are making this an <i>optional task</i> since surveys are very resource intensive to administer. We provided a budget range which would influence R+A's level of effort related to outreach, the complexity of our sampling plan and analysis (cross tabs and spatial analysis/mapping), and the presentation of results (simple memo vs. public facing report), That said, if the City, BHC, and the Project Ambassadors can commit enough person-power to do survey outreach, then we would welcome the opportunity to get customized individual level data from community members.</p>	<ul style="list-style-type: none"> ✓ Online and Paper Bilingual Survey ✓ Survey Analysis Summary Memo ✓ Raw Data Transferred to City 	<p>R+A</p>

TASK B: POLICY SCAN AND COMMUNITY PROFILE REPORT

<p>B.1 DATA/DOCUMENT COLLECTION</p>	<p>R+A will provide a data request to the City and obtain GIS information, reports, and other data, and collect and organize project data. The City will be responsible for providing all data and information, and the R+A team will assume that the information is accurate and up-to-date. In addition to relevant City, County, and Regional policy and planning documents, key data items, if available, will include Census data and data related to crime, housing, parks, business licenses, property and sales tax revenue, streets / traffic counts, zoning, land use, parcel/assessor data, truck routes (if applicable), pollution sources/toxic sites, schools, community institutions (churches, library, post office, etc.) and infrastructure data (drawings, maps, CAD files, curbs and curb cuts, street lights, street furniture, tree canopy cover, street and sidewalk condition, etc.).</p>	<ul style="list-style-type: none"> ✓ Written data/document request ✓ Share data / documents with subs 	<p>R+A</p>
<p>B.2 REVIEW OF EXISTING PLANS</p>	<p>The R+A team members will review documents relevant to their specialty area. R+A assumes that the City will provide all meeting notes, summaries, and presentation materials to date, a map of existing commercial land uses, a table listing all adopted policies, programs, reports, studies, and planned infrastructure improvements that are applicable to the Alisal project area, and contact information and introduction to other agencies and key stakeholders.</p>	<ul style="list-style-type: none"> ✓ Review methodology and template ✓ Review of key documents 	<p>R+A (PW, NN, UT)</p>
<p>B.3 POLICY SCAN MATRIX</p>	<p>The R+A team will conduct a high-level review of the General Plan, zoning code, EDE (and affiliated economic studies), Housing Element and Consolidated Plan, SUBA Plans, Downtown Vibrancy Plan, BHC materials, County/TAMC/AMBAG Plans and Reports, policies from other sources.</p> <p>(In another task) R+A will work with community stakeholders, BHC, the City, and the Steering Committee to identify evaluation and prioritization criteria. These criteria can allow R+A, with support from all team members, to generate a presentation-quality summary matrix of the existing policies and programs that apply to the Alisal in each of the key topic areas identified above. The policy scan using the criteria will help categorize and evaluate existing policies' sufficiency to move the Alisal toward improved quality of life, economic vibrancy, and increased racial equity. Additional the matrix and criteria will identify gaps in existing policy which will present focus / opportunity areas for the Alisal Vibrancy Plan.</p> <p>This can be a stand-alone document or be incorporated into the Community Profile Report.</p>	<ul style="list-style-type: none"> ✓ Summary Matrix of Relevant Policies and Programs ✓ Handouts for Steering Committee 	<p>R+A (PW, NN, UT)</p>
<p>B.4 BASEMAP &</p>	<p>R+A will create an initial base map that will be a standard format for the project. R+A and PW will produce maps showing key issues and opportunities for urban design</p>	<ul style="list-style-type: none"> ✓ Approved Basemap ✓ Physical 	<p>R+A (PW)</p>

PHYSICAL IMPROVEMENT MAPS	<p>improvements, which may include a catalog of existing community character highlights, activity centers, landmarks, and destinations, but also areas that need improvement, gaps in the circulation network, and places that exhibit a lack of or that suppress community character. Nelson Nygaard will provide input to PlaceWorks and R+A on transit, bicycle, and vehicle issues and safety hot spots. These exhibits will be suitable for inclusion in the Community Profile Report.</p>	<p>improvement maps</p>	
B.5 COMMUNITY PROFILE REPORT	<p>The R+A team loves data, but not just because we like making aesthetically pleasing maps and charts, we love it because of its power to spur productive civic discourse and encourage positive change. We believe that you should “measure what want to move” so we always try to create policy relevant indicators that will be relevant during the policy writing, implementation, and evaluation phases of a project. The indicators in this report will include maps and visual aid and become the baseline metrics to monitor the implementation plan.</p> <p>R+A will prepare a Community Profile Report that will include demographic trends summary, based on existing preliminary demographic summaries prepared in the AHNSRA. The report will address demographics in the project area, including: population, age, ethnicity, language, place of birth and residence, disability, public health behaviors and outcomes, households types, employment (number of jobs by wage/salary and occupation), income and poverty status, Public Works and Police services, household tenure and costs, place of work, travel mode to work, vehicle availability, project housing need at various income levels (per RHNA) and travel time to work, among many other possible topics.</p> <p>The report will include a brief inventory of the physical context, including existing land uses, social services and other public facilities, access to parks, health conditions, and housing opportunity sites (as identified in the Housing Element Update). It will provide context for the relationship between the planning area and the surrounding area.</p> <p>The report will identify issues, constraints, or concerns that will need to be addressed during the planning process and recommended future studies or analysis. The draft Report will be presented to City staff, BHC, and the CAC for review.</p>	<p>✓ Community profile summary report (Steering committee draft, staff draft, final draft)</p>	<p>R+A (PW, UT)</p>
{OPTIONAL} B.6 LEED-ND AND CHOICE NEIGHBORHOODS ASSESSMENT	<p>The Alisal Community Vibrancy Plan may set the stage for a future Choice Neighborhoods application and implementation effort in the area, in coordination with existing housing authority. The federal Department of Housing and Urban Development (HUD) requires consistency with LEED for Neighborhood Development (LEED- ND) as a component of Choice Neighborhoods efforts. To ensure this consistency and strengthen a future Choice Neighborhoods application, R+A can provide an assessment of LEED-ND readiness and consistency for the Alisal Plan Area. The assessment would identify existing neighborhood</p>	<p>✓ LEED-ND and Choice Neighborhoods Assessment Results Summary Memo</p>	

	<p>features that are consistent with LEED-ND standards, while recommending specific policy and design features that should be included in the Alisal Plan to ensure LEED-ND consistency. In addition, R+A could review and assess the Alisal area and Plan for consistency with additional Choice Neighborhoods planning criteria related to housing, transit access, public realm design, implementation, and other criteria. Explicit consistency with LEED-ND and other Choice Neighborhoods planning strategies would strengthen a future Choice Neighborhoods application within the boundaries of the Alisal Vibrancy Plan.</p> <p>This task could occur anytime between the start of the Community Profile Task and the Plan writing phase.</p>		
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TASK C: MOBILITY ANALYSIS

The R+A understands how to expand transportation mode options, create vibrant and safe places, and address economic concerns of residents and businesses. Our team pays close attention to identifying and addressing the mobility needs of people in disadvantaged communities, particularly those with disabilities, older adults, children, and low-income residents. Task C shall utilize the evaluation and prioritization criteria to guide the toolkit development.

<p>C.1 EXISTING CONDITIONS</p>	<p>Nelson\Nygaard (NN) will inventory transportation infrastructure and evaluate roadway conditions, traffic circulation, rates of cycling, walking, and transit use along the East Alisal corridor to incorporate into our Mobility Analysis. The Nelson\Nygaard team will build on the information collected and reviewed as part of Task B as well as the previous efforts of the consultant team in relation to the study area. Based on this data analysis and review, we will summarize the policy context and existing conditions within the study area.</p> <p>NN will include qualitative data (quotes from interviews and workshops, photos, etc.) collected during this process and from previous BHC efforts to provide resident experience and stories that may not come through in the qualitative data.</p>	<p>✓ Existing Conditions Maps and Data Tables</p>	<p>N/N</p>
<p>C.2 MOBILITY NEEDS ASSESSMENT</p>	<p>Nelson\Nygaard will assess the existing pedestrian and bicycle network and transit service for safety and accessibility of connections current transit service assessment, We will identify the current and potential demand for pedestrian and bicycle connections, both independently, especially as they interact with other transportation uses. This exercise will involve mapping key bicycle and pedestrian barriers, connections, desire lines as well as connections with citywide or regional access points.</p> <p>Nelson\Nygaard will assess where the current Monterey-Salinas Transit services have unmet needs within the study area and provide an assessment of current services. In gathering pertinent transit data from Monterey-Salinas Transit staff, Nelson\Nygaard will evaluate current and planned transit services within the corridor, as well as examine current/planned operational and performance characteristics of all transit service in the project area.</p> <p>The existing conditions information will also be supplemented by information gathered during the community workshops and pop-up events. This community input provides an essential qualitative narrative to support the technical analysis. Collaborating with the community will be crucial to understanding any informal private transportation systems serving neighborhood groups with specific mobility needs, such as agricultural workers.</p>	<p>✓ Needs assessment key findings</p>	<p>N/N</p>

<p>C.3 TOOLKIT DEVELOPMENT</p>	<p>Based on the information from subtasks C.1 and C.2, Nelson\Nygaard will develop a toolkit of potential mobility improvements for the East Alisal corridor, including but not limited to neighborhood traffic calming, bicycle and pedestrian improvements, and parking management strategies ideas. Improvements will include examples of implementation in comparable neighborhoods and corridors that could guide possible implementation in the study area. These potential improvements will draw on years of practical experience and our national database of best practices. There are many possible strategies for improving safety, access, and mobility on Lincoln Boulevard. The team has incorporated many of the following strategies on other complete streets projects: There are many possible strategies for improving safety, access, and mobility in the East Alisal corridor, including:</p> <ul style="list-style-type: none"> • Signalization <ul style="list-style-type: none"> ○ Bicycle detection ○ Countdown pedestrian signals ○ Leading pedestrian intervals ○ Passive and/or timed recall pedestrian phase actuation ○ Bus detection and priority (e.g. bus queue jump signals) • Signs and Pavement Markings <ul style="list-style-type: none"> ○ Wayfinding treatments ○ Universal access features High-visibility crosswalk markings ○ Yield to pedestrians signs ○ Advanced yield lines and signs ○ Bicycle lane markings and signs ○ Bicycle shared lane markings and signs ○ Pedestrian crossing warnings (e.g. rectangular rapid flash beacons) ▪ Physical Measures <ul style="list-style-type: none"> ○ Realigned intersections ○ Corner radii reductions ○ Roundabouts ○ Curb extensions ○ Raised medians or crossing islands ○ Raised crossing or intersections ○ Narrowed cross-sections ○ Widened sidewalks and landings ○ Wide ramps with bollards ○ Trees and streetscape features ○ Enhanced street or sidewalk lighting ○ Permeable paving and bioswales 	<p>✓ Mobility Improvement Toolkit</p>	<p>N/N</p>
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C.4 MOBILITY ANALYSIS MEMO	Nelson\Nygaard will combine the research and analyses of subtasks C.1- C.3 into a memo summarizing key issues and opportunities for improvement mobility in the study area, focusing on Alisal Street. Following submittal of the draft memo, Nelson\Nygaard will respond to one set of consolidated, non-conflicting comments.	✓ Draft and Final Mobility analysis memo and related graphics	N/N (R+A, PW)
TASK D: ALISAL MARKETPLACE AND ECONOMIC OPPORTUNITY SITE ANALYSIS			
D.1 ECONOMIC OPPORTUNITY SITE GRAPHICS	PlaceWorks (PW) will provide analysis of design elements of existing successful businesses in the Plan Area, which may include business visibility, signage, building design, outdoor space, and parking. This will be augmented by similar elements from other places (“best practices”). PW will provide sketches and/or photos to support this part of the economic analysis. R+A will prepare additional graphics related to land use and other topics as needed.	✓ Graphics for memo	PW (R+A)
D.2 ECONOMIC ANALYSIS MEMO	R+A will work with UT and PW to prepare a memo analyzing the proposed Alisal Marketplace as a catalyst site and provide comments and recommendations regarding the proposed land-use components, design, and connectivity to the surrounding Alisal area.	✓ Marketplace and Economic Opportunity Site Identification memo	R+A (UT, PW)

**{OPTIONAL} D.3
SUBA
ASSESSMENT**

As an optional task, Urban Transformations can conduct a SUBA Assessment which could strengthen the organization by providing an understanding of a *comprehensive community-driven* commercial revitalization and management approach based on the nationally renowned Main Street™ model and its four components – Organization, Promotion, Design and Economic Restructuring.

Association Operations - ORGANIZATION

- Comprehensive Commercial District Management
- Organization Structure
- Keeping the Business Association Effective
- Non-profit Compliance and Fiscal Responsibility
- Raising Funds including Property Owner and Business-based BIDs
- Managing Volunteers

Physical Improvements - DESIGN

- Streetscape Improvements,
- Façade Rehabilitation - Design incentives
- Visual Merchandising
- Historic Preservation (if applicable)

Clean & Safe

- Cleanliness and maintenance
- Education
- Security
- Crime Prevention through Environmental Design (CPTED)

Marketing and Promotions - PROMOTION

- Identifying market position and target markets
- Special events
- Retail Promotions/Buy Local Campaigns
- Defining and Marketing your District's Image

Business Recruitment and Retention – ECONOMIC RESTRUCTURING

- Market Analysis
- Building and Business Inventory
- Identifying businesses assistance needs/Business assistance programs available
- Business Recruitment Strategy

- ✓ Implementation report
- ✓ Study session with stakeholders

UT (R+A)

TASK E: STEERING COMMITTEE AND STAKEHOLDER INTERVIEWS

<p>E.1 STEERING COMMITTEE MEETINGS</p>	<p>While the Steering Committee will be advisory and non-voting, they will play a critical role in supporting engagement and providing high-level feedback on the project issues, the vision, evaluation/prioritization criteria, scenarios, and key policy topics. R+A will meet with the Task Force up to eight (8) times during the process to obtain high-level feedback on the project issues, the vision, land use and transportation alternatives and key policy topics. These meetings are expected to be informal and will not require significant preparation of materials. The working groups will be managed by the City, however, the R+A team may provide “homework” assignments for the various topical working groups.</p> <p>If the City wants to select a community or technical stakeholder who is not well versed in planning but has a good understanding of the Alisal and other key issues, the City can invite these Committee Members to the City Planning 101 training in Task A.5 Project Ambassador Training and Capacity Building to better support their ability to participate.</p> <p>The Steering Committee is an optimal space to put into practice the Governing for Racial Equity approach in a deliberate way. The Committee or a Working Group might use the Racial Equity Impact Assessment Tool to various steps and deliverables of the project.</p> <p>The city will be responsible for communications with and coordination of committee members, refreshments, room reservation, and printing. The R+A team will prepare all the materials and facilitate all meetings. R+A staff will attend all eight meetings and PW, NN, and UT will each attend one.</p>	<ul style="list-style-type: none"> ✓ Meeting agendas, presentation materials, and handouts ✓ Action notes 	<p>R+A (all team)</p>
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<p>E.2 STAKEHOLDER & COMMUNITY GROUP INTERVIEWS</p>	<p>The R+A team will work with the City, BHC, and other partners to identify key topics, stakeholder groups and corresponding individuals. These conversations with local stakeholders will allow us to identify challenges and opportunities, understand and document existing conditions, hear innovative policy, program, and design ideas, and understand political, social, physical, and economic barriers to positive change in the Alisal.</p> <p>The City will provide space for the interviews and support scheduling and logistics. The R+A team will conduct as many as possible in person within a condensed timeframe and during other scheduled trips to Salinas. If needed, some may be conducted over the phone.</p> <p>Individual interviews will take 45-60 minutes while group interviews could operate more like a focus group and take 90-120 minutes to allow for fruitful discussion. Depending on the mix of individual vs. group interviews our team will conduct between 16 and 28 interviews (TBD in advance with City staff).</p> <p>Interviewees/stakeholders may include City Council members, merchants and representations from SUBA, non-profit organizations, other agencies such as police and public health/social services, commercial property owners, Alisal Marketplace stakeholders, permanent and migrant agricultural workers and their families, artists, activists, faith leaders, labor organizations, community leaders, youth, and educators.</p> <p>The R+A team will create a standard interview protocol and summary notes template to be used by all team members. Findings and quotes from these interviews will influence and be included in the reports for Tasks B, C, and D.</p>	<ul style="list-style-type: none"> ✓ Final interviewee list ✓ Interview protocol ✓ Attendance at 16-28 interviews ✓ Simple interview notes 	<p>R+A (UT, PW, NN)</p>
<p>TASK F: DRAFT COMMUNITY VIBRANCY PLAN</p>			
<p>F.1 PLAN FRAMEWORK</p>	<p>R+A will work with the City to prepare a detailed outline of the Plan, including topics and sub-topics. This process will also include a discussion on the language to be used to write the goals and policies, if different from the existing approach. R+A will prepare draft and final versions of the outline. R+A will work with City staff to refine this framework and ensure it meets city needs before beginning to draft the Draft Vibrancy Plan.</p>	<ul style="list-style-type: none"> ✓ Plan Framework / Outline 	<p>R+A (all team)</p>

<p>F.2 VISION, GUIDING PRINCIPLES, & PRIORITIZATION/EVALUATION CRITERIA</p>	<p>Working with the Steering Committee and drawing upon public engagement results, R+A will identify a vision and guiding principles for the community plan and create prioritization/evaluation criteria to assess scenarios, policies, and implementation actions.</p>	<ul style="list-style-type: none"> ✓ Vision ✓ Guiding Principles ✓ Prioritization/Evaluation Criteria 	<p>R+A</p>
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<p>F.3 PLAN SCENARIOS AND ANALYSIS</p>	<p>Using the results from the community engagement and products from previous tasks, the R+A team will work with community members and the Steering Committee to create a range of policy and design scenarios for the Alisal. R+A will prepare a set of land use alternatives for the plan area as well as policy options for other built environment, social, and economic environment topics. PW will create proposals for urban design improvements in three focus areas. The focus areas will be selected through workshop, working group and survey input, with an emphasis on what areas would make the biggest difference to the neighborhood if they are improved. The focus areas will most likely be on key corridors such as East Alisal, and each will be up to several blocks long. The ideas behind the concepts will be generated by community members during the first workshop, the pop-up engagement events, and the community outreach toolkit input. PW will develop the concepts and provide illustrations and graphics that will be eye catching and understandable.</p> <p>For the Analysis task, the R+A team will prepare a “matrix-level” analysis of the land use alternatives that includes topics such as the number of jobs, housing units, economic benefit, transportation impact, and other topics as needed. As part of this task UT will undertake a high-level market analysis to demonstrate viability of proposed changes in land use associated with up to three alternatives. NN will also review initial design and land use concepts to identify key connections in the community as well as key conflicts areas that need greater attention to improve circulation, particularly for pedestrians and bicyclists. PW will prepare a section of the matrix analysis that will focus on the benefits and likely constraints for the urban design concepts. The benefits may include generation of economic activity, a reduction in accidents, and improved community identity, for example, while the constraints may be street right of way dimensions and cost of implementation.</p> <p>The Community Outreach Toolkit can be updated with draft scenarios for Project Ambassadors to gather reactions from various community members. City Council and Planning Commission will weigh on which of the presented alternatives is the preferred direction for the Plan.</p>	<p>✓ Plan Scenarios</p>	<p>R+A (PW)</p>
<p>{OPTIONAL} F 3.1 ILLUSTRATIVE GRAPHICS</p>	<p>Create photo-simulations, visual massing, or other illustrative graphics for the preferred option. This task could occur at the conclusion of the Visioning and Scenarios phase in order to summarize the preferred alternative direction for the community or elected officials, or is could occur as a more direct component of plan development during task F.4</p>	<p>✓ Photosimulations, Massing Studies, and/or other Illustrative Graphics.</p>	<p>PW</p>

<p>F.4 PRELIMINARY DRAFT PLAN</p>	<p>The team will prepare a Preliminary Draft Plan for review by City staff based on the outline and Vision/Guiding Principles. The structure and exact content of the Community Plan will be decided as the project moves forward. While the engagement results will dictate the final chapters. Below is a list of proposed plan components/topics:</p> <ul style="list-style-type: none"> • Introduction. This chapter will describe the need for the Community Plan, an overview of the studies/community profile, and a summary of the engagement activities and results. • Vision and Guiding Principles. Based on the current priorities of both the City and BHC partners, it is likely that health and racial equity will be a cornerstone of this plan. Additionally, sustainability's three Es (equity, environment, and economics) provide another likely guiding principle for this plan. • Land Use. The plan shall include land use policy and strategies for the Alisal area as a whole, as well as focused guidance for the area's different corridors and neighborhoods. This will include recommended land uses for different portions of the Alisal Plan area, and will include illustrative maps and graphics to guide the land use strategy, as well as identification of key nodes of activity and corridor activation. The Policies in this chapter will be closely integrated with transportation and urban design strategies, as well as strategies to support economic development, community health and equity, and sustainability. • Transportation and Connectivity. This section of the report will summarize the process as well as resulting design features, benefits and impacts of the recommended strategies. Topics covered will include bicycles, pedestrians, transit, parking, and traffic calming. PW will review and provide coordination with urban design concepts). NN will play a lead role in the connectivity section of the plan. The team will compare potential mobility strategies for the East Alisal corridor against the constraints and opportunities identified during the community and stakeholder workshops to refine the recommendations accordingly. NN will work with the rest of the consultant team to explore design concepts graphically using a variety of media and tools, with an increased degree of polish and sophistication as concepts are solidified. • Economic Development. The EDE sets a great high level direction for economic development but, UT and R+A will craft goals, policies, and a program more specific to the Alisal. This program will further desirable economic and property development given current market conditions and consistent with implementation and achievement of the City's identified economic goals. This chapter will have a strong focus on 	<p>✓ Draft Alisal Vibrancy Plan document (print-ready PDF format)</p>	<p>All</p>
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	<p>business retention and attraction strategies and support for small, local businesses.</p> <ul style="list-style-type: none"> • Urban Design Standards and Guidelines. The plan shall provide standards for building design, community character and the interface between commercial development and residential neighborhoods will be developed from the design analysis work done during Task D: Economic Analysis. These standards and guidelines will include graphics and photos clearly explaining the importance of building and public space design in expressing the desired community character and may include placemaking strategies and modified Crime Prevention through Environmental Design (CPTED) strategies that are more appropriate for Alisal physical and social conditions. • Parks and Community Spaces. R+A will create a public realm plan for the Plan Area, identifying the interconnected network of existing and proposed parks, plazas, community spaces, and other components of the public realm. This parks and community spaces will be closely integrated with the land use, transportation, and urban design topics. • Public Realm/Infrastructure. Topics will include needed streetscape upgrades, enhanced pedestrian amenities, landscaping, infrastructure improvements (streets, lighting, parking, sidewalks, etc.). • Community Health. The plan will provide guidance for supporting public health through future planning in the Alisal Area. It may also provide area-wide guidance for: physical activity, health care access, environmental health, vulnerable populations, access to healthy foods, and social equity, while identifying location-specific strategies customized to the area’s different corridors and neighborhoods. • Community Safety/Violence Prevention. The historic violence and crime in the Alisal influence how people occupy the physical space and interact with each other. Through engagement with law enforcement, youth development organizations, formally incarcerated community members, and criminal justice reform advocates, R+A will craft policies and actions to reduce real and perceived violence and crime in the area. • Implementation. The plan will include a prioritized Implementation Program clearly describing the priorities, accountabilities, estimated costs, and suggested timelines for recommended actions will be a key component of the Vibrancy Plan. Implementation recommendations will be framed in terms of short, medium and long term. Conceptual costs for public realm urban design concepts will be provided, along with targeted funding sources that should be considered. <ul style="list-style-type: none"> ○ CEQA Tie-In. As part of the implementation chapter, PW will provide a summary of the level of CEQA environmental analysis required for implementation of the components of the Alisal/East Salinas Neighborhoods 		
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	<p>Plan, if any.</p> <ul style="list-style-type: none"> ○ Set up planning process for evaluation: During the development of the Alisal Vibrancy Plan, R+A will leverage its transdisciplinary expertise to ensure that the planning process incorporates key elements for monitoring and evaluation of the plan once it is completed. To do this, we will ensure that the metrics identified in the existing conditions, for example, set a clear baseline for future comparison and monitoring. 		
F.5 SCREENCHECK DRAFT PLAN	Based on a single set of consolidated comments from staff, the Steering Committee, and BHC, the R+A team will prepare a Screencheck Draft General Plan. Screencheck Draft content including the Plan Framework, Land Use Plan, Connectivity Plan, Urban Design Standards, and Economic Development strategies will be presented at the TAC/Working Group meetings.	✓ Screencheck Draft	R+A
F.6 PUBLIC PLAN	<p>R+A will prepare a Public Draft of the General Plan based on a single consolidated set of minor, editorial, and formatting comments provided by staff's review of the Screencheck Draft.</p> <p>During the public review period, City staff and TAC members will also conduct active public outreach by presenting the Specific Plan to neighborhood associations, SUBA, and other interested groups to solicit comments.</p>	✓ Public Draft Plan	R+A

<p>{OPTIONAL} F.7 DEVELOP EVALUATION PLAN</p>	<p>How do you take stock of accomplishments and challenges as the Community Vibrancy Plan begins to be implemented? What information is helpful to inform real-time adjustments? How can you keep community stakeholders informed of and engaged in an ongoing way with the Community Vibrancy Plan? Once the Community Vibrancy Plan is completed, a carefully developed evaluation plan can support its successful implementation. Monitoring and evaluating a community or comprehensive plan is important for the following reasons 1) to track progress toward achieving the goals outlined in the plan; 2) to maintain cross-sector engagement in activities outlined in the plan; and 3) to adjust strategies/approaches, as necessary, to achieve the goals. Below we outline recommended components of a monitoring and evaluation plan to begin once the Alisal Vibrancy Plan is complete.</p> <p>During the Implementation Plan creation in Task F.4.10, we will “set up the planning process for evaluation”. This task continues that line of work.</p> <p>Monitoring: The monitoring process will begin with the development of an activity progress report form. The progress report form will be sent to all leads in the implementation plan annually, and will inquire about the following: 1) which area of the Implementation plan the activity corresponds to; 2) any progress being made on the activity or policy; 3) any outcome or data that was produced as a result of the activity or policy; 4) any next steps; and 5) ongoing contact information. From this information, we will develop an annual monitoring and progress report for community stakeholders to review, discuss and make recommendations.</p> <p>Outcome evaluation: A main tenet of the Alisal Community Vibrancy Plan (Plan) is to establish shared responsibility and cross-sector collaboration in order for meaningful change to occur. The first step of the alignment process is to collaboratively identify key measures of success toward the goals outlined in the Plan. To do this, we will establish a shared performance measurement system comprised of baseline measures that will be utilized to demonstrate impact over time. We will work with a group of stakeholders to identify key metrics that “tell the story” of the Plan. Key evaluation questions could include:</p> <ul style="list-style-type: none"> • What progress is being made on the Community Vibrancy Plan? • In what ways has the Community Vibrancy Plan been effective? • For whom is Community Vibrancy Plan making a difference? • Are certain strategies having more success than others? 	<ul style="list-style-type: none"> ✓ Evaluation Plan ✓ Community Vibrancy Data Dashboard 	
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	<p>To visually represent and share this information in an engaging way we will begin by developing a Community Vibrancy Data Dashboard. The Dashboard will:</p> <ul style="list-style-type: none"> • Present a current snapshot of selected city- and neighborhood-level (where available) indicator data that will include an overall picture of progress of the Vibrancy Plan. • Include data from a baseline year (data for each year they are available, e.g., 2010-2014 or 2010-2015) to retrospectively present indicator data (where available) to demonstrate any change or progress since the baseline year in order to identify trends. • Use data (where applicable) from the monitoring report to show numbers of policies/programs or community members reached/served. • Explore the possibility of modeling implementation benefits (using a city-specific formula) to predict how the strategies outlined in the Community Vibrancy Plan will result in co-benefits in the future (e.g., access to healthy food and open space, lost work days, hospital admissions, emergency visits, etc.). 		
TASK G: FINAL COMMUNITY VIBRANCY PLAN			
G.1 FINAL PLAN	Staff will provide R+A with a consolidated set of comments from the Planning Commission, City Council, Public Comments, and others as needed. R+A will revise the plan to create the Final version.	✓ Final Alisal Vibrancy Plan in print-ready and web-ready PDF format	R+A (All)
G.2 INTERACTIVE PLAN	R+A will create an electronic version of the plan hosted on the project website. Depending on the City's desired vision, R+A could tag/link the Plan's content with keywords to allow a filtering feature that would pull specific policies and actions based on the readers interests.	✓ Interactive Version of Plan	R+A

TASK H: PRESENTATIONS			
H.1 CITY COUNCIL AND PLANNING COMMISSION CHECK INS / WORKSHOP	<p>R+A will prepare for and attend up to three (3) Planning Commission and/or City Council sessions to provide project updates and to get feedback on direction. Ideally we would attend one joint study session, one Planning Commission, and one City Council. UT, NN, and PW will attend one session each.</p> <p>R+A will make minor modifications to the staff report and prepare PowerPoint presentations up to the time and budget allocated for this task (ideally with content taken from other engagement activities to provide consistency in messaging).</p>	<ul style="list-style-type: none"> ✓ Presentation and attendance 	R+A (UT, NN, PW)
H.2 CITY COUNCIL AND PLANNING COMMISSION ADOPTION HEARINGS	<p>R+A will prepare for and attend the Planning Commission and City Council adoption hearings. PW, NN, and UT have limited hours that may be used for materials preparation or attendance.</p> <p>R+A will make minor modifications to the staff report and prepare PowerPoint presentations up to the time and budget allocated for this task (ideally with content taken from other engagement to provide consistency in messaging).</p>	<ul style="list-style-type: none"> ✓ Presentation and attendance 	R+A (UT, NN, PW)
TASK I: PROJECT MANAGEMENT			
I.1 PROJECT TEAM MEETINGS / CALLS, LOGISTICS, INVOICES	<p>This task will involve coordination with City staff and the consultant team and will include check-in calls every other week with City Staff, day-to-day project management and invoicing, and administration coordination as needed. PW, NN, and UT will join check-in calls as needed based on call topics. If an R+A team member is already in town for a community engagement activity or other meeting, project management meetings can take place in person.</p>	<ul style="list-style-type: none"> ✓ Bi-Weekly calls with the City Manager and/or other City staff ✓ Action List ✓ Monthly Invoices and Status Memos 	R+A (PW, NN, UT)
I.2 KICK-OFF MEETING	<p>The R+A team will attend a kick-off meeting with City staff, where we will review schedule and process, discuss communication and approval protocols, identifying overall desired outcomes and quantitative/qualitative measures of success; review the draft engagement strategy for the project; and discuss project branding and website. The City will lead a walking tour of the neighborhood and corridor if time permits.</p>	<ul style="list-style-type: none"> ✓ Kick-Off Meeting Agenda and Materials 	All

ALISAL COMMUNITY VIBRANCY PLAN REQUEST FOR PROPOSALS
ADDENDUM #1
MAY 16, 2016

1. The RFP references multiple groups participating in the process. So that we can provide you with a responsive scope and budget, could you please describe the role, responsibilities, types of participants, and level in involvement (e.g. approximate number of meetings) envisioned for each of the following groups listed in Task D:
 - a. Working Group(s)
 - b. Advisory Committee(s)
 - c. Community Stakeholders
 - d. Technical Advisory Committee

The City envisions an engagement hierarchy in which there is a Steering Committee that guides the planning process and Plan content. The Steering Committee will be comprised of representatives of community and technical stakeholders. The City will work with community stakeholders to establish the Steering Committee. The Steering Committee will establish Working/Advisory Groups (3-7) that will be tasked with providing detailed input and feedback on specific aspects of the Plan. There may or may not be a need for a separate Technical Advisory Committee because technical professionals and representatives from other public agencies may be incorporated into the Working Groups or would as individuals serve in an advisory capacity to the Steering Committee.

The Consultant will report to the City, who is responsible for management of its contract. In regards to number of meetings, staff anticipates that the Consultant would be responsible for content preparation and facilitation of the following meetings. The City would provide logistical support.

- Steering Committee (8 meetings)
- Community Workshops (8 meetings)

2. Has the City established a budget, or estimated budget range for this project? The City anticipates the appropriation of \$400,000 towards plan preparation.
3. What is the City's anticipated schedule (duration) for completion of this project? The City anticipates the preparation of the Alisal Vibrancy Plan will be a 24 -month process.
4. Do you anticipate that the CEQA RFP could potentially be issued by this time next year? It is envisioned that the CEQA compliance for the Vibrancy Plan will be incorporated into the General Plan Update which the City plans to initiate by end of the year.

5. Will there be some discussion of potential future Choice Neighborhood sites during the planning process? **Yes.**
6. How will the Housing Authority be involved in the planning process? **It is anticipated that the Housing Authority will be a key community and technical stakeholder and will be involved throughout the planning process.**
7. Does the city want to have a traffic consultant to study and model impacts from proposed street changes (assuming these studies could feed into CEQA analysis)? **No. Traffic impact analysis will be conducted under future CEQA analysis.**
8. Does the city see a need for an Economic Development sub-consultant separate from the one identified in the RFP? **No.**
9. How detailed of a traffic circulation analysis and parking study do you expect the consultant to provide in Task C mobility analysis? **The memo should include a comprehensive summary of existing policies, programs, and planned improvements as well as a traffic circulation analysis, including review of recent and pending development projects, to identify additional improvements for neighborhood traffic calming, bike and pedestrian enhancements, parking management strategies, and neighborhood livability.**
10. Is it correct to assume that the plan will include recommended land use changes but not implement those changes through GP and zoning amendments? **That is correct. It is envisioned that the Plan's land use and zoning amendments will be evaluated and incorporated into the General Plan Update and associated CEQA compliance review which the City plans to initiate by end of the year.**
11. Can the City estimate what percent of the budget should be allocated to each of the tasks (A through H plus expenses)? **The City defers to the Consultant to recommend priority tasks and associated budget allocation.**
12. Would you like the proposal to include any community workshops for the public engagement? **Yes. The approved Community Engagement Strategy should include general community workshops and other creative forms of public engagement.**
13. Will the city be fully responsible for assembling the working group, advisory committee and stakeholder groups? **Yes. The City will identify and assemble any working groups,**

advisory committees, technical committees, and or stakeholder groups called out in the approved Community Engagement Strategy.

14. What is the difference between the working group and advisory committee? **Staff is using these terms interchangeably. Nomenclature can be refined as part of the Community Engagement Strategy.** Will the working group be managing the consultant team? **No. The consultant team will be managed by City with guidance on Plan content from the Steering Committee.**

15. What types of community engagement will the CBOs be responsible for? Which CBOs is the city planning to hire? **The City will work with Building Healthy Communities and their partners to identify the CBO's that will assist with community outreach. In the past CBO's role has included engaging and providing capacity building for residents to come and participate in community meetings and workshops and to engage stakeholders through conducting small group gatherings.**

16. Does the city have wireless headsets that can be used for simultaneous Spanish/English interpretation at meetings? **The City has 20 non-wireless headsets that can be used for interpretation at community meetings. It should be noted that there may be meetings that are conducted 100% in Spanish with interpretation to English based on the language of those in attendance.**

17. Should the proposal assume that the city or the consultant is responsible for printing outreach and other related project materials? **The City will be responsible for printing outreach and other related project materials. It is expected that the Consultant will prepare outreach and other related project materials in both English and Spanish for the City to reproduce.**

18. Does the city want the project deliverables to be created in MS word (for easy editing after the project ends) or in Adobe InDesign (for more graphic flexibility)? **The City is open to deliverables being created in either MS Word or Adobe InDesign.**

19. Does the City expect an existing conditions report to consolidate previous analysis and to include supplementary analysis on topics not already covered? If so would this project be externally facing or more of a working document for the team and integrated into the Draft Plan? **Using the 2015 Alisal Homeownership and Neighborhood Revitalization Strategy as a foundation, the Consultant will prepare a Community Profile providing existing demographic and physical conditions to be integrated into Plan. In addition, staff will provide the Consultant with relevant policies and plans for the Consultant to work with the City to prepare a presentation quality matrix to be used by the**

steering committee, working groups/advisory committees and community stakeholders to better understand the existing policy framework, and to serve as a basis for recommendations in the Vibrancy Plan.

20. Does the City want an interactive project website with a discussion board or more to post project info, meetings, and documents? **Yes. The city desires a project website that serves both as a repository for project information and document and a discussion board.**

The undersigned acknowledges receipt of this Addendum #1 to the Alisal Community Vibrancy Plan RFP.

Matthew Roimi, Pres/CEO

Printed Name, Title, Date 5/26/16



Signature



07. BUDGET ESTIMATE

07. BUDGET ESTIMATE

BUDGET DESCRIPTION

Raimi + Associates has proposed a project budget organized by task and firm. The budget includes billing rates, expenses, as well as estimates for optional tasks that are outlined in the proposed scope of work. We have also included a sample invoice for your review. We have happy to discuss budget estimates with City staff.

Invoice to:
City Of

Terms: Net

Invoice #	Date	Amount Due
16-	04/30/16	\$41,343.24

R+A #15012

Summary of Charges

	Amount
2.1. Stakeholder Meetings	\$1,526.25
2.3. Updates to the Project Website	\$82.50
6.1. Existing Precise Plan Review and Changes Matrix	\$288.75
6.2 Admin Draft Precise Plan	\$1,031.25
8.3 EIR Coordination	\$990.00
New Contract Hold	\$1,111.00
Office Expense 2.5%	\$121.00
Travel	\$56.00
Document printing	\$1,600.00
Nelson Nygaard	\$4,360.00
Nelson Nygaard Exp	\$500.00
Sargent Town Planning	\$28,320.00
Sub Mgmt Fee 5%	\$1,720.00
AMOUNT DUE (THIS INVOICE)	\$41,343.24

Tax ID 20-4994828, SEND CHECKS TO:

2000 Hearst Ave, Suite 400 Berkeley, CA 94709, (510) 394-3712 : Accounting

Detail: Summary of Time Charges

	Rate	Hours	Amount
2.1. Stakeholder Meetings			
Eric Yurkovich	\$165.00	9.25	\$1,526.25
			<u>\$1,526.25</u>
2.3. Updates to the Project Website			
Eric Yurkovich	\$165.00	0.5	\$82.50
			<u>\$82.50</u>
6.1. Existing Precise Plan Review and Changes Matrix			
Eric Yurkovich	\$165.00	1.75	\$288.75
			<u>\$288.75</u>
6.2 Admin Draft Precise Plan			
Eric Yurkovich	\$165.00	6.25	\$1,031.25
			<u>\$1,031.25</u>
6.3 EIR Coordination			
Eric Yurkovich	\$165.00	6	\$990.00
			<u>\$990.00</u>
New Contract Hold			
Eric Yurkovich	\$165.00	6.75	\$1,113.75
			<u>\$1,113.75</u>
		Total Time Charges:	<u>\$5,032.50</u>

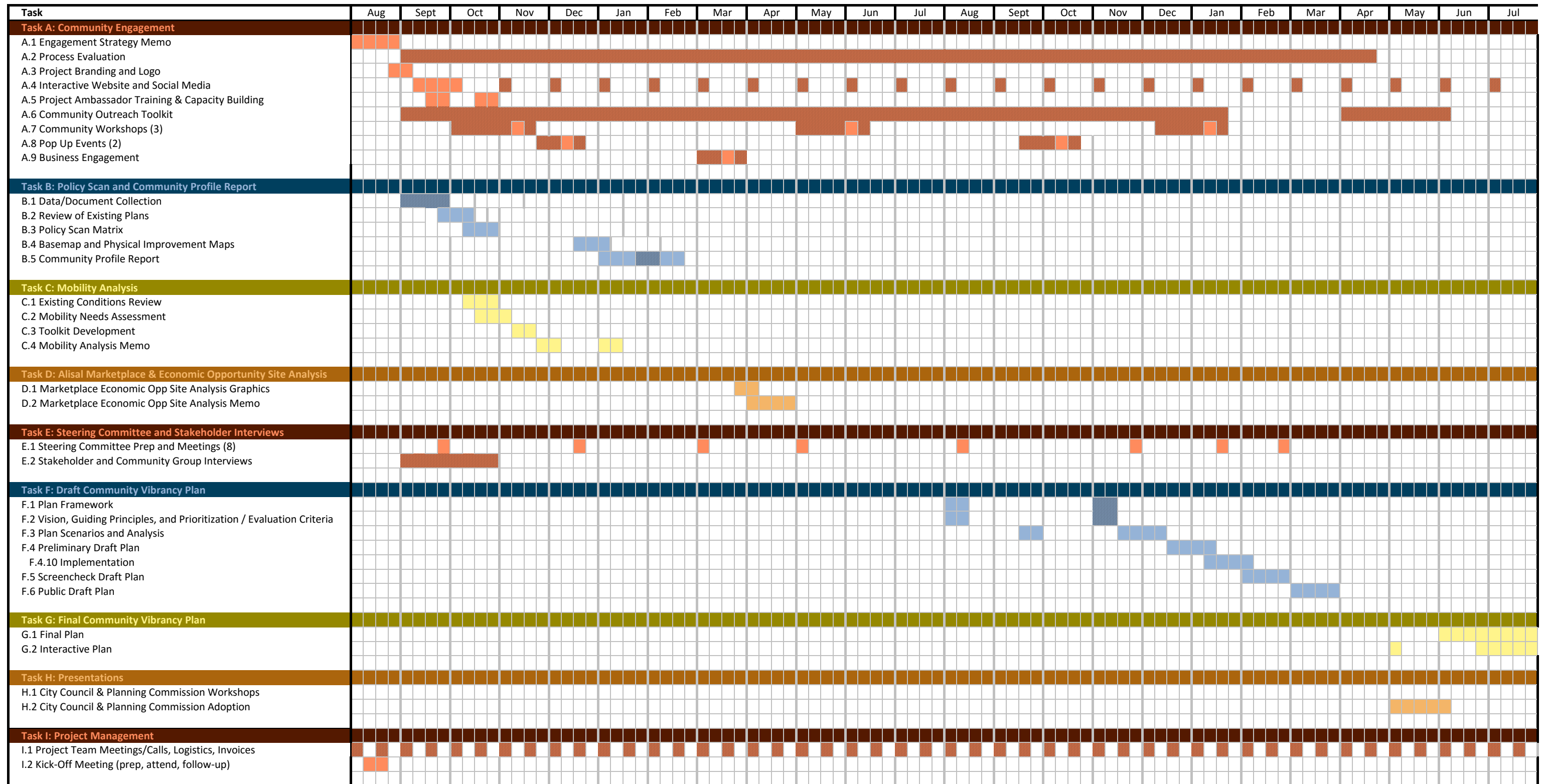
Tax ID 20-4994828, SEND CHECKS TO:

2000 Hearst Ave, Suite 400 Berkeley, CA 94709, (510) 394-3712 : Accounting



08. SCHEDULE

8. Project Schedule





09. GENERAL CONTRACT REQUIREMENTS

09. GENERAL CONTRACT REQUIREMENTS

PROOF OF INSURANCE

Raimi + Associates has included proof of insurance that meets the requirements of the RFP.

CONCURRENCE WITH CONTRACT PROVISIONS

Raimi + Associates has reviewed the City's standard contract, and has provided comments to the provisions. A memorandum has been included in this section of the proposal. Contracting comments or questions can be directed to Matt Raimi and matt@raimiassociates.com or 510-666-1010.

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Dealey, Renton & Associates P. O. Box 12675 Attn: RBC Oakland, CA 94604-2675 510 465-3090	CONTACT NAME:		
	PHONE (A/C, No, Ext): 510 465-3090	FAX (A/C, No): 510 452-2193	
INSURED Raimi & Associates, Inc. 2000 Hearst Avenue, #400 Berkeley, CA 94709	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Travelers Indemnity Co. of Conn		25682
	INSURER B : American Automobile Ins. Co.		21849
	INSURER C : Travelers Property&Casualty Co.		
	INSURER D :		
	INSURER E :		
INSURER F :			

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			6806487N982	07/14/2015	07/14/2016	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 5,000
	<input checked="" type="checkbox"/> Contractual Liability Included						PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$ 2,000,000
							\$
A	AUTOMOBILE LIABILITY			6806487N982	07/14/2015	07/14/2016	COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/>					PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
							\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WZP81027073	07/14/2015	07/14/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	N/A				E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			106337798	07/14/2015	07/14/2016	\$ 1,000,000 per claim \$ 2,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
General Liability policy excludes claims arising out of the performance of professional services.
FOR PROPOSAL PURPOSES ONLY

CERTIFICATE HOLDER ***SPECIMEN***	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Naomi M. Barrett</i>

MEMORANDUM

TO: City of Salinas

FROM: Matt Raimi, Raimi + Associates

SUBJECT: Proposal Section 9B: Concurrence with Contract Provisions

Raimi + Associates (R+A) has reviewed Contract Requirements and has identified a number of contract terms that we would like to discuss with the City of Salinas during the contract negotiations period. The follow are our comments:

- Page 3, Section 9 Indemnification and Hold Harmless. We request that this paragraph be changed to reflect the following edits.
“Consultant shall indemnify, pay for the costs of defense, and hold City and its officers, employees, and agents harmless from and against ~~any and all liability, claims, suits, actions, and damages, and causes of action~~ arising out of any personal injury, bodily injury, loss of life, or damage to any property, or violation of any relevant federal, state, or municipal law or ordinance, or other cause in connection with the negligent, recklessness or intentional acts or omission of Consultants, its employees, subcontractors or agents, or an account of the performance or character of the work, except for any such claim arising from the negligence or willful misconduct of the City, its officers, employees or agents.”
- Page 4, Section 10.b Umbrella or Excess. Delete this section.
- Page 4, Section 10.e Professional Liability. We request that this paragraph be changed to reflect the following edits.
“The City shall be provided with thirty days (30) written notice by mail to the City of Salinas should the policy be canceled or reduced in coverage before the expiration date.”
- Page 5, Section 10.f and 10.g. Delete these sections.
- Page 6 Section 15 Ownership of Documents. Change the first word ‘title’ to “unlimited license of use.”
- Page 6, Section 17.b.1 Termination. Delete this section.
- Page 6, Section 17.c.1 Termination. Change “upon receipt” to “within 10 business days.”
- Page 7, Section 17.c.2 Termination. Change first sentence to “Deliver to City all **completed** documents, data, reports, ...” and change last sentence to “upon Consultant’s delivery to the City of such **completed** material.”
- Page 9, Section 30 Attorney’s Fees. Delete this section.

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2000 Hearst Avenue Ste. 400 | Berkeley, CA. 94709