Proposal prepared for the City of Azusa
TOD GENERAL PLAN/DEVELOPMENT CODE UPDATE
AND SPECIFIC PLAN PROJECT
January 21, 2014

Your Contact: Jami Williams
RRM Design Group
(949) 361-7950 | jawilliams@rrmdesign.com

COMMUNITY | CIVIC & PUBLIC SAFETY | RECREATION | URBAN
ARCHITECTS | ENGINEERS | LANDSCAPE ARCHITECTS | PLANNERS | SURVEYORS
January 21, 2014

Conal McNamara, Assistant Director
Economic and Community Development Department
City of Azusa
213 E. Foothill Boulevard
Azusa, CA 91702-1395

RE: How we will create the optimal conditions for revitalization of the area around the two planned Metro Gold Line Stations and deliver community consensus and City Council approval.

Dear Mr. McNamara,

That is a big promise and we guarantee we will deliver! We understand your goals to determine the highest and best use of land around the planned Metro Gold Line stations, streamline and remove barriers in your existing regulatory documents and the need to develop community buy in and support. Our proposal presents a work plan that satisfies your objectives and the Metro grant requirements in every way and then some.

How we will do it...
We will develop a community engagement plan to ensure we obtain input and develop consensus from all interested stakeholders, which will give you and your Council confidence in our specific plan. We will focus on the development economics that will drive this effort. We will show you and your City Council real world examples of similar revitalization success. We will revisit your existing general plan and development code to streamline and modify it to align with our planning and economic strategies. We will provide you with a defensible and realistic strategy for the future use of the mobile home park and finally we will provide you with a comprehensive plan that is quality oriented, realistic and developer ready.

What you will get from our efforts...
In addition to top notch planning services and products that meet you goals and Metro grant requirements you will get the following benefits:

1. The best team of consultants that have a long history of working together and are readily available to engage, analyze, plan and prepare documentation to solve your economic and urban planning needs. This includes Impact Sciences, Inc., Fehr & Peers, The Natelson Dale Group, Inc., and Overland, Pacific and Cutler, the states foremost expert in mobile home park analysis and closure plans.

2. An urban planning firm with a small town sensibility, a specialization in downtown and TOD specific plans, and a 35 person architecture practice in house who regularly designs and entitles private development projects in downtown settings. This gives you a huge advantage to create a plan and standards that will be embraced by the private sector and meet you revitalization goals.

3. A project that will be completed on-time, even with the delayed start date.

4. An EIR that is strategic in clearing the way for future development.

5. A project that is has the support of the community and the City Council.
We trust that you will want to understand further how we will deliver the results described within this proposal and we are ready to present the details of our approach during the interview phase. We would be honored to assist you and your community to achieve its goals for this assignment. Thank you for considering us to be a part of your team.

Sincerely,

RRM DESIGN GROUP

Jami Williams                           Erik Justesen, ASLA, LEED AP
Principal/Project Manager                    President + CEO
Cell - (805) 801-3743
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KEY ISSUES AND GOALS

The City has acquired a Metro planning grant to prepare a TOD specific plan and general plan/development code amendments for two future Gold Line station areas, the Alameda Station in Downtown and the Citrus Avenue Station on the eastern city boundary. The City’s primary objective is to lay the ground work for additional transit oriented development opportunities around these two station areas.

**Some of the key issues and goals include:**

1. Current general plan polices and development code regulations that have not facilitated development and investment as originally envisioned.
2. Evaluation and improvements of a plan that is developer ready and aligned with the anticipated market demand.
3. A thorough understanding of market demand and development economics is required to determine the highest and best use of land located within a ¼ mile of the station areas.
4. A practical analysis of the benefits of TOD to help guide the Council and communicate effectively to the community.
5. A focus on quality and design guidelines to give flexibility in building solutions and guide new development.
6. Clear graphics that will enable the stakeholders and City Council to understand and support what future development could look like.
7. Delivery of an effective public engagement program that ensures broad participation and general consensus for the Plan. This includes the Azusa Chamber of Commerce, APU, residents, property and business owners.
8. A strategy for the future use of the Foothill Vista Mobile Home Park
9. Learning from the success of other similar communities such as Old Town Pasadena, Monrovia, Glendora, etc.

This is a list of some of the more important challenges and goals confronting the City on this project. There are however many more strategies to be employed to deliver on the Metro Grant and City expectations.
ADDRESSING THOSE KEY ISSUES

We believe our team has a number of advantages that will provide exceptional value to the community and help the City achieve success on this assignment.

1. Understanding what drives investment in a TOD environment. Determining the realistic potential demand for various land uses, developing planning regulations that enable and facilitate that type of development and assessing the fiscal impacts of such development are the cornerstones of a valuable economic study. Roger Dale of The Natelson Dale Group will conduct the economic and market demand study for the project. He is an expert with decades of proven experience in creating the conditions that are conducive for development with successful TOD and downtown revitalization results in Downtown Gilroy, Covina, El Monte, Fullerton, Inglewood, Kissimmee (FL), Los Angeles, Pasadena, and Santa Monica.

Benefits to the City:
Ensuring the market viability and responsiveness of recommended development concepts and enhancing the attractiveness of the plan areas to the private development community.

2. Creating clear and easy to use development standards and guidelines. As an architecture and urban planning firm we bring decades of field tested successful results in writing development regulations that uphold community values and are easily used by the development community. Development regulations that are designed to deliver results. We have done this many times over in cities like Thousand Oaks, Yorba Linda, Gilroy, Calabasas, Camarillo, Santa Barbara, and San Luis Obispo.

Benefits to the City:
“Say what you mean and mean what you say”. That’s all the development community wants. They want clear straight forward directions that allow them to creatively deliver great projects that build lasting value for the city and economic returns for themselves.
3. **Achieving a balance between development regulations and design guidance.** We believe that some of the most exciting and creative downtown environments are creatures of design innovation and controlled chaos. Less regulation (shall/must) and more design guidelines (should/intent). A well balanced plan allows a regulatory structure to cover the most important topics (height, setbacks, density, parking, storefront, step backs, etc.) while using design guidelines to provide creativity in building design solutions. Strict Form-Based Codes tend to over regulate, complicate and constrain design solutions that are needed to meet market demand. We have provided design guidelines to many California communities including Santa Clarita, Ventura, Temecula, Huntington Beach, Ojai, and Claremont.

**Benefits to the City:**
Breaks down regulatory barriers to attracting high quality development and streamlines process.

4. **Effective community engagement:** This is at the heart of a successful project and RRM excels at it. Every assignment is a one of the kind effort that demands a custom approach to community engagement. Our process includes learning, listening, analyzing, exploring and communication in a variety of settings with a variety of audiences. Beyond the scope of gathering and presenting ideas, we utilize several planning tools to facilitate highly interactive and engaging workshops and meetings that facilitate the process of cultivating interest. We are sensitive to business owners needs and issues and have been successful in achieving consensus on our projects including Yorba Linda Town Center, Thousand Oaks Boulevard, Camarillo Commons, Temple City, and Buena Park.

**Benefits to the City:**
Essential in crafting and getting support to adopt a valuable planning tool.
5. **Preparing the Right CEQA Document.** Our goal is to clear the way for downstream development applications and to right size the level of CEQA clearance for the specific plan project. Our approach will be to first review of the findings of the Initial Study. If any significant impacts are anticipated, an EIR will be required. However, if all impacts could be mitigated, Impact Sciences will meet with the City and the team to discuss the potential benefits and issues associated with providing an MND vs. EIR. One potential benefit to preparing an EIR would be the ability to take advantage of SB 743, a new infill exemption under CEQA that relates to TODs and Specific Plans. The exemption may likely apply to this type of planning project. Impact Sciences has successfully provided defensible CEQA strategies and documentation for Downtown Redlands, Metro Regional Connector, Westside Extension Transit Corridor, Yorba Linda

**Benefits to the City:**
Minimizing the cost of CEQA clearance process today while positioning the City for streamlined development processing during development implementation.

6. **Developing a successful strategy for the future of Foothill Vista Mobile Home Park.** The primary TOD opportunity within the Citrus Avenue Station area is the Foothill Vista MHP. Determining what the challenges and opportunities are is critical for this station area plan. Chad Wakefield from Overland, Pacific and Cutler is the state’s foremost expert in mobile home park planning strategies. They have rung up successful results time and again including mobile home parks in Port San Luis Harbor District, San Francisco, Capitola, Fremont, and Cypress.

**Benefits to the City:**
Unlocking the key to TOD planning around the Citrus Avenue Station and creating a workable road map to success.

7. **Grant administration.** RRM has conducted multiple grant funded assignments including Metro planning grants. RRM is on Metro’s Bench List for urban planning, landscape architecture and context sensitive transportation solutions. We thoroughly understand Metro’s billing, reporting, and documentations requirements and the City’s need to comply.

**Benefits to the City:**
Minimize staff time in dealing with grant administrative duties, speed up grant fund reimbursement payments to the City, and make everyone happy.
WHY SELECT THE RRM TEAM?

Good question! We happen to have some very good reasons right below...

1. Small Town Sensibility
   Our roots are small town...San Luis Obispo to be precise. We have chosen to locate all our offices in small towns, Santa Barbara, San Clemente and SLO. We understand what is attractive about a small town culture and why it is important to your community. We think that this matters for an assignment like this and that it will resonate with your council and your citizens when choosing a consulting firm.

2. Strong Design
   RRM is a design firm first. We undertake planning assignments to help implement a vision for a planning area or a project design. We have over 35 architects and 20 landscape architects working on project designs every day. We use this experience to write clear, flexible and useful development regulations that would be used by people like us and our private clients.

3. Business Advocates
   We are intimately involved in our respective Chambers of Commerce and economic development efforts. We believe that a healthy economy is the only way to fuel the investment a city needs and wants to make in itself. It means we deeply understand the relationship of the business sector to the city and the dynamics of the relationship between businesses and that can make all the difference.

4. University/College Influence
   Often they are called the elephant in the room or sleeping giant. We have developed our practice in a college town, have served for decades as the campus architect and planner to Cal Poly SLO, and wrote the most recent Campus Master Plan. We believe that experience will give us a leg up in our interactions with Azusa Pacific University and Citrus College and ensure that their opinions and interest are understood and addressed.

5. We Show What We Mean
   For many people involved in the planning process it is sometimes hard to visualize what the future might look like. We have had to illustrate our ideas to clients, stakeholders, decision makers and community participants hundreds of times. And you know what, the old saying “a picture is worth a thousand words” couldn’t be more true. We will be able to walk your community through revitalization proposals in a virtual way that is extremely accurate and representative of what they could expect from the plan. That sells ideas and wins approvals.
OUR WORK PROGRAM

Our scope of work is organized, as outlined within the Request for Proposal, and we are prepared to work to adjust this work plan as necessary to best satisfy the City of Azusa’s objectives and Metro’s budget and time frames. In an effort to be sensitive to budgetary constraints, we have developed a scope of “core tasks” that meets the project requirements, as set forth in the Request for Proposal.

TASK 1: GENERAL ADMINISTRATION

Subtask 1.1: Execute Agreement between Metro and City of Azusa
(Agency Staff Responsibility)

Subtask 1.2: Prepare an RFP and Conduct Complete Bid Process to Obtain a Consultant Team
(Agency Staff Responsibility)

Subtask 1.3: Kick-off Meeting and Tour Study Area
The consultant team will prepare for and conduct an initial kick-off meeting and walking tour with city staff. This task will include the following:

- Obtain client supplied maps, documents, and related information
- Review of project objectives, scope of work, and project timeline
- Identification of key project contacts and information exchange
- Identification of potential stakeholder interviewees
- Discussion of general problems, hot spots, and issues to be focused on during the project
- Identification of optimal working relationship in terms of receipt and review of materials, turnaround times, grant requirements, etc.
- Discussion of public outreach strategy
- Discussion of document and product format, organization, and graphic quality presentation
- Tour of the study area

Deliverable Products:

- Pre-meeting list of data needs; meeting agenda; list of potential stakeholders, clear billing and grant administrative requirements, refined project timeline and tour of study area

Subtask 1.4: Ongoing Coordination

This task is intended to allow for necessary coordination between the project team members and City staff. This will include informal teleconference meetings, correspondence, record keeping, project coordination, electronic file management, and additional coordination necessary throughout during the preparation of the Specific Plan.

Deliverable Products:

- Ongoing project coordination and management throughout the Specific Plan process as described above. This assumes an average of just under two (2) hours per week for eighteen months.
TASK 2: STATION AREA ANALYSIS

Subtask 2.1: Analysis of Existing Conditions

Data Gathering
As a first step in the process, the consultant team will review all data that is relevant to the area including mapping information, General Plan, Zoning Ordinance, previous development applications, and other planning efforts that have a bearing in the City. The primary effort here is to get up to speed on past and current efforts, and harness to the wealth of existing data that can be used in the process.

Land Use, Development Standards Analysis
The Architects, Planners, Landscape Architects, Urban Designers, and Engineers at RRM Design Group represent several residential, commercial and industrial developers in various jurisdictions throughout California. As such, they typically have to utilize local code and guidelines to get their projects approved. RRM’s project manager will sit down with representatives from the RRM development team to review and discuss their critique of the city’s current development standards and development review process. This will include a discussion of where the standards could be strengthened to promote redevelopment and inform the Specific Plan process.

Mobility
Fehr & Peers will provide input to RRM related to network gaps, constraints, and potential improvements to address mobility barriers and the linkages necessary to connect the project area with adjacent neighborhoods. Fehr & Peers will review current street standards and policies and identify areas in need of update or refinement. This task includes our participation in a site visit and follow up working meeting with RRM to discuss existing mobility conditions and strategies.

Infrastructure
RRM Design Group’s engineering staff will research the existing public utilities within the planning area, including identifications of the general condition and characteristics of existing public utilities based on discussions with City staff and review of public records. A general discussion regarding the condition of the existing wet utilities, including sewer, water and storm drain facilities, will be included to identify potential capacity issues or other constraints. City shall provide Utility Master Plans, high resolution ortho photo, condition assessment of existing infrastructure, summary of existing system deficiencies, summary of proposed capital improvements, and review of all documents and summarized comments.

Deliverable Products:
- Review maps and gather data as described above. Provide a technical memo summarizing existing conditions and findings.

Subtask 2.2: Analysis of Opportunity Sites
As an overlay to the base map created in Task 4.3, the consultant team will prepare a map illustrating land use and urban design opportunities and constraints within the TOD specific plan areas. Special focus will be provided on key sites identified within the RFP to be evaluated for rezone and redevelopment opportunities.
Foothill Vista Mobile Home Park Opportunity Analysis
As part of the opportunity site analysis, Overland, Pacific & Cutler (OPC) will work with the Planning team to develop a strategy and policy framework for inclusion in the Specific Plan. OPC will develop a regulatory process framework (or road map) to be followed based upon possible future redevelopment scenarios. OPC’s scope of services at this time does not include any analysis of individual park tenant relocation needs, cost estimation, or any direct outreach to the park owner or tenants. OPC has provided mobile home park analysis, planning, and tenant services throughout California over its 30+ year history. These services have been provided to local public agencies (LPA), developers, and law firms for a variety of scenarios including changes of use and site redevelopment.

Deliverable Products:
- One (1) electronic base map and one (1) existing conditions/opportunities and constraints overlay map using existing data and aerial photographs provided by the City and technical memo summarizing the findings.

Subtask 2.3: Conduct Parking Study and Prepare Parking Management Plan
Review Available Data & Document Existing Parking Policies & Management Strategies
The first key element of the parking study is to develop an understanding of the currently available parking program database for the study area. The data to be reviewed will include relevant data from previous studies, any inventories of existing parking supplies, utilization surveys, parking utilization surveys conducted by other agencies and/or organizations, and any existing city parking policies and parking management strategies, such as parking pricing and permit parking districts.

Document Existing Parking Supply in the Study Area
An inventory of available on-street and publicly available off-street parking spaces currently in the two ¼-mile TOD station areas study area will be conducted as part of this task. Off-street parking supply in residential properties will not be counted because it is not typically available for public parking.

In conducting a parking space inventory, it is necessary to determine various types of information associated with each space. These include the location, whether it is publicly or privately owned (and what limitations or restrictions on public use of privately owned space), whether it is an on-street or off-street space, and any hourly restrictions and/or rates.

Establish Existing Parking Demand
A comprehensive parking space utilization survey will be conducted for each of the publicly available spaces in the study area. The survey will be used to develop an hour-by-hour assessment of the occupancy of each space on a weekday. Based on our experience, it is anticipated that the surveys would be conducted from 8:00 AM to 8:00 PM on a weekday. It is also anticipated that the study area may need to be disaggregated into multiple subareas. Splitting the study area and the data into several more manageable subareas is an important element of the study, particularly when developing proposed parking strategies for the opportunity sites.

Assess Current Parking Conditions
Data from the previous tasks will be used to identify and quantify existing characteristics of the parking system in the study area including peak demands, parking demand/supply relationships in the study area as a whole and in subareas, and the identification of potential problem areas.
The first element of the task will be a careful assessment of the existing supply/demand conditions in the study area. This will be done to reflect the fact that it may be possible for parking spaces in one subarea to be considered as part of the supply to meet the demand generated in another adjacent subarea. Issues regarding the on-street versus off-street supply, short-term versus long-term demands, demand by time of day, relative walking distances, and barriers will be considered in this portion of the analysis. The product of this task will be the identification and quantification of any subareas that may have shortages in parking supply. A typical standard such as 90% utilization will be used to define these areas.

**Future Parking Need**

Future parking demand projections will be made for the study area. These projections will be based on our analysis of parking demand associated with the preferred land use scenario developed for each TOD station area, as well as anticipated park-and-ride demand from the Metro Gold Line. Development of future parking demand forecasts for the specific plan study area will consist of the following major elements:

- Anticipated parking demand to be generated by the preferred land use scenario for each TOD station area will be estimated using Fehr & Peers’ Plan+ tool. We will use our tool to estimate auto trips generated, described below in Task 5, as well as shared parking demand for each TOD district. Our Plan+ tool uses the Urban Land Institute Shared Parking methodology for estimating parking demand in a district or development. It accounts for parking demand reductions associated with access to transit, as well as internal capture expected in the context of downtown.
- Projections will be made of potential future parking supply for the study area based on planned Gold Line parking facilities and the existing supply documented in Task 2.3.4.
- The projected parking demands will be compared with the projected parking supply, for both TOD station areas, as well as sub areas to estimate any potential shortfalls.

Based on these future parking needs and the evaluation of existing parking conditions documented in prior tasks, a parking management plan will be prepared for the study area. Parking strategies covered in the plan will include:

- Location of shared parking opportunities, including opportunity sites for new shared parking structures
- “Park Once” strategies for the downtown
- Parking maximums/recommended land use parking ratios for TOD area
- Travel Demand Management (TDM) strategies
- Shared use management strategies for Metro park and ride/joint parking structures
- Parking pricing
- Downtown valet program concepts
- Traffic and parking management strategies for terminus stations

**Deliverable Product:**

- The findings of this task will be documented in a memorandum that details the project of future conditions, parking requirements, alternatives considered and the recommended parking management plans, suitable for inclusion in the Draft Specific Plan chapter.
Subtask 2.4: Conduct Market Study and Prepare Report

Market Analysis and Development/Implementation Recommendations

The Natelson Dale Group, Inc. (TNDG) will complete a series of economic analyses to determine the optimal development mix for the two station areas and to define specific implementation strategies to attract the desired development. TNDG’s work will include the following components:

- A **market study** to assess future development demand around the planned Alameda and Citrus Gold Line stations;
- **Case study profiles** of successful TOD projects in comparable settings;
- **Outreach** to the development community and to key local business stakeholders;
- A **pro forma financial analysis** to define feasible development densities for mixed-use prototypes in the station areas;
- A **fiscal impact analysis** to compare the municipal revenue/cost implications of different land use mixes;
- An evaluation of potential **implementation “tools” and strategies**;
- Market study **summary report and development/implementation recommendations**.

The above sequence of tasks will allow for a process that effectively combines technical analysis with various “reality checks” and a practical focus on implementation. Although the initial steps of TNDG’s analysis will assess regional and city-level trends, the bulk of the study effort will be focused on defining the unique market niches and development opportunities of the two station areas.

TNDG’s market analysis will address the following land use categories:

- Retail/restaurant
- Multi-family residential
- Office/service commercial

Whereas the recent recession and other factors have limited mixed-use development activity in Azusa, the planned Gold Line stations represent new opportunities to gain the attention of the development community and to transform the areas surrounding the stations. The specific nature of these opportunities needs to be realistically defined based on the area’s economic profile and carefully balanced with the community’s level of tolerance for higher-density development. The essential role of TNDG’s work will be to support the planning team in defining new development concepts that are: (a) market-based, (b) positioned to take full advantage of TOD-oriented demand, (c) financially feasible to private developers, (d) fiscally advantageous to the City, and (e) reflective of the unique “community building” potential of the station investments.

With respect to new retail/restaurant development, TNDG fully understands that the City is interested in attracting new tenants/uses that will address existing voids in the community without detrimentally impacting existing local businesses. This concern, along with the essentially in-fill nature of most development opportunities in the station areas, will require that TNDG’s work carefully define specific candidate tenants for the TOD areas.

With respect to residential development, TNDG recognizes that there are sensitivities within the community regarding high density development in general and rental housing (i.e., apartments) in particular. The challenge from a planning perspective will be to effectively create a “bridge” between community/decision-maker expectations and market realities.
In this regard, TNDG’s studies will in part serve as tools to educate the community about the trade-offs (in terms of market acceptance, City fiscal revenues, and community-building implications) associated with different land use options.

Reflecting our team’s strong orientation towards implementation, TNDG’s final work product will include the following elements:

- Market demand forecasts, quantified in terms of potential absorption and phasing by land use;
- Compelling summary of “lessons learned” from profiles of TOD’s in other communities;
- Recommendations regarding development mix, densities and market orientation (e.g., rental versus ownership units, pricing, etc.);
- Specific development concepts for key opportunity sites (including City-owned properties);
- Recommendations for economic development marketing and retail tenant recruitment;
- Other policy recommendations aimed at removing existing “roadblocks” to mixed-use development in the station areas.

Assess the Market/Economic Parameters of the Planned Stations

In order to quantify the potential transit-oriented real estate demand associated with the two planned stations, TNDG will quantifying the following for each station:

- Projected opening dates;
- Anticipated ridership and boardings/alightings;
- Demographic profile of users;
- Land area to be utilized for station/parking (and any available opportunities for joint development); and
- Planned parking capacity.

Develop Demographic Database and Forecasts

As background to the demand analyses, TNDG will develop a comprehensive demographic database for the overall trade area/region. Key variables will include population, households, income levels, employment, age and ethnicity. The data will be developed at the census tract level to allow for analysis of the distinct sub-areas relevant to each station area. Recognizing that no single source of demographic data is definitive, TNDG will review a range of sources and then prepare customized forecasts for purposes of this project.

Demand Analysis for Retail/Restaurant Space

The retail/restaurant demand analysis will involve the following steps:

- Review any previous market analyses completed for the City of Azusa (including the Buxton study).
- Based on the above review and on TNDG’s existing familiarity with the market area, define the geographic market areas from which retail facilities in each station area could be expected to draw market support.
- Compile data on existing retail sales (by major category) in Azusa and neighboring cities.
- Utilize TNDG’s proprietary retail demand model to evaluate future growth in retail sales potential in the market area, broken down by major retail sales category (e.g., apparel, furniture, general merchandise, home improvements, etc.). The projections will be expressed in terms of both dollars and square footages supportable. The projections will cover a 15-year forecast period (in annual and/or 5-year increments), and will be based on the demographic forecasts developed by TNDG at the outset of the project. This step will be customized for each of the two station areas.
• Identify major existing and planned retail centers and districts that would complete with the station areas for future regional demand.
• Given the inventory of competitive development, estimate the shares of future retail demand that could potentially be captured within each station area.
• Express “bottom line” findings in terms of square feet of retail/restaurant space to be absorbed in each station area over the planning horizon (in annualized or 5-year increments), with the total numbers broken-down as appropriate by major retail category and facility type.
• Identify specific candidate tenants for future retail/restaurant development in the station areas.

**Demand Analysis for Multi-family Residential Units**
The residential demand analysis will involve the following steps:

• Compile historic data on local and regional population growth and the correlated demand for new housing units.
• Evaluate recent historic trends regarding the mix of single- and multi-family units, and corresponding density levels.
• Review city-level projections of future growth in population and households (as appropriate, TNDG would evaluate multiple sources of demographic data).
• Project future growth in housing demand (and the breakout between single- and multi-family units) over the 15-year planning horizon (in annualized or 5-year increments).
• Project that amounts and types of housing development that could potentially be attracted to each station area, and define the relevant market niches (in terms of density and pricing) for each area.
• Express “bottom line” findings in terms of new residential units that could potentially be absorbed in each station area over the planning horizon (in annualized or 5-year increments).

**Demand Analysis for Office Space**
The office demand analysis will involve the following steps:

• Using available data published data, estimate the existing inventory of office space in the City and relevant surrounding areas.
• Project future absorption of office space in the City, based on current occupancy levels, historic trends and general economic parameters (i.e., anticipated population and employment growth in the City).
• Given the inventory of competing facilities and the unique locational attributes of the two station areas, project the amounts and types of office space that could potentially be captured within each station area.
• Express “bottom line” findings in terms of square feet of new office space that could potentially be absorbed in each station area over the 15-year planning horizon (in annualized or 5-year increments).
Case Study Profiles of Successful TOD Projects in Comparable Settings

In coordination with RRM Design Group and City staff, TNDG will identify five TOD projects in other southern California communities that would serve as appropriate “aspirational models” for Azusa. TNDG will then profile these projects in terms of the following issues relevant to the economic analysis:

- Station/transit type;
- Date developed;
- Land use mix;
- Densities;
- Ownership/deal structure (i.e., private, public, or joint development);
- Functional relationship to associated transit station;
- Functional relationship with surrounding land uses;
- Demographics of surrounding area;
- City’s marketing strategy (to attract developers);
- City incentives offered;
- Other success factors and “lessons learned.”

The profiles will be developed based on interviews of with planning staff for each city, interviews with project developers, and compilation of standard economic/demographic data for each station area.

Pro Forma Financial Analysis

Utilizing insights gained from the case study profiles and developer outreach process, TNDG will prepare financial pro formas for six (6) prototypical development projects in the station areas (i.e., three prototypes for each station area). The prototypical projects will encompass a range of land use alternatives and be intended to demonstrate the feasibility of different mixes and densities of development. They would be prepared in a format suitable for inclusion in developer marketing materials.

Given the availability of at least some extra parking capacity in the station parking structures, the pro forma analysis will evaluate the extent to which shared parking opportunities (allowing for less developer-provided parking) would enhance development feasibility in the station areas.

Fiscal Revenue/Cost Projections

TNDG will develop a fiscal impact analysis model that allows for testing of the fiscal revenue/cost implications of various land uses and development configurations. For each land use, the model will forecast City General Fund revenues in the following categories:

- Property taxes
- Sales taxes
- Utility user taxes and franchise fees
- Business license fees
- Development review fees
The model will forecast the following City costs:

- Police protection
- Fire protection
- Parks and recreation services
- Library services
- Public works maintenance
- General Administrative including development review

Fiscal revenue factors will be derived based on data from TNDG’s market study (e.g., retail sales potentials, residential development values, etc.). Per capita (per employee) cost factors will be derived from the City’s budget. The factors will reflect the varying densities and land coverage ratios associated with different development prototypes.

**Prepare Summary Report and Development Recommendations**

TNDG will compile the findings of the above tasks into a combined summary report for the two station areas (with separate findings and recommendations for each area). Spreadsheet tables and databases used for the market analysis will be attached as appendices. The market report will serve several major purposes within the overall planning process: 1) to identify each station area’s specific real estate development opportunities, 2) to provide decision makers with an accurate understanding of the relative fiscal (City revenue/cost) impacts of various land use scenarios, 3) to articulate the “success factors” associated with high-quality mixed-use development, and 4) to provide a strategic framework - in terms of a specific marketing strategy – for attracting desired development to each station area.

**Deliverable Product:**

- A combined summary report for the two station areas (with separate findings and recommendations for each area). Spreadsheet tables and databases used for the market analysis will be attached as appendices.

**Subtask 2.5: DEVELOP CITY CEQA SIGNIFICANCE THRESHOLDS PER SB 743**

Fehr & Peers will work with the City of Azusa to develop transportation impact criteria consistent with SB 743, as well as with the City’s goals, policies, and values for circulation and mobility in the City. Following OPR’s issuing of draft guidance for transportation impact criteria, we will prepare an evaluation of the transportation metrics under consideration by OPR, including discussing the pros and cons of each criterion as it relates to the City of Azusa, potential evaluation procedures, variables that the metrics will be sensitive to, etc. This evaluation will be summarized in a Power Point presentation, and will be presented to City staff in a working session to discuss which metrics may be best suited for Azusa. No additional meetings, presentations, or deliverables are included in this scope.

While we assume the development of the transportation impact criteria will inform the preparation of the CEQA analysis for the Specific Plan, the scope and budget estimate for this task does not include any CEQA transportation impact analysis. Those services are covered above under other tasks above. A CEQA transportation impact scope and budget estimate has been prepared above based on the best available information about SB 743. We anticipate that the CEQA transportation impact scope may need to change following OPR’s issuing of SB 743 guidance, and the City’s subsequent determination on its preferred transportation impact metrics.
**TASK 3: PUBLIC PARTICIPATION**

**Subtask 3.1: Community Outreach Materials + Strategy**

RRM will create a project brochure and postcard template for City use. Products developed as part of the Specific Plan process or workshops materials can also be provided for insertion into the advertisements, postcards and/or brochures. Translation services are also available if the City desires. RRM will include preparation of material for posting on City website.

*Deliverable Product:*
- One (1) postcard and one (1) brochure template and 16-20 hours of translation services. All materials created for workshops and additional outreach (Task 3.2) are included within that task budget.

**Subtask 3.2: Conduct Focus Group/Public Outreach Meetings**

RRM will work with staff to develop an outreach strategy that will most effectively inform the Specific Plan process and build community consensus. It is likely the community engagement process may be a combination of one-on-one stakeholder meetings, Planning Commission and City Council updates, and community workshops. At each community meeting, we will emphasize that community participation and input is vital in developing a specific plan that balances community needs and redevelopment potential. To help channel participant ideas and register their concerns, we will provide simple and concise verbal and written guidelines, in English and Spanish, and formulate creative, interactive exercises to capture their input. RRM is interested in working collaboratively with staff to identify the most appropriate outreach strategy during the contract negotiation phase, however we put together the following recommendation and budget for your consideration:

**Outreach to Key Local Business/Institutional Stakeholders**

This task will involve a series of meetings (held over a one-day period) with various stakeholders such as Council members, Planning Commissioners, City staff, agencies, landowners, merchants, builders, developers, architects, public interest groups, neighborhood organizations, etc. The purpose of these meetings will be to listen to the issues and observations from key people about the community vision. The information and input gathered from these meetings will help us develop a realistic plan that responds to community needs. To limit the costs associated with coordinating these meetings, this scope requires the City to schedule the half-hour meetings back-to-back at a designated City location.

TNDG’s staff will at the same time engage the existing local business community and key institutional stakeholders (e.g., Azusa Pacific University and Citrus College). The interview will primarily focus on two major themes: (a) identifying opportunities to leverage station-area TOD development to create revitalized communities and enhance the market performance of existing businesses, and (b) assessing the capacity of existing business/neighborhood organizations to support implementation of the station area plans. The latter may include, for example, marketing support from the Chamber of Commerce or formation of a business improvement district (BID). This subtask is budgeted within Task 2.4 Market Study.
Outreach to Development Community
In this task, TNDG staff will reach out to the development community through telephone interviews to assess their potential level of interest in the Azusa station areas and to define the major factors that make specific development opportunities attractive to them (including demographics, existing land use mix, station profile, allowed land uses/densities, parking requirements, site availability, joint development opportunities, and city policies/incentives). It is anticipated that City staff will help to identify a list of regional developers active in mixed-use and transit-oriented development. As part of this task, TNDG will also organize and facilitate focus group meeting with selected set of developers to further refine development concepts for the station areas and to identify specific City actions/policies/incentives to enhance the attractiveness of development opportunities. This subtask is budgeted within Task 2.4 Market Study.

Project Introduction, Issue Identification, Visioning Workshop
RRM will conduct a community workshop with assistance from the City to introduce the project. This workshop will likely be structured in two parts. In the first portion of the workshop, participants will be guided through the background, objectives, and timeline of the visioning and planning effort. Attendees will engage in interactive exercises. Exercises may involve forms of “polling” participants through the use of color tape dots, issue identification banners, or similar methods to identify issues in order of priority and/or participate in an interactive “roll up your sleeves” activity aimed at exploring big picture ideas and design concepts. The RRM team will customize the workshop to address key items pertinent to visioning for the areas surrounding each of the future Gold Line stations and will prepare workshop materials including agendas, meeting handouts, base maps, comment sheets, and other materials to help spur thoughts and ideas to encourage interaction.

Planning Commission/City Council Study Session
The consultant team will prepare for and attend a joint Planning Commission/City Council study session to receive input on key elements of the Specific Plan, such as land use strategies, urban design proposals, and development standards, design guidelines for both public and private areas, economic strategy, and circulation and mobility strategies.

Land Use and Urban Design Concept Workshop or Joint Planning Commission/City Council Study Session
RRM will facilitate a community workshop or study session to present the findings of the existing conditions and opportunity and constraints analysis and gather feedback on lands use and urban design concepts. The workshop may include a digital visual preference survey wherein RRM Design Group would display contrasting images of similar features while allowing workshop participants to use our interactive computer software with hand held voting devices to express their preferences for the images presented.

Deliverable Products:
- Prepare agendas and meeting materials and facilitate interviews and workshop. City staff will be responsible for meeting logistics, notification, microphones, refreshments, and advertisement.
TASK 4: PREPARATION OF PLANNING POLICY DOCUMENTS

Subtask 4.1: Prepare Draft TOD Specific Plan Document (Administrative Draft)

In this task, RRM will compile the Administrative Draft Specific Plan including existing conditions analysis, goals of the plan, description of planning process, permitted land uses, development standards, transportation and circulation, parking recommendations, design guidelines, infrastructure and public improvement recommendation, implementation measures, and an administration chapter. RRM recommends the following Specific Plan organizational structure, but will structure the document in the way that best meets the needs of the City.

1. Introduction, Background, and Vision
The Introduction discusses the purpose, intent, and organization of this document. It describes the Specific Plan area boundaries, the goals of the plan, a description of the planning process, and the community outreach process associated with the project, as well as the Specific Plan’s relationship to existing City documents and policies. It will likely summarize the data gathered in earlier phases of the work effort and describe the different characteristics of the two station areas and the potential opportunities and vision for each.

2. Land Use Plan, Development Standards and Design Guidelines
This chapter includes a detailed land use plan that can also serve as the zoning map. It will also address the allowable land uses, building form and site development standards, such as height, setback, and parking standards. This chapter will also provide design guidelines that will likely cover topics such as site planning and design, parking lot design and screening, building design, massing and articulation, and utilitarian aspects of building design. The guidelines will be graphically oriented, with pictures representing a suggested design topic.

3. Streetscape Beautification and Public Improvements
This chapter provides direction for public improvements for the entire Specific Plan area. Topics will likely include public plazas, streetscape design concepts such as street trees, lighting, street furnishings, crosswalks, public art, and public right-of-way landscaping.

4. Transportation, Circulation, and Parking
This chapter focuses on pedestrian and vehicular circulation. It will contain recommendations for the street environment and parking, suggested roadway improvements, public transit, and bicycle route concepts. Pedestrian connections and orientation will also be important. The opportunities associated with the Metrolink stations will capitalize on concepts that encourage alternate modes of transportation such as bicycling, walking, and public transit. RRM will incorporate input provided by Fehr & Peers a recommended mobility strategy for the TOD station areas. Potential elements may include:

- Pedestrian connections to and from the transit station
- New pedestrian crossings or crossing enhancements, such as reduced crossing distances with bulbouts or median pedestrian refuges
- Streetscape enhancements, such as wayfinding, transit stop facilities, pedestrian-scaled lighting, and wider sidewalks
- Bicycle network connections
- End-of-trip facilities, such as secure parking, showers, and changing areas for cyclists
• Transit hub improvements
• Shared parking strategies (consistent with the parking study)
• Travel Demand Management strategies employers/employees

“Right sizing and locating” roadway and multimodal infrastructure are critical not only to maximize the safety, comfort, and access for all travel modes, but also to maximize the land area available and economic potential for the TOD district and the surrounding land development. The transit access points must be linked effectively to Gold Line station portals, associated land uses, parking supply, the existing and planned roadway, and transit and bicycle/pedestrian networks. The design of the public right-of-way and especially the space allocated to vehicular travel has the potential to maximize or constrain the efficiency of both the development value and the resulting transportation system performance. Streetscape standards will be recommended in collaboration with the project team to achieve mobility goals for the TOD station areas.

5. Infrastructure and Public Facilities
RRM will analyze and summarize the conditions of the infrastructure and public facilities within the Specific Plan area. Subjects addressed will include water supply, sewer and wastewater, storm drainage, dry utilities, solid waste, police and fire protection, schools, and parks. This chapter will also give an overview of necessary upgrades to the existing infrastructure system that will be needed to support the re-development of the area.

6. Implementation
This chapter will likely include a “tool box” of potential implementation strategies, density bonuses, and financing mechanisms available to achieve the short and long-term goals of the Specific Plan. Particular emphasis will be given to identifying opportunities to leverage public financing with private investment. As part of developing the content for this chapter, TNDG will evaluate a range of implementation tools and strategies that the City could potentially utilize to attract desired development to the plan areas. This analysis will cover the following topics:

• Development-friendly zoning and land use policies;
• Leveraging of publicly-developed parking facilities;
• Partnerships with local business community (including Chamber, potential BID, etc.);
• Maximizing advantages of project/program EIR;
• Marketing/tenant recruitment strategies consistent with projected demand;
• “Catalyst” strategies for key opportunity sites;
• Other City policies/incentives identified via the case study and developer outreach processes.

7. Administration
This chapter describes the authority of the Specific Plan, non-conforming uses and structures, processing requirements, and the administrative procedures required for amendments and/or modifications to the Specific Plan.

Deliverable Products:
• The RRM team will assemble all consultant and City data into a comprehensive Specific Plan draft, format the document, and produce one (1) electronic and one (1) hard copy of the Administrative Draft Specific Plan. This draft is for in-house administrative review only and will be refined for the Hearing Draft. We ask that the City provide one (1) consolidated marked up redline version with all City comments.
Subtask 4.2: Prepare Draft General Plan Amendment and Zone Change Documents

The consultant team will prepare the draft update to the General Plan and Development Code Amendments, including zone changes necessary to adopt and implement the TOD Specific Plan.

Deliverable Products:
- RRM will provide one (1) electronic and one (1) hard copy of the draft General Plan and Zone Change documents and provide one (1) round of revisions. We ask that the City provide one (1) consolidated marked up redline version with all City comments.

Subtask 4.3: Prepare Maps for TOD Specific Plan Area, Revised General Plan Land Use Map, Zoning Map and GIS Database

Using City provided data, RRM will prepare a project area base map in AutoCAD/GIS format. This base map will compile existing data into one exhibit to show the following: parcel lines, ownership, street locations, land uses, and existing building footprints (if available), aerial photos, surface infrastructure, etc. The base map will be used throughout the project for various mapping and design exhibits. This task will include the development of graphics and maps to be used in the specific plan, as well as the revisions for the General Plan Land Use Map and Zoning Map.

Subtask 4.4: Release Draft Documents to the Public for Review

Screencheck Draft of the Specific Plan
Following the completion of the Administrative Draft Specific Plan and receipt of the single set of redlined comments from the City, RRM will produce a Screencheck Draft Specific Plan. At this point, all the City’s comments will have been integrated and this will give the City and additional opportunity review the document prior to releasing the Hearing Draft for public review.

Hearing Draft of Specific Plan
Following any clean-up comments from the City, RRM will produce a Hearing Draft Specific Plan. At this point, all of City’s comments will have been integrated and this draft will be used for Public Hearings.

Deliverable Products:
- RRM will provide one (1) electronic and one (1) hard copy of each of the Screencheck and Hearing Draft Specific Plan documents and participate in a conference call to discuss the changes. We ask that the City provide one (1) consolidated marked up redline version with all City Screencheck draft comments.

Subtask 4.5: Prepare Final TOD Specific Plan, Policy Maps, and General Plan Amendment

Following the action taken by the City Council, the consultant team will make the final edits and modifications to the document. This assumes that one (1) set of revisions, provided by City staff, will be made to the document, incorporating both the Planning Commission recommendations and City Council action. Errata sheets may be used to discuss preferred changes between the Planning Commission and City Council hearings.

Deliverable Products:
- Make final edits and produce one (1) final camera-ready print and one (1) electronic copy of the Final Specific Plan, policy maps, and General Plan Amendment.
TASK 5: ENVIRONMENTAL ANALYSIS

Subtask 5.1: Prepare Initial Study and Notice of Preparation

As a first step, our Project Manager will meet with the City and other project team members as appropriate to gather all existing studies and reports, discuss data needed for the environmental document, establish deadlines by which the data would be needed, and to discuss schedule and deliverables.

We expect this meeting to be an “information sharing” session where we can also scope out the technical background reports to ensure there is no duplication of efforts between the environmental document and the Specific Plan.

Impact Sciences will prepare an Initial Study (IS). The IS will comprehensively evaluate all required CEQA topic areas. By creating a comprehensive IS we can better determine the appropriate type of document that will be necessary. If no potentially significant impacts are identified, a Mitigated Negative Declaration will be prepared. If potentially significant impacts are identified, an EIR will be necessary. This scope of work assumes an EIR will be necessary to be consistent with the Metro Grant and RFP.

A Draft NOP will also be prepared and submitted to the City for review and comment. Following City approval, we will file the NOP with the State Clearinghouse and mail copies of the NOP to all local and regional agencies and to any local groups identified by the City. We assume City planning staff will place a public notice in the local newspaper announcing the availability of the NOP.

Subtask 5.2: Conduct a Public Scoping Meeting

Impact Sciences will assist the City in conducting a scoping meeting during the 30-day EIR scoping period. We assume that there will be one scoping meeting. If required, Impact Sciences will prepare meeting materials such as sign-in sheets, informational handouts, comment cards, etc. Our Project Manager and a staff planner will attend the scoping meeting. At the end of the scoping period, the City will provide Impact Sciences with copies of all comment letters received on the NOP and the transcript of the scoping meeting so that all relevant comments are appropriately considered in the preparation of the Draft EIR. In the event that unanticipated issues are raised during the scoping period, we will submit a revised EIR scope of work to the City so that the issues can be appropriately addressed in the Draft EIR.

Subtask 5.3: Prepare Draft Environmental Impact Report (EIR) for administrative review

Impact Sciences will prepare an Administrative Draft EIR for review by the City. This scope or work assumes Metro will not be involved in review of the EIR. The EIR will include all sections required by the State CEQA Guidelines, as presented below.

1. Introduction

This section will be provided as a courtesy to the reader who may have little or no experience in reading an EIR. The purpose of the EIR will be defined, with references to the State CEQA Guidelines and statutes, as appropriate. The format and content of the EIR will be explained. The environmental review process as it is being administered for this project by the City will also be explained.

2. Executive Summary

The Executive Summary will be prepared in accordance with CEQA requirements and will include a summary of the proposed project, project background, discussion of any known areas of controversy, and a summary of project...
alternatives. A summary of potentially significant impacts, mitigation measures, and residual impacts after mitigation will also be provided.

3. Project Description
The project description will address all items required under CEQA, including project location, project objectives, the intended uses of the EIR, and a list of all other related environmental review and consultation requirements. Identification of meaningful project objectives during development of the project description is critical, since alternatives addressed in the EIR are evaluated in part by their ability to achieve the basic objectives defined for the project.

4. Environmental Impact Analysis
The Environmental Impact Analysis will focus on those topic areas not scoped out in the Initial Study process (Task 5.1 above). Each topical section will follow a master format designed to demonstrate CEQA compliance and increase the ability of the decision makers and the public to understand the information in the EIR. Each section will be organized as follows:

- Existing conditions will be discussed for each resource topic. Relevant regulations and policies will be identified and discussed.
- Thresholds of significance will be described to allow the reader to understand the significance of each identified impact.

5. Project Impacts
Project impacts will be identified and discussed by type of impact, based on factual evidence.

- Cumulative impacts will be identified and discussed. Consistent with Section 15130 (b) of the State CEQA Guidelines, cumulative impacts will be assessed for each topic based on either a list of related projects or a summary of projections in a planning document. The most appropriate method will be used for each topic based on the availability and relevance of available information.
- Mitigation measures for each impact will be identified and discussed for their ability to avoid or reduce the impact. As discussed above, we envision many of the mitigation measures also being policies or requirements within the Specific Plan. This will help to achieve a “self-mitigating” plan.
- Conclusions regarding the significance of each impact after mitigation will be presented. The conclusions will be presented in a form that can be easily incorporated into the required CEQA Findings of Fact for each significant impact.

Technical Tasks for Environmental Impact Evaluation
We assume that the Specific Plan EIR will address the topics listed below:

- Aesthetics
- Air Quality
- Climate Change
- Cultural Resources
- Geology and Soils
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation and Traffic
- Utilities and Service Systems, including Energy
Aesthetics

- **Document Visual Setting:** Impact Sciences will incorporate photos and other materials from the project team. Our emphasis will be on the TOD opportunity sites identified within the ¼ mile buffer around the Gold Line stations. We will identify the potentially affected viewsheds, and identify key public view corridors. The setting section will also include a summary of relevant policies and regulations regarding visual resources.

- **Evaluate Project and Cumulative Impacts:** We will describe the visual changes that could occur as a result of project implementation, and address potential visibility, visual contrast, and compatibility as seen from the key public viewpoints. Particular emphasis will be placed on areas where the Specific Plan identifies increased heights. We will also analyze potential light and glare effects from new sources of night lighting as seen from nearby locations. Potential cumulative visual impacts will be discussed and evaluated and mitigation measures will be identified for significant impacts. Design guidelines, lighting requirements, and similar features of the Specific Plan will be included in the mitigation as appropriate. It is important to note, that if the City chooses to use the provisions of SB 743, second tier analysis would not require evaluation of alternatives if deemed consistent with the Specific Plan.

Air Quality

- **Air Quality Setting:** Impact Sciences will summarize baseline air quality information, including area topography and meteorology and their influence on air quality, the relevant state and federal ambient air quality standards (AAQMS), ambient monitoring data from the closest monitoring station(s) to the project site for the past five years, and attainment status with respect to state and federal AAQMS. Ambient monitoring data are available from the South Coast Air Quality Management District (SCAQMD), California Air Resources Board, and U.S. Environmental Protection Agency. Any source-specific rules that may apply to construction emissions sources will be discussed. This section will also summarize key elements of the SCAQMD air quality plans intended to bring the region into attainment with California and National AAQMS.

- **Construction Air Quality Impacts:** A qualitative discussion will describe SCAQMD rules and regulations that would apply to the project. The construction analysis will address fugitive dust, truck traffic, and construction equipment and will also reflect the use of control measures that are required by the SCAQMD. Quantitative analyses of construction impacts would take place for specific development projects if and when such projects undergo CEQA analysis.

- **Operational Air Quality Impacts:** Impact Sciences will assess the operational mobile and area source emissions of VOC, NOx, CO, PM1.0, PM2.5, and SO2 from the operation of the proposed project using CalEEMod and trip generation rates provided in the traffic impact analysis for the project. Area source emissions from fuel combustion for building heating and other uses, architectural coating, and landscape equipment will be estimated using CalEEMod. The total emissions for the project will be compared to the SCAQMD thresholds of significance.

- **Carbon Monoxide Hotspots:** We will evaluate the project’s impact on local CO concentrations near intersections and roadways using the simplified CALINE4 method developed by the Bay Area Air Quality Management District’s (BAAQMD). Impact Sciences has adapted this method for use in other air districts for screening purposes; it is designed to provide a reasonable estimate of CO concentrations near roads under worst-case conditions. The intersections to be analyzed (as indicated in the traffic study) will be screened using the Institute of Transportation Studies’ Transportation Project-Level Carbon Monoxide Protocol. For the purpose of this assessment, it is assumed that worst-case CO concentrations at up to eight intersections will be evaluated.
Scope of Services

- **Cumulative Impacts:** The section will discuss the potential for the cumulative emissions from the proposed project and other local development projects to adversely affect air quality or impede attainment of the AAQS. In addition, the cumulative impacts will be based on consistency of the proposed project with land use designations in the General Plan, and in turn, consistency of the General Plan with the SCAQMD’s air quality plans.

- **Health Risk:** The TOD sites are not located near the 210 Freeway; therefore an assessment of the project’s associated human health risk will likely not be necessary. However, the EIR could identify criteria for when such an analysis would be needed and what mitigation measures would be required for different levels of impact. HRA’s could be performed for individual projects if and when such assessments are required. HRAs may be prepared as separate technical studies that do not necessarily lead to project-specific EIRs (depending on the level of impact identified).

- **Air Quality Mitigation:** If significant project-level or cumulative air quality impacts are identified, appropriate mitigation measures will be identified. The impacts after the implementation of mitigation measures will be reassessed and the reductions quantified, if possible. The mitigated emissions will be compared to the thresholds of significance.

**Climate Change**

The project entails activities that would produce construction and operational greenhouse gas (GHG) emissions. Although construction activities are short-term, and therefore generally do not have a substantial impact with regards to GHG emissions and climate change, the SCAQMD asks that GHG emissions from construction be estimated and reported. Therefore, we propose to prepare a Greenhouse Gas Emissions section based on the scope outlined below.

- **Present Greenhouse Gas Setting:** We will briefly summarize the existing GHG and climate change setting. The discussion will describe the GHG regulations and plans that would be relevant to the project, particularly those presented in AB 32 and developed by the SCAQMD.

- **Evaluate Greenhouse Gas Impacts:** We will assess the potential for impacts on GHG and climate change related to the proposed project using a suitable model and information provided by the City. If no information is available default assumptions will be used. Estimated GHG emissions will be reported. Any measures included in the proposed project to minimize GHG emissions will also be described.

- **Greenhouse Gas Mitigation Measures:** The EIR will discuss sustainable design policies and requirements included in the proposed Specific Plan that would reduce greenhouse gas emissions. If significant climate change impacts are identified as a result of the project, additional feasible and reasonable mitigation measures will be recommended. The effect of the mitigation measures will be quantified if appropriate data are available. The project would then be reassessed and compared to the state and regional greenhouse gas reduction strategies.

**Geology and Soils**

- **Review Background Information:** Due to the size of the project area a geotechnical report for the entire area would not be feasible or appropriate. Impact Sciences will obtain existing conditions information from General Plans and other publicly available sources. Background information will provide an overview of soil and geologic conditions in the project area.
• **Evaluate Project Impacts:** Impact Sciences will assess the potential for impacts related to geology and soils based on the information from previous documents. Mitigation measures will be recommended to mitigate any potentially significant impacts.

**Hazards and Hazardous Materials**

• **Characterize Existing Conditions:** Impact Sciences will review and summarize hazardous materials existing information for the two TOD areas. Relevant information will be obtained from the General Plan and other available documents.

• **Evaluate Project and Cumulative Impacts:** Impact Sciences will evaluate the potential for exposure of the public and the environment to the effects of hazardous materials, including contamination in soil and groundwater related to the proposed uses. Mitigation measures will be recommended to mitigate any potentially significant impacts.

**Hydrology and Water Quality**

• **Characterize Existing Conditions:** Impact Sciences will summarize the existing hydrology and water quality in the project area. Site specific hydrology information will not be available; however a general overview of the TOD areas will be sufficient for the existing conditions.

• **Evaluate Project and Cumulative Impacts:** Impact Sciences will identify and analyze potential direct and indirect impacts of the proposed project with regard to hydrology and water quality, with a focus on policies and regulations that would apply to development under the Specific Plan to avoid or reduce water quality impacts. We will include program-level mitigation measures to reduce or avoid potential impacts.

**Land Use and Planning**

• **Characterize Existing Conditions:** Impact Sciences will evaluate the existing and planned zoning designations and the project’s consistency with the General Plan, Zoning Code, and other land use regulations. We will review applicable General Plan goals, policies, and standards and identify which of those policy and regulatory documents were adopted or approved for the purpose avoiding or mitigating an environmental effect.

• **Evaluate Project and Cumulative Impacts:** We will identify and analyze potential direct and indirect impacts of the proposed Specific Plan and related improvements with regard to land use and planning, with a focus on conflicts with policies and regulations designed to avoid or mitigate an environmental effect. This will include a matrix illustrating the proposed project’s conformance with applicable plans, goals, policies, objectives, and standards. We will develop mitigation measures and identify any significant adverse unavoidable land use and planning impacts.

**Noise**

• **Characterize Existing Conditions:** In order to characterize existing conditions and evaluate noise impacts, Impact Sciences will conduct a site visit to identify existing sensitive receivers that could be affected by noise associated with Specific Plan development, confirm sight lines, and confirm daytime ambient noise levels by taking short term spot measurements. The noise measurements will be supplemented with information from the General Plan.
• **Evaluate Construction and Operation Impacts:** If required, Impact Sciences will quantify likely construction noise levels and duration for each major phase (demolition, excavation, etc.) and calculate received levels at sensitive receiver locations. However, the purpose of the Specific Plan is to provide design guidelines and identify opportunity sites; no specific projects are under consideration; therefore, quantification of construction noise is not necessary. Impact Sciences will evaluate the potential for noise levels to exceed the General Plan thresholds for residential uses under both near-term and cumulative conditions. We will also assess the proposed project to confirm that other than road traffic; there are no other significant sources of operational noise. If potentially significant impacts are identified, we will recommend mitigation measures.

**Population and Housing**

• **Characterize Existing Conditions:** Impact Sciences will revise and update population and housing projections to reflect current conditions, using information from the City, census data, and the Southern California Association of Governments. We will provide a brief discussion of General Plan policies that would apply to the proposed Specific Plan.

• **Evaluate Project and Cumulative Impacts:** The proposed project would be expected to increase jobs and housing in the TOD area. Impact Sciences will determine whether the potential population and employment increases associated with the proposed project are accounted for in the updated General Plan. We will discuss impacts that address the potential for the development in the Specific Plan area to cause or contribute to significant project level and cumulative impacts related to population and housing.

**Public Services**

• **Characterize Existing Conditions:** We will document existing conditions in the City and the TOD areas. We will contact local public safety agencies to obtain information on existing conditions. We will also contact the local school districts to determine current and projected capacity in the affected schools. Parks that serve the project vicinity will be described along with park ratios used by the City for planning purposes.

• **Evaluate Project and Cumulative Impacts:** We will discuss potential impacts of project buildout on all service providers in terms of demand for service, ability to provide service, and the possible need for construction of additional facilities. If additional facilities will be required, the potential impacts of those facilities will be evaluated in general terms. For cumulative impacts, we will consult with City staff to determine the appropriate population increase and with the service providers to determine cumulative service impacts and mitigation. We will develop impact-specific mitigation measures and identify any significant adverse unavoidable public service impacts.

**Traffic and Circulation**

• **Transportation Technical Study:** Signed into law on September 27, 2013, Senate Bill (SB) 743 initiates a process to change the analysis of transportation impacts under CEQA. Specifically, traffic delay and level of service (LOS) are no longer allowable criteria for assessing transportation impact significance under CEQA for areas served by transit. SB 743 instructs the Governor’s Office of Planning and Research (OPR) to amend CEQA guidelines to provide an alternative to LOS for evaluating significant transportation impacts. Potential impact criteria could include “vehicle miles traveled, vehicle miles traveled per capita, automobile trip generation rates, or automobile trips generated,” but no specific thresholds have been set. OPR is required to issue draft CEQA revisions by July 1,
2014, but local agencies will need to determine and adopt their own significant impact criteria for transportation analysis based on the new guidelines. More information from OPR may be found at: http://opr.ca.gov/docs/PreliminaryEvaluationTransportationMetrics.pdf

Because guidance from OPR has not yet been issued specific scoping for the CEQA clearance, this scope assumes preparation of vehicle miles traveled and automobile trips generated metrics for the preferred land use scenario in each TOD station area. It also includes select intersection level of service analysis to provide an assessment (outside the context of CEQA significance determination) to provide input on vehicle access needs related to the preferred land use scenarios. Based on evolving guidance from OPR, the scope and the budget estimate for this Task may need to be revisited.

- **Existing Traffic Data Collection & Existing LOS analysis:** This scope assumes up to 8 new intersection counts would be collected for AM and PM peak periods (two-hour counts for each peak period). Any additional traffic or parking counts beyond the 8 intersections assumed in this task above would be outside of this scope, and would be billed on a time-and-materials basis with prior authorization from the client. Intersection operating conditions and level of service (LOS) will be calculated at the 8 study intersections.

- **Future Baseline Analysis:** Using Fehr & Peers’ Plan+ tool, we will estimate future TOD station area automobile trips generated (ATG), and vehicle miles traveled (VMT) for a future baseline scenario. Our Plan+ tool accounts for trip reductions associated with mixed-use districts, as well as trip reductions based on transit accessibility, so is an ideal tool to analyze these metrics for the TOD station areas. This land use scenario would be developed based on input from the City on any expected land use changes if any (aside from those associated with the TOD station areas specific plan).

Future intersection traffic volumes will be estimated for the future base year based on forecast regional growth, and as well as information on adjacent development project and transportation improvements provided by surrounding agencies and jurisdictions. Operating conditions and LOS will be calculated for the study intersections.

- **Future Preferred Land Use Plan Analysis:** Based on the preferred land use plan for each TOD station area, Fehr & Peers will use Plan+ to prepare ATG and VMT estimates for the TOD station areas to determine the incremental difference in these metrics from the future baseline. Estimates of these metrics will include accounting for the proximity to the Gold Line, and the mixed-use nature of the TOD station areas. To evaluate the future traffic operating conditions of the preferred land use plan for each TOD station area, estimated net new trips associated with the preferred land use plan would be added to the future baseline intersection volumes. LOS and operating conditions for this future preferred plan scenario would be analyzed, and the incremental change in intersection operating conditions would be evaluated. Strategies to address any vehicle access needs associated with the preferred land use plan would be prepared.

- **Assessment of Preferred Land Use Plan Effects on Active Modes:** An assessment of the potential impacts to active modes will be made for the land use changes contemplated in the Specific Plan, as well as the mobility strategies identified.

- **Transportation Technical Study:** Fehr & Peers will summarize the results in a draft transportation impact report, which will be submitted for the team’s review. We will respond to one set of consolidated comments from the City and the project team. The draft report will be revised and a final report will be prepared, suitable for use as an appendix to the Specific Plan environmental document.
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Scope of Services

• **Summarize Project and Cumulative Impacts**: Impact Sciences will summarize the findings of the traffic study prepared for the proposed project. The existing conditions including a description of the roadway and transit network will be summarized. The impact analysis will be based on the findings of the traffic study.

**Utilities and Service Systems, including Energy**

• Characterize Existing Conditions: We will document existing conditions in the City and the project area. We will update this information by contacting the service providers by telephone or letter. We will document existing water supply to the City, including sources of water, current demand, and current and projected commitments. We will document applicable policies on water supply and use, including water conservation policies.

• Evaluate Project and Cumulative Impacts: We will describe water supply impacts based on information from the City and water suppliers. We will identify mitigation measures for the proposed projects, including City’s water conservation measures. Based on readily available consumption and generation factors and information from service providers, we will calculate estimated wastewater and solid waste generation for the proposed Specific Plan area and determine whether existing wastewater treatment capacity, wastewater infrastructure, and landfill capacity could adequately accommodate the project. We will also discuss the infrastructure (for water supply and wastewater generation) that would be required to serve the project (both interim and long-term), and confirm that the impacts from the construction of on- and off-site collection lines and other facilities are addressed elsewhere in the EIR. We will evaluate the increase in electricity and natural gas use that would result from project implementation, using State CEQA Guidelines Appendix K guidance in evaluating the projects’ impact on energy resources.

6. **Alternatives**
   CEQA requires an EIR to evaluate the comparative merits of a range of reasonable alternatives to a project that could feasibly attain the basic objectives of the project and avoid or lessen the significant impacts of the project as identified in the EIR. Evaluation of a “No Project” alternative is also required. Alternatives are selected based on their potential to avoid or lessen any significant impacts associated with the proposed project while still meeting basic project objectives, and will be defined in consultation with the City. Alternatives considered could include all residential uses, a high density TOD alternative, or similar variations on the project. The environmentally superior alternative must also be identified as part of this analysis.

7. **Other Required Sections and Appendices**
   The Draft EIR will include all other sections required under CEQA, including Growth Inducing Impacts, Significant Irreversible Environmental Changes, a list of persons involved in the preparation of the EIR, and list of references and persons, agencies, and organizations consulted as part of the EIR analysis. The appendices will include all technical studies and other items related to the EIR, such as the NOP and Initial Study and comment letters on the NOP. Two (2) hard copies of the administrative Draft EIR and a CD with Word files, including all exhibits and graphics, will be provided to The City for review and comment.

*Deliverable Products:*
  • One (1) electronic copy and two (2) hardcopies of the Draft EIR. Attendance at one scoping meeting.
**Subtask 5.4: Prepare Draft EIR for Circulation and Public Review**

The Administrative Draft EIR will be revised in response to City comments and a Screencheck Draft EIR will be prepared. It is assumed that the comments from the City will be provided in a consolidated set. Up to seven (7) hard copies of the Screencheck Draft EIR will be provided to the City for review and comment. We will be happy to meet with City staff to go over the Screencheck Draft EIR because in our experience such a meeting will help expedite the completion of the Draft EIR for publication. Our scope assumes one round of review of the Screencheck Draft EIR.

Our scope assumes that Impact Sciences will conduct the distribution of the Draft EIR to the State Clearinghouse, local, regional, and state agencies, and members of the public identified by the City. Electronic files of the Draft EIR will be provided to the City for reproduction, web posting, and other uses. Upon request, we will also provide copies of the Draft EIR on CD to City as a cost-effective means of distributing the document to the public.

**Deliverable Products:**
- Seven (7) hardcopies and one (1) electronic copy of the Screencheck Draft EIR. Filing with the County Clerk and State Clearinghouse. Distribution of the Draft EIR.

**Subtask 5.5: Conduct Planning Commission meeting to Receive Public Testimony on Draft EIR**

Impact Sciences will prepare for and attend one (1) Planning Commission hearing to take public testimony on the Draft EIR document.

**Deliverable Products:**
- Prepare for and attend hearing.

**Subtask 5.6: Prepare Responses to Public Comments**

Following completion of the Draft EIR public and agency review period, we will review the comments received in writing, bracket all relevant comments, and assign identifying numbers to each comment letter and individual comments. If a transcript of the Draft EIR hearing is prepared by the City, we will review the transcript and bracket and number all relevant comments. Our scope assumes that up to 150 individual comments (including agency and public comments) will be received and none of the comments will require new analysis. If the number of comments received is greater than 150 and the comments require new analysis, a scope amendment may be necessary.

Based on the nature of the comments, the comments will be assigned to Impact Sciences or to the City to address. Responses to all relevant comments will be prepared and presented in a draft Response to Comments document. Also as appropriate, based on the comments or any changes to the proposed project since the publication of the Draft EIR, the text of the Draft EIR will be revised. We will also prepare the Mitigation Monitoring and Reporting Program (MMMRP) for inclusion in the Final EIR. Our scope assumes one round of review of the administrative Final EIR. The Final EIR will be provided in digital format to the City for review and comment.

This scope of work includes up to 8 hours of Fehr & Peers staff time for the preparation of responses to one round of consolidated transportation related comments on the draft environmental document. In our experience, a well prepared project description and technical transportation study minimizes the time needed for preparation of responses.
Scope of Services

No new technical analysis is included in this task.

Deliverable Products:
- Response to comments in electronic format.

Subtask 5.7: Prepare Final EIR
Following approval of the administrative Final EIR, we will provide the City with a digital copy of the Final EIR. Impact Sciences will distribute the Final EIR to all agencies that provided written comments on the Draft EIR and will be responsible for filing the Notice of Determination. City staff will be responsible for providing copies to the Planning Commissioners and the Council.

Deliverable Products:
- Ten (10) hard copies of the Final EIR. Attendance at (2) hearings. Filing/distribution of the Final EIR.

Task 6: Adoption Process

Subtask 6.1: Planning Commission Public Hearings and Approval
RRM will prepare for and attend up to three (3) Planning Commission hearing to present the Hearing Draft Plan, the General Plan Amendment, Development Code Amendment and Zone Change, and certification of the EIR document.

Deliverable Products:
- Prepare for and attend hearing. Make list of Planning Commission suggested revisions to present to City Council.

Subtask 6.2: City Council Public Hearings and Adoption
The consultant team will prepare for and attend up to two (2) City Council hearings to present the Hearing Draft Plan, the General Plan Amendment, Development Code Amendment and Zone Change, and certification of the EIR document.

Deliverable Products:
- Prepare for and attend hearings.

Reimbursable Expenses
Reimbursable expenses include, but are not limited to report reproduction, postage and handling of drawings and documents, long distance communications, fees paid to authorities having jurisdiction over the Project, and travel expenses. Reimbursable automobile travel mileage will be billed at the current IRS business standard mileage rate. Fees for employee rates, sub-consultant expenses, reimbursable expenses, and RRM Design Group reproductions shall be billed to the Client on a percentage of completion or on an as-performed basis as agreed by the parties. Clients shall reimburse RRM Design Group for incidental expenses incurred by RRM Design Group, or any sub-consultant they may hire in the interest of this Agreement, at actual cost plus 10% to cover our overhead and administrative expenses. This also includes costs associated with F&P data collection.
We can’t possibly show you every one of our projects that relates to the City of Azusa’s TOD General Plan/Development Code Update and Specific Plan project, but to give you just a taste of what we believe are our most relevant projects, we’ve assembled the matrix below. This highlights attributes shared by work we’ve done with those essential to your effort in Azusa. The pages that follow provide a higher level of detail on a selection of these projects.

<table>
<thead>
<tr>
<th>RELEVANT PROJECT MATRIX</th>
<th>Relevant</th>
<th>Responsible</th>
<th>Specific Plan</th>
<th>Bicycle/Pedestrian Mobility</th>
<th>Streetscapes/Livable Streets</th>
<th>Placemaking</th>
<th>Urban Design</th>
<th>Transit-Oriented Development</th>
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<th>Visual Simulations</th>
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In the wake of significant political challenges, RRM Design Group led months of public meetings, workshops, study sessions and public hearings while developing a Town Center Specific Plan that was ultimately embraced by the community and adopted unanimously by the City Council. Key features of the specific plan for this 30-acre site included retail land use districts, relocation of an existing public library from a prime retail location to the central core of the planning area, inclusion of a public open space, design guidelines based on the existing historic architectural palette and a “tiered-density” approach to allow the specific plan to move forward with a level of intensity without a community-wide vote.

In addition, RRM was retained to prepare a number of planning work products in support of the Draft 2008-2014 Housing Element. Work efforts included rezoning 14 sites for increased residential density, visual simulations, updated density bonus ordinance, emergency shelter standards as well as other zoning and general plan refinements. To ensure multi-family development would be consistent with community values, RRM prepared Multi-Family Residential Design Guidelines addressing site design, architectural character, building form, sustainability, and amenities, with a focus on compatibility of infill development for this largely built-out community. RRM worked closely as an extension of staff throughout the process which resulted in project approval by the Planning Commission and City Council.
“RRM built community consensus by implementing an extensive outreach process and then worked with the City and consultants to create land use development standards, regulations, and policies. We found RRM to be responsive to the City’s goals and needs, and adept at providing creative solutions to design issues. RRM is also to be commended for advocating a higher quality built environment without losing sight of community expectations and market realities.”

-Steve Harris, Director of Community Development, City of Yorba Linda

**Planning Achievement Award: Hard Won Victories, American Planning Association (APA), California Chapter, Orange County Section, 2012**
The Thousand Oaks Boulevard Association hired RRM Design Group to write a Specific Plan to improve the identity of the boulevard by introducing innovative form-based zoning and streetscape improvements. Covering over 275 acres and consisting of approximately 295 parcels along a 3-mile corridor, the Specific Plan provided clear recommendations to transition this largely strip commercial corridor into a downtown-like destination that is economically viable, self-sustainable, and pedestrian-friendly. The Plan introduces a broader mix of uses including multi-family residential and new development standards that encourage infill development and redevelopment of existing underutilized parcels.

Since the plan was adopted, the BID has continued engaging in long-range planning activities. Two important studies have since been conducted:

- **Mixed-Use Guideline and Feasibility Study**: to help guide property owners in implementing new mixed-use projects and evaluate their economic viability in the plan area
- **Parking Strategy and Management Plan**: to develop parking strategies designed to assist in implementing the vision of the plan

**THOUSAND OAK BOULEVARD SPECIFIC Plan**

Thousand Oaks, CA

View 1 - East of Cunningham Rd. - Existing Conditions
View 2 - East of Zuniga Ridge Pl. - Existing Conditions
View 3 - Looking East towards Live Oak St. - Existing Conditions

View 1 - East of Cunningham Rd. - Potential Conditions
View 2 - East of Zuniga Ridge Pl. - Potential Conditions
View 3 - Looking East towards Live Oak St. - Potential Conditions

Specific Plan before-and-after visual simulations
The Thousand Oaks Boulevard plan was highly unique in that it represents a case study of a successful private/public partnership. The City of Thousand Oaks had attempted several times over that last 25 years to adopt a specific plan for the Boulevard and each time the business community objected to the efforts as having an overly regulatory approach. Finally the business community took planning into their own hands and established a Business Improvement District (BID) dedicated to long-range planning of the Boulevard. The BID established a planning area vision early on and received unanimous Council endorsement, then conducted community outreach and market demand analysis, and hired RRM Design Group to help write a Specific Plan. The City was very supportive and joined the effort by paying for the CEQA document and processed the plan through the hearing process to adoption. The level of cooperation between the City and the BID was among the best in planning programs in the state.

Adoption of the Specific Plan and the consistent leadership of the BID and City have conspired to attract significant investment aimed at achieving the vision set forth by the plan. Since plan adoption, many new projects and building improvements have been processed. The first new 36-unit residential apartment project has been approved under the plan and several mixed-use projects are in design and processing up and down the boulevard.

### Relevance to the City of Azusa's project

- Specific Plan
- Bicycle/Pedestrian Mobility
- Streetscapes/Livable Streets
- Placemaking
- Urban Design
- Community Outreach
- Visual Stimulations
- Sustainability
- Mixed-Use Infill
- Business Improvement District
Experience

CLAREMONTE VILLAGE WEST SPECIFIC PLAN Claremont, CA

The City of Claremont retained RRM Design Group to prepare a Specific Plan and site re-use plan for the 35 acre area adjacent to the railroad tracks and just west of its Metrolink transit station in historic downtown Claremont Village. Through an extensive program of public outreach, RRM developed adaptive re-use strategies, circulation studies, an urban design plan, design guidelines and development standards for a mix of land uses including retail, office, entertainment, light industrial and residential uses of various densities. The project also devised a re-use strategy for a 40,000 sf vacant historic citrus packing facility and integrated multiple historic buildings. The transit-oriented development concepts contained in the Specific Plan have since been fully implemented resulting in 173 condominiums, a 477-space parking structure, a five-screen movie theater, a 28-room boutique hotel, and supporting commercial and office uses.

Relevance to the City of Azusa’s project:
- Specific Plan
- Bicycle/Pedestrian Mobility
- Streetscapes/Livable Streets
- Placemaking
- Urban Design
- Transit-Oriented Development
- Community Outreach
- Mixed-Use Infill
“RRM Design Group played a key role in leading our comprehensive planning process to develop a plan to expand the Claremont Village. They were very good at soliciting input from the public and responding to it in a way that kept us on track. We ended up with a very workable plan, that met all of the City’s goals, and is now in the process of being built out!”

-Brian Desatnik, Housing and Redevelopment Coordinator, City of Claremont
The City of Huntington Park selected RRM to prepare the Specific Plan for their Downtown Central Business District. Building upon flourishing redevelopment activities and demographic shifts toward Hispanic culture, the Specific Plan utilized community input to develop a plan focusing on an attractive, mixed-use, pedestrian-friendly environment. Successfully integrating the area’s rich architectural history, the plan celebrates the city’s diversity while providing a unified theme for the downtown. Acknowledging and addressing an extensive transit system, the plan also balances regional and local-serving uses, buffers surrounding residential uses transitioning from low to higher density, and encourages a new sense of community investment. The plan also includes a streetscape and plaza master plan designed to support the community’s festivals and shopping atmosphere as well as extensive design guidelines and signage standards.

**Relevance to the City of Azusa’s project:**
- Specific Plan
- Bicycle/Pedestrian Mobility
- Streetscapes/Livable Streets
- Placemaking
- Urban Design
- Transit-Oriented Development
- Community Outreach
- Visual Stimations
- Mixed-Use Infill
**CIFIC PLAN**

- Seeded glass pan-style tree grates in varied colors
- Deciduous trees along Pacific Boulevard
- Seeded glass accent paving in varied colors
- Gray field paving with quarried stone aggregate
- Transit stops
- Overhead shade sails
- Specialty crosswalk paving pattern
- Automatic public toilets at key locations
- Specialty paving patterns at key nodes

**Proposed streetscape improvements**

**Vision poster**

**Gateway and wayfinding concepts by Graphic Solutions**
CHULA VISTA URBAN CORE SPECIFIC
Chula Vista, CA

RRM Design Group prepared a Specific Plan with Design Guidelines for the urban core of Chula Vista. The Specific Plan was developed using a vision-driven dialog process that included one-on-one interviews, an advisory committee, a three-day design charrette, workshops, a storefront office, website postings, and neighborhood roundtables. The Plan is designed to “urbanize” Chula Vista’s suburban downtown area; unite its General Plan with the Port of San Diego’s work on its waterfront; structure its urban land uses for densities far higher than currently exist; and to link it with San Diego transit systems and the bayfront environment.

Relevance to the City of Azusa’s project:
- Specific Plan
- Bicycle/Pedestrian Mobility
- Streetscapes/Livable Streets
- Placemaking
- Urban Design
- Transit-Oriented Development
- Community Outreach
- Mixed-Use Infill
Experience

City of Azusa | Proposal for the TOD General Plan/Development Code Update and Specific Plan Project

**Plan and Design Guidelines**

“RRM Design Group has provided a plan that emphasizes unprecedented potential to evaluate not only the types and amount of land uses in both the urban core and bayfront areas but also the function and efficiency of public facilities including public transportation corridors, transit, pedestrian linkages, schools, parks and other open spaces. Providing the right balance will ensure a vibrant synergy to emerge between these two key areas of the City and will provide a multitude of live/work choices for residents, employers and visitors alike.”

-Mary Ladiana, Planning and Housing Division Manager, City of Chula Vista

*Blueprint for Excellence in Smart Growth Award, Urban Land Institute, San Diego/Tijuana District Council, 2008*
Working as an extension of staff at City Hall offices, RRM Design Group provided planning and urban design support for three Community Plan Updates: West Adams, South Los Angeles and Southeast Los Angeles. Key issues included transit-oriented development, connectivity, mobility, complete streets, healthy communities, design guidelines, form-based approaches and policy development. RRM also provided peer review of staff and other consultant work, field reconnaissance, coordination with the Citywide Bicycle Master Plan and other internal processes and plans. As part of this effort RRM developed Community Plan Implementation Overlay (CPIO) districts for the LA Metro EXPO and Blue Line’s transit-oriented development sites, mixed-use boulevards and nodes, and industrial areas within three Community Plan Areas. CPIOs provide tailored direction for implementation of General Plan and Community Plan goals through design guidelines, form-based development standards, allowable uses, incentives and procedures. The plans include strategies to improve walkability, pedestrian and bicycle access between stations and surrounding neighborhoods, and better access to the transit station and major neighborhood destinations such as parks, grocery stores, libraries and other community facilities.
Relevance to the City of Azusa’s project

- Streetscapes/Livable Streets
- Transit-Oriented Development
- Bicycle/Pedestrian Mobility
- Community Outreach
- Placemaking
- Urban Design
In 2018, the Metropolitan Transit Agency will expand the Metro light rail system and open a new transit hub in the City of Inglewood adjacent to downtown. In an effort to understand the opportunities this transit linkage offers and to position downtown to capitalize on these opportunities, the City of Inglewood selected RRM Design Group to formulate a strategy to create a transit-oriented district (TOD) surrounding the Florence/La Brea station. This planning effort resulted in conceptual density studies, a strategic plan, and policies and regulations that promote and support sustainable community-oriented uses and services within a newly created TOD district. This effort will inform the required updates to the City’s General Plan, zoning code and design guidelines. The plan promotes high-quality development supported by a comprehensive set of regulations that provide a road map to achieve vital, well-designed, pedestrian-friendly, sustainable development in the station area and downtown Inglewood.

Projected land use and density exhibit

**FLORENCE/LA BREA TRANSIT-ORIENTED**

Inglewood, CA

**Relevance to the City of Azusa’s project**
- Metro Grant Funded
- Transit-Oriented Development
- Community Outreach
- Mixed-Use Infill
- Bicycle/Pedestrian Mobility
- Streetscapes/Livable Streets
- Placemaking
- Urban Design
- Visual Stimulations
- Sustainability
Experience

City of Azusa | Proposal for the TOD General Plan/Development Code Update and Specific Plan Project 45

ED DEVELOPMENT DISTRICT

- Station Area
  - User friendly
  - Accessible
  - Wayfinding/signage
  - Transit connections
- Extend urban landscape into adjacent uses
- Improve pedestrian, bicycle, and vehicular access to and from station
- Civic Center
- Don Lee Farms employment hub
- Support Industrial live-work opportunities within existing district Northwest of Don Lee Farms
- Crenshaw/LAX Line
- Building Rehabilitation
  - Support economic development around station including more housing opportunities
- Respect community edges with new adjacent uses
- Intensify transit-oriented development core
- Improve landscape treatment along roadways, provide wide sidewalks, improve street crossings
- 1/4 Mile Radius
- Crenshaw/LAX Line

Pedestrian/bike crossing at Florence Avenue

Zoning map

Conceptual design
The City of El Monte received a Metro grant and selected RRM Design Group to develop a Downtown Main Street TOD Specific Plan. The project will provide the regulatory land use and planning framework for implementing the vision articulated in the adopted 2011 Vision El Monte General Plan. The plan will focus on the revitalization and plans for physical improvements to Main Street and will evaluate transit-oriented development opportunities surrounding the Metrolink and Foothill transit stations. In addition, RRM was asked to develop streetscape improvement construction documents to enhance the City’s downtown urban core. The streetscape beautification, now under construction, is the first phase of enhancements which include pedestrian crossing improvements, new street trees, landscape planted parkways, and new seating areas along this vibrant main street. The design also includes improvements to paseo access to the street, new street pedestrian lighting, traffic calming features, and the design of bioswales and permeable pavement to capture urban storm runoff.
Relevance to the City of Azusa’s project:
• Metro Grant
• Specific Plan
• Bicycle/Pedestrian Mobility
• Streetscapes/Livable Streets
• Placemaking
• Urban Design
• Transit-Oriented Development
• Community Outreach
• Mixed-Use Infill
COMMUNITY OUTREACH

Getting citizens engaged and invested in a project’s outcome

RRM Design Group is committed to engaging the public in community-based planning and design processes by listening to their desires through forums such as workshops, town halls and community meetings. RRM derails conflict early on by identifying the key stakeholders and then working to enlist their support. RRM is excellent at working out differences and accommodating opinions. Conflict delays can stop a project, but RRM will continue to resolve any conflicts and keep the project on track, while never taking leave of our client’s point-of-view.

RRM listens and strives to understand the needs of a community. We educate, facilitate goal setting, explore visions and ideas, manage expectations, and translate community-based ideas into design concepts and implement the solutions. We collaborate to advance a project, working out neighborhood differences by respecting vesting interests. Finally, we thrive in challenging political climates and have a knack for finding fresh solutions and crafting consensus where few thought it possible before.

Techniques

• Design charrettes
• Fun and interactive workshops
• Multilingual outreach
• Key stakeholder interviews
• Team tour
• Steering committees
• Task force facilitation

Tools

• Camera survey
• Walking tours
• Project newsletters
• Project web page design
• Questionnaire/survey implementation
• Visual surveys
Implementable designs...

One of the most important distinguishing factors between RRM and other planning consultants is our portfolio of architectural projects that we bring to the assignment. Writing a plan that enables investors and developers to partner with the City to help revitalize the downtown area requires a working knowledge of site, building and project design. At RRM we have an architecture practice with over 30 staff members who work with developers and owners to design multi-family residential (market rate, affordable and senior), mixed-use projects and buildings, corporate offices and commercial facilities. This intimate experience designing and constructing projects gives us an advantage in knowing what development standards and design guidelines will work to produce desired and marketable placemaking space in Azusa. We plan and write regulations and guidelines based on our working knowledge of the built environment and investment community.
VISUAL SIMULATIONS

Envisioning future development...

Visual simulations provide the public the ability to visualize a concept drawing before it is constructed. RRM provides a three-dimensional before-and-after series of images from multiple perspectives. Simulations are a useful tool throughout the design process as they identify design challenges earlier on and can be continuously updated throughout the design process. The imagery simulations provide is key in outreach situations in order to ensure the public understands the proposed concept. Simulations typically range from rough mass modeling to photorealistic images.

With over 40 completed visual simulations, RRM’s expertise has been well-utilized on architectural, streetscape and corridor projects.
STREETSCAPE DESIGN

Enhancing public spaces...

Streets take people places and plazas symbolize arrival. Streets provide avenues for interaction and create first and lasting impressions to our cities, while plazas offer places of respite and calmness; center points for celebration and entertainment. The two work in concert to generate movement and define the heart of a community. It is no wonder that today’s merchants, residents and town planners devote passion and funding to the preservation and creation of the spaces that serve these critical functions. RRM’s team of urban designers, landscape architects and civil engineers are well known for their visionary work incorporating and transforming streetscapes and plazas into city landmarks.

RRM projects featured on this page: Old Town Calabasas, Maclay Avenue Streetscape (San Fernando), and Buellton Avenue of the Flags.
Academic excellence...

The RRM team of planners, architects, and engineers are multidisciplinary in their professional skills, but of one mind when it comes to education: we are life-long learners. RRM values knowledge and education, and we know first hand the power of a place to foster successful learning. In working with educational facilities, we have an outstanding team who are top-notch in planning and execution, and we add to our clients’ peace of mind with our thorough understanding of public education financing systems and procedures. We produce program documents, feasibility studies, financing requests, and academic strategic plans that help create a stellar site for learning.

**RRM projects featured on this page:** Cal Poly Master Plan, UCSB Campus Pedestrian Bike Path, Alex Spanos Stadium, Cal Poly Student Housing, and Broida Hall Bike Path.
BUSINESS MERCHANT ENGAGEMENT

Successful Implementation...

RRM Design Group prides itself on creating plans that are both creative and visionary, yet practical with a focus on implementation. A key component of this success is meaningfully engaging property owners, businesses, chambers of commerce, downtown business associations, and other stakeholders early and often during the planning process to ensure their concerns, issues and suggestions are heard and to foster ownership of the plan. In addition, we frequently include an economist as an integrated part of our team to provide market demand and local economic context to make sure plan recommendations are founded on sound assumptions and to develop tailored implementation tools to help the vision become a reality. Our work in both private and public sectors delivers unique insights to inform plans that bridge multiple perspectives and needs. Particularly in the wake of the demise of redevelopment, this awareness and ability to develop alternative strategies and market-driven approaches is vital. An example of a successful partnership is the Thousand Oaks Boulevard Specific Plan (profiled on page 24-25) that was developed for the Thousand Oaks Boulevard Business Improvement District. The Specific Plan captured property owner, business and city support, and has already seen projects being implemented as a result.

Master Plan

Implementation

Implementation Success
- Downtown streetscape improvements
- Facade improvement program
- Intersection enhancement
- Zoning and signage ordinance updates

RRM project featured on this page: Tehachapi Downtown Master Plan
PLACEMAKING  Features that bring projects to life...

RRM projects featured on this page: Ojai Arcade Plaza, Price Memorial Greenway, Oroville Centennial Plaza, Avila Beach Front Street Enhancement, and Venice Beach Oceanfront Walk.
Vista Canyon EIR, Los Angeles, CA

Impact Sciences successfully completed the multi-faceted Vista Canyon EIR. The project applicant proposed to develop the approximately 185-acre Vista Canyon project site. The land uses proposed include 1,117 dwelling units, and up to 950,000 square feet of commercial and medical office, retail, theater, restaurant, and hotel uses within four Planning Areas. The project also includes approximately 18 acres of parks/recreation facilities, including the Oak Park, Town Green, Community Garden, River Education/Community Center, private recreation facilities, and project trails. The project includes the construction of the platform and accessory station improvements within the Metrolink right-of-way as part of a new City/Metrolink transit center. The applicant is proposing construction of a water reclamation plant, located adjacent to the western project boundary and directly north of Lost Canyon Road, which would provide recycled water for use in the project’s landscaped areas and toilets within public restroom areas in commercial areas of the project.

East Los Angeles TOD Specific Plan EIR, Los Angeles, CA

The County of Los Angeles has retained a multi-disciplinary team led by Moule & Polyzoides Architects and Urbanists to prepare the East Los Angeles Transit Oriented Development (ELATOD) Specific Plan to facilitate transit oriented development around the four new Gold Line Stations under construction in East Los Angeles. Impact Sciences is preparing a Program EIR for the Specific Plan, in compliance with the California Environmental Quality Act (CEQA). This comprehensive EIR is addressing Noise, Air Quality, Cultural/Historic Resources, Visual Resources, Traffic and Circulation, Public Services and Public Utilities and Services Systems.
Artesia Corridor Specific Plan Project, Gardena, CA

The Artesia Corridor Specific Plan encompassed a 44.1 acres in size and contained 275,885 square feet of primarily commercial and industrial uses on the site, and three single-family residences. The proposed Specific Plan would allow for the development of 375,000 square feet of general commercial uses, 40,000 square feet of restaurant uses and 300 residential units, including approximately 70 live-work units with 500 square feet of office space each. The Land Use Plan was designed to accommodate these uses through the creation of three land use designations, Mixed Use, General Commercial and Public in six Planning Areas. The primary issues were traffic and circulation, hazards and hazardous materials, land use, and hydrology and drainage.

City of Fullerton Downtown Core and Corridors Specific Plan, Fullerton, CA

Impact Sciences is in the process of preparing a comprehensive Environmental Impact Report (EIR) for the City of Fullerton’s Downtown Core and Corridors Specific Plan (DCCSP), which is being drafted by RRM Design Group. The City’s downtown corridor has emerged as a regional transit center and a destination for cultural arts, specific events, dining, and nightlife. The DCCSP project, proposes a comprehensive set of plans, development regulations, design guidelines, and implementation programs to develop the project site, consistent with the goals and policies of the City’s General Plan, The Fullerton Plan. The goal of the DCCSP is to develop a community-supported vision for the City’s downtown area which encourages sustainable practices and serves and benefits economically disadvantaged communities. Based on its innumerable assets, including its rich historic structures, infill and reuse opportunities, and vibrant and diverse neighborhoods, the City continues to recognize the important opportunities in the DCCSP area and its potential to become a premier destination to visit, live, and work in. A full program EIR is being prepared based on direction from the City’s Planning Department. Issues which will be addressed in the EIR include aesthetics, air quality, cultural resources, geology and soils, greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, land use and planning, noise, population and housing, public services, recreation, and transportation and traffic.
Experience

FEHR & PEER’S RELEVANT EXPERIENCE

**Expo and Crenshaw Transit Neighborhood Plans**

Fehr & Peers worked with RRM Design Group to serve the City of LA in their “Transit Neighborhood Planning” for 10 future light rail stations along the Crenshaw and Expo lines. The project included new land use and streetscape regulations, general plan amendments, and specific plans for five of the stations. Our approach to trip generation, parking demand estimation, and transportation evaluation was informed by the City’s new and innovative approaches to transportation evaluation contained in the LA2B update to the circulation element. Fehr & Peers’ combination of experience with market based private development impact analysis and our citywide efforts on LA2B came together to meet the City’s desire to incentivize an appropriate mix and density of land uses, foster economic development, improve ridership, provide and maintain affordable housing, and enhance the quality of the built environment.

**Metro Purple Line Extension**

While well served by high-quality bus transit, Los Angeles’ populous and jobs-rich Wilshire corridor experiences some of the worst traffic congestion in the country. The Metro Purple Line Subway Extension will dramatically improve access and mobility to this vital corridor. Because of the transformative nature of this project, and the challenges of introducing a major transit project in a dense urban environment, Metro sought significant innovation in the planning and environmental process.

FEHR & PEERS evaluated a broad range of surface transportation effects of the Purple Line Extension, focusing our work on ensuring seamless interface between station portals and connecting transportation networks. We identified optimal locations for portals to ensure convenient transfer between local bus and subway, we recommended improvements to pedestrian connectivity and safety within a ½ mile “walkshed” of each station, and identified bicycle and bicycle parking to serve each station. We analyzed population and employment clustering around station portals to determine how selecting portal options affect ridership potential.

Because park-and-ride facilities won’t be constructed with the project, we analyzed the potential for spillover parking in station walksheds, and evaluated opportunities for off-street market-based parking solutions to accommodate parking needs. To help Metro better quantify how vehicle trip reductions and ridership generated by the project will benefit mobility and environmental quality, we prepared a smart growth evaluation of each station walkshed using our innovative Plan and Ridership tools.
Experience

NATELSON DALE GROUPS’ RELEVANT EXPERIENCE

Economic Analyses for Proposed Mixed-use/TOD Projects, Santa Monica, CA
On behalf of the City of Santa Monica, TNDG has completed financial feasibility and fiscal impact analyses for seven proposed mixed-use projects. Two of the proposed projects are TODs (the Village Trailer Park redevelopment project in the Bergamot Station area and the OTO hotel/retail project at the downtown terminus of the Expo Light Rail). Studies completed by TNDG for these projects include pro forma financial analyses, fiscal impact analyses, economic benefits forecasts, and property value enhancement studies.

Market Analysis and Financial Pro Forma for Downtown Specific Plan, Huntington Beach, CA
As part of a Specific Plan process led by RRM Design Group, TNDG completed a comprehensive market absorption study for Downtown Huntington Beach. Consistent with the City’s development vision for the area, the study focused on the potentials to attract the following land uses: high-density/mixed-use residential, retail, higher-end restaurants, entertainment, hotel/B&B development, and office. In addition to evaluating market absorption potentials, TNDG completed pro forma financial evaluations to determine the development densities necessary to allow for feasible redevelopment of key opportunity sites.

Retail, Office and Residential Market Analysis for Alosta Avenue (Route 66) Corridor, Glendora, CA
TNDG completed a detailed market analysis to define future development potentials and related implementation strategies for the Alosta Avenue Corridor in the City of Glendora. The study area encompassed three redevelopment project areas that had been largely dormant for many years. TNDG’s market study provided the basis for a Specific Plan that has been successfully implemented.

Comprehensive Economic Development Strategy, Escondido, CA
TNDG completed a Comprehensive Economic Development Strategy (CEDS) for the City of Escondido in San Diego County. TNDG’s work included an in-depth demographic analysis, an assessment of economic and housing market conditions, and a target industry analysis. The CEDS includes a focus on revitalization of older neighborhoods, including areas targeted for affordable housing and mixed-use development. The CEDS also addresses housing issues via interface with other recently updated City plans, including the General Plan, the Housing Element, and the Downtown Specific Plan.

From new communities and revitalized urban areas to parks, trails and open space; civic and public safety to our own offices, our designs and our culture embody sustainability, collaboration, innovation and execution.

Our expert team of over 80 architects, landscape architects, planners, engineers, surveyors and support specialists are passionate about implementing your visions. With offices in San Luis Obispo, Santa Maria, Santa Barbara and San Clemente, and field offices in San Diego, Palm Desert, El Segundo and Fresno, we build strong relationships among people, places, resources and public agencies, Creating Environments People Enjoy® since 1974.

Firm Size
Total staff of 82

Personnel by Discipline
14 California Licensed Architects
5 California Licensed Civil Engineers
7 California Licensed Landscape Architects
5 Certified Planners
4 Licensed Surveyors
19 LEED® Accredited Professionals
1 Congress for New Urbanism Accredited Professional
19 Architecture Designers
8 Engineering Designers
12 Planning and Landscape Architecture Designers
1 Survey Technician
15 Administrative Staff
1 Construction Services

Federal Employer Identification Number
95-2923783
ERIK JUSTESEN, ASLA, LEED AP  RRM Design Group

A licensed California landscape architect with over 31 years of experience, Erik’s professional career has centered on urban planning where he consults with public and private clients on the preparation of urban revitalization strategies, form-based standards, specific plans, streetscapes, design guidelines, urban infill developments and coastal development strategic planning. Erik has been very involved with the smart growth movement since its inception in the early 1990s and has advocated for sustainable urban planning through his involvement in the Urban Land Institute (ULI), American Planning Association (APA) and American Society of Landscape Architects (ASLA).

Principal-in-Charge

Erik Justesen will serve as the principal-in-charge of the TOD General Plan/Development Code Update and Specific Plan project. Erik’s understanding of complex downtown revitalization efforts and TOD projects will prove invaluable as the project moves forward.

31 Years of Experience

Education

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

Associate Degree, Horticulture, Cuesta Community College, San Luis Obispo, CA

Licenses

Landscape Architect, CA, 2608

Affiliations

American Society of Landscape Architects (ASLA)
American Planning Association (APA)
Urban Land Institute (ULI), Los Angeles District Council Association

Presentations

“Form-Based Code” - Training and Discussion, AICP Quad-City Training, Santa Clarita, CA, December 2012

“LEED for Planners,” Orange County APA Luncheon, Newport, CA, March 2009

“Overcoming Barriers to Smart Growth: Political, Educational and Community-Based Solutions,” Central Coast Regional Energy Planning Conference, San Luis Obispo, CA, August 2007


ERIK’S RELEVANT PROJECT EXPERIENCE

**East Colorado Boulevard Specific Plan, Pasadena, CA**
As Principal-in-Charge, Erik provided project programming and public outreach for a transit-oriented specific plan, including new land uses/development standards, design guidelines, zoning, and streetscape improvements for the 3.5 mile, 4 lane corridor. Transit-oriented development strategies incorporated into the plan focus on the creation of strong pedestrian and circulation linkages, parking reduction strategies and increases in residential densities at the LA Metro Allen and Sierra Madre Gold Line stations.

**Camarillo Commons Strategic Plan, Camarillo, CA**
As Principal-in-Charge, Erik led the preparation of a strategic vision plan (encompassing an urban design concept, design guidelines, circulation plan and streetscape plan) for properties within and surrounding the Ponderosa North and Ponderosa Shopping Centers and connecting them to downtown Camarillo. Extensive community outreach and visioning was part of this process including community workshops, a steering committee, stakeholder interviews and City Council study sessions.

**Fullerton Downtown Core & Corridors Specific Plan, Fullerton, CA**
As a result of a national recruitment process, the City of Fullerton retained RRM Design Group to prepare the 1,100-acre Fullerton Downtown Core and Corridors Specific Plan. Erik serves as the principal-in-charge for the project which focuses on developing a community-based vision for downtown Fullerton. The resulting Specific Plan will provide clear direction on how properties within the various districts should be developed, as well as address a variety of issues including traffic, bike and pedestrian improvements, streetscape enhancements. The broad community engagement process includes a 36-member advisory committee, community workshops, charrettes, focus groups and online forums.

Erik also served as the Principal-in-Charge of the following projects:
*Projects in blue are highlighted in detail in Section 3 of this proposal.*
1. Calabasas General Plan Update, Calabasas, CA
2. Camarillo General Plan Circulation Element Update, Camarillo, CA
3. Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
4. Huntington Beach Downtown Specific Plan, Huntington Beach, CA
5. Huntington Park Downtown Specific Plan, Huntington Park, CA
7. West and South Los Angeles Light Rail Transit Station Area Plans, Los Angeles, CA
8. West Boulevard Community Linkages and Revitalization Plan, Los Angeles, CA
9. Whittier Boulevard Specific Plan Improvements, Whittier, CA
10. Yorba Linda Town Center Specific Plan, Yorba Linda, CA
Jami Williams will serve as the project manager of the TOD General Plan/Development Code Update and Specific Plan project. She will be the day-to-day point of contact and will ensure that the project is on time and on budget.

**17 Years of Experience**

**Education**

- *Master of Business Administration, Architecture Management Track,* California Polytechnic State University, San Luis Obispo, CA
- *Bachelor of Architecture, Architecture,* California Polytechnic State University, San Luis Obispo, CA
- *Semester Design Program, Ecole Des Beaux Art Americaines De Fontainbleau,* France
- *Associate of Science, Cuyamaca College, San Diego, CA*

**Affiliations**

- American Planning Association (APA)

**Presentations**

- “Form-Based Code” - Training and Discussion, AICP Quad-City Training, Santa Clarita, CA, December 2012
- “Tools for Revitalization - On a Shoestring Budget” - Panel Discussion, APA Conference, Carlsbad, CA, November 2010
- “I Hate Yellow: The Importance of Design Review,” League of California Cities Planners Institute, San Diego, March 2007
Buena Park Multi-Modal Mobility Action Plan, Buena Park, CA
As project manager, Jami led the work effort to improve pedestrian circulation and access within the City’s Entertainment Corridor by creating conceptual plans that facilitate multi-modal mobility resulting in greater connectivity and reduced reliance on the automobile. The Caltrans grant funded project integrated goals for Beach Boulevard land use and transportation planning policies to promote a more efficient land use pattern; expanding transportation and mobility options; as well as creating enhanced streetscapes that better serve a wider range of uses, including pedestrians, transit riders, bicyclists and automobiles, toward the goal of Complete Streets.

Huntington Beach Downtown Specific Plan, Huntington Beach, CA
As project manager, Jami led a consultant team of urban designers, planners, economists, traffic engineers and signage experts to develop a complex Downtown Specific Plan Update for this coastal zone. As part of the process, she coordinated monthly project update meetings with City staff, helped to facilitate community workshops and worked with the consultant team to develop a District-based land use plan and associated development standards and design guidelines.

Pasadena Urban Design Consulting, Pasadena, CA
Through a competitive RFP process, Jami was selected to serve as an urban designer for the City of Pasadena’s Design and Historic Preservation of the Community Development Department. As project manager, she assists with shepherding applications through the City’s design review process.

Jami also managed the following projects:
Projects in blue are highlighted in detail in Section 3 of this proposal.
1. Big Bear Village Specific Plan Update, Big Bear Lake, CA
2. Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
3. El Corazon Specific Plan, Oceanside, CA
4. Gilroy Downtown Visioning Charrette, Specific Plan, and Design Guidelines, Gilroy, CA
5. Huntington Park Downtown Specific Plan, Huntington Park, CA
6. North 40 Specific Plan, Los Gatos, CA
7. San Ysidro Community Plan Update, San Ysidro, CA
8. Santa Maria Downtown Specific Plan and Design Guidelines, Santa Maria, CA
10. Yorba Linda Town Center Specific Plan, Yorba Linda, CA
DIANE BATHGATE, AICP  
RRM Design Group

With almost three decades of experience, Diane has managed and supported a wide range of RRM’s planning, urban design and environmental assignments. Her background as the former mayor, City Council member and Planning Commissioner of San Juan Capistrano, and as a professional planning, urban design and environmental consultant makes Diane a versatile strategist who understands the importance of consensus and stakeholder support and of reconciliation of the many layers of regulations and affected agencies. Diane’s understanding and integration of multiple perspectives and policy frameworks are key elements in successfully addressing the unique challenges that each project brings.

Diane will utilize her extensive experience in developing Specific Plans and Master Plans to create unique and realistic policies and guidelines for the TOD General Plan/Development Code Update and Specific Plan.

28 Years of Experience

Education
Bachelor of Arts, Environmental Studies and Psychology, University of California, Santa Barbara, CA
Graduate Studies, Public Administration, California State University, Long Beach, CA
Course Work, Planning Law, Environmental Design, Architecture, University of California, Irvine, CA

Certifications
American Institute of Certified Planners (AICP)

Affiliations
American Planning Association (APA)
Association of Environmental Professionals (AEP)
OCAPA Executive Advisor

Presentations
“Defending Infill Development: Going Up, Not Out” CDA Conference, Monterey, 2006

10 Most Relevant Projects
Projects in blue are highlighted in detail in Section 3 of this proposal.
1. Big Bear Village Specific Plan Update, Big Bear Lake, CA
2. Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
3. Fullerton Downtown Core & Corridors Specific Plan, Fullerton, CA
4. Huntington Beach Downtown Specific Plan, Huntington Beach, CA
5. Huntington Park Downtown Specific Plan, Huntington Park, CA
6. Mission Avenue Housing Strategic Plan, Oceanside, CA
7. San Ysidro Community Plan Update, San Ysidro, CA
8. Stanton Livable Beach Boulevard Mobility Plan, Stanton, CA
9. South and Southeast Los Angeles New Community Plan Updates, Los Angeles, CA
10. Yorba Linda Town Center Specific Plan, Yorba Linda, CA
TONY KEITH, RLA  
RRM Design Group

Offering more than 33 years of design experience, Tony’s wide ranging design talent includes a unique skill set. His expertise bridges the fields of architecture and landscape architecture, which includes design experience with infill-architecture, historic preservation, streetscape improvements, urban public spaces, site amenities, and construction detailing. This unique skill set has served his clients well as transportation and transit-oriented development has become essential in planning for a shifting urban environment.

33 Years of Experience

Education
Bachelor of Science, Landscape Architecture, California Polytechnic State University, San Luis Obispo, CA
Associate of Arts, Ornamental Horticulture, Pierce Junior College, Winnetka, CA

Licenses
Landscape Architect, CA, No. 3673

Presentations


Projects in blue are highlighted in detail in Section 3 of this proposal.

1. Camarillo Commons Strategic Plan, Camarillo, CA
2. CRA/LA Panorama City Streetscape, Panorama City, CA
3. El Centro Downtown Revitalization, El Centro, CA
4. Florence/La Brea Transit-Oriented Development District, Inglewood, CA
5. Foot of Avalon Urban Design Plan, Wilmington, CA
6. Fort Bragg Franklin Street Downtown Improvement, Fort Bragg, CA
7. Lynwood Civic Center Comprehensive Plan, Lynwood, CA
8. Port of Los Angeles (POLA) Community Consensus Process, Los Angeles, CA
9. West and South Los Angeles Light Rail Transit Station Area Plans, Los Angeles, CA
10. West Boulevard Community Linkages and Revitalization Plan, Los Angeles, CA
SCOTT MARTIN, LEED AP  
RRM Design Group

Scott is a talented architect with a keen ability to be simultaneously innovative and sensitive to client needs. His project focus and experience is wide ranging; from illustration, master planning, urban design, needs assessments, design review, to the production and construction of facilities. Scott has a high level of expertise in design and implementation of sustainable solutions. His unique relationship with both public and private clients brings an understanding of the realities of development and the priorities of a community. He excels in working directly with owner and user groups to set project goals and priorities. Scott blends cohesive design solutions with his strong technical skills to bring the vision of a project to reality.

11 Years of Experience

Education
Bachelor of Architecture, California Polytechnic State University, San Luis Obispo, CA

Licenses
Architect, CA, No. C32348

Accreditations
Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

Affiliations
United States Green Building Council, California Central Coast Chapter (C4), Regional Council Board, 2008 - Present
Architecture for Humanity, Board Member, 2009 - Present
Atascadero Main Street Association, Design Committee Member, 2008 - Present

10 Most Relevant Projects
Projects in blue are highlighted in detail in Section 3 of this proposal.

1. Avila Front Street Mixed-Use Development, Avila Beach, CA
2. Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
3. Fullerton Downtown Core & Corridors Specific Plan, Fullerton, CA
4. Huntington Beach Downtown Specific Plan, Huntington Beach, CA
5. Huntington Park Downtown Specific Plan, Huntington Park, CA
6. North 40 Specific Plan, Los Gatos, CA
7. San Ysidro Community Plan Update, San Ysidro, CA
9. Village at Maymont Mixed-Use Development, San Luis Obispo, CA
10. Yorba Linda Town Center Specific Plan, Yorba Linda, CA
Bill brings over 18 years of broad based civil engineering experience to RRM. His areas of expertise include low impact design, hydrology and hydraulics, stormwater design, retention and detention design, water and sewer design, site development, residential design, public works, roadway design, entitlement and floodplain mapping. A licensed professional engineer in California and Colorado, Bill has a bachelor’s degree in civil engineering and a master’s degree in hydraulic engineering from Colorado State University.

**Bill Strand, MS, PE, QSD**

RRM Design Group

As our civil engineer, Bill’s role will include collaboration on the vision to help create a plan that is realistic and implementable.

**18 Years of Experience**

**Education**
- Master of Science, Civil Engineering (Hydraulic Engineering), Colorado State University, Fort Collins, CO
- Bachelor of Science, Civil Engineering, Colorado State University, Fort Collins, CO

**Licenses**
- Civil Engineer, CO, 34335
- Civil Engineer, CA, 65712

**Affiliations**
- American Society of Civil Engineers (ASCE)
- Building Industry Association (BIA)
- Quality and Sustainability Committee
- Orange County Bicycle Coalition (OCBC)
- San Clemente Chamber of Commerce, Board Member
- Society of California Pioneers
- U.S. Green Building Council (USGBC)

**10 Most Relevant Projects**

Projects in blue are highlighted in detail in Section 3 of this proposal.
1. Big Bear Village Specific Plan Update, Big Bear Lake, CA
2. Burton Chase Park Master Plan, Marina Del Rey, CA
3. Castle Farms Specific Plan, Merced, CA
4. Fahrens Creek Specific Plan, Merced, CA
5. Fullerton Downtown Core & Corridors Specific Plan, Fullerton, CA
6. Modesto Area 2 Storm Drain to Sanitary Sewer Cross Connection Phase 1 (Garrison Park), Modesto, CA
7. Newman Downtown Plaza and SR33 Improvements, Newman, CA
8. Santa Fe Bike Trail Connection, Visalia, CA
9. Shadelands Gateway Specific Plan, Walnut Creek, CA
10. Yorba Linda Town Center Specific Plan, Yorba Linda, CA
Impact Sciences Inc. (Impact Sciences), a Small Business Enterprise (SBE) certified by the State of California, brings with it a strong history of preparing legally defensible documents. Impact Sciences is a California corporation founded in Thousand Oaks, California in 1988 and has been preparing environmental documentation throughout its 25 year history. Impact Sciences has offices strategically located throughout California to provide the strongest support for all of our public and private sector clients. Services for this project will be provided from our offices in Pasadena and Camarillo.

Impact Sciences is flexible in their approach because every project is different. They are committed to providing accurate information and preparing environmental review documents that are legally adequate and that meet the highest standards for accuracy and consistency. They achieve these goals while also tailoring our services to meet the needs of a particular project. CEQA, NEPA, and California planning law define the planning and environmental review process in our state and provide important guidance. Impact Sciences use their experience and knowledge of these laws to apply them appropriately to each project.

Impact Sciences’ project experience ranges from small, focused projects to very large, complex, multi-issue projects, and covers every stage of the project planning, review, permitting, and implementation process. They can provide the detailed analysis required for project-level environmental analysis and related permitting, as well as the broad, general analysis required for program-level reports and planning studies. Impact Sciences has a reputation for providing information, analysis, advice, and documentation that help bring controversial and complex projects to a successful completion.
Ms. Tebo serves as a Managing Principal for Impact Sciences in Southern California. Her primary responsibilities include environmental document preparation, agency consultation, project scheduling, budget supervision and control, subconsultant coordination, client contacts, presentation and testimony before public agencies and private groups. Ms. Tebo has over 30 years of professional experience in environmental review, resource management, and land use planning. She has managed and prepared environmental documents in compliance with the California Environmental Quality Act (CEQA).

**Over 30 Years of Experience**

**Education**

Master of Public Administration, California State University, Long Beach

Bachelor of Science, Environmental Studies, with emphasis on Urban Planning, San Jose State University

**Affiliations**

American Planning Association
Association of Environmental Professionals

**Relevant Project Experience**

- One Valley One Vision General Plan EIR, Santa Clarita and Los Angeles, CA
- Mission Village EIR, Newhall Ranch, CA
- Landmark Village
- Vista Canyon Ranch Development, Santa Clarita, CA
- Riverpark EIR, Santa Clarita, CA
- North Valencia No. 2 EIR, Santa Clarita, CA
- Woodland Community Mitigated Negative Declaration, Los Angeles County, CA
- Emerald Square Mitigated Negative Declaration, Gardena, CA

In addition, Ms. Tebo is a regular guest speaker at UCLA Extension course as well as state American Planning Association and Association of Environmental Professionals conferences.
Ms. Kirchner has over 10 years of experience in environmental analysis for a variety of projects. Her experience includes public sector environmental planning work with the Southern California Association of Governments (SCAG). In addition to policy work in the areas of regional open space planning and greenhouse gas analysis, she is experienced in preparing CEQA/NEPA documents including initial studies and environmental impact reports for residential, commercial, mixed-use, and school development projects, as well as large transportation projects and plans. Her primary responsibilities include project management, CEQA/NEPA documentation, aesthetics, cultural resources, greenhouse gas analysis/sustainability, population, housing, employment, marketing and proposal preparation, mitigation monitoring, technical editing, presentations to decision makers and communities, and staff training.

Environmental Planner

Ms. Kirchner brings with her an excellent understanding of the CEQA process and provides her clients with “real world” solutions to common CEQA pitfalls. In addition to project management, Ms. Flores’ role will be to manage day-to-day activities, subconsultant and budget management.

10 Years of Experience

Education
University of Southern California, Master of Planning
Rutgers University, Bachelor of Arts, Journalism

Certifications
American Institute of Certified Planners (AICP)

Affiliations
American Institute of Certified Planners

Relevant Project Experience

- Downtown Redlands Specific Plan Program EIR, Redlands, CA
- Metro Regional Connector AA/EIR/EIS, Los Angeles, CA
- Kern Council of Governments 2014 Regional Transportation Plan/Sustainable Communities Strategy EIR, Bakersfield, CA
- Metro Westside Extension Transit Corridor EIR/EIS, Los Angeles, CA
- Fresno Bus Rapid Transit IS/EA, Fresno, CA
- San Joaquin Council of Governments 2014 Regional Transportation Plan/Sustainable Communities Strategy EIR, San Joaquin, CA
- SCAG 2008 and 2012 Regional Transportation Plan and Sustainable Communities Strategy Program EIR
- Village Trailer Park IS/EIR, Santa Monica, CA
**ERIC BELL**

**Impact Sciences**

Mr. Bell specializes in air quality and climate change services for regulatory compliance, including emissions inventories using a variety of industry-standard models; CEQA analysis; air permit applications; and mitigation strategy development. He has significant experience with preparing CEQA documents for a wide range of projects, including both construction and operational phases. His modeling skills involve the use of several advanced industry standard models, including Calmet and Calpuff for regional air shed modeling, and site-specific assessments using URBEMIS and Caline. He has worked in the United States and abroad, including Australia.

**Air Quality/Greenhouse Gas Analyst**

Mr. Bell will be responsible for the air quality and greenhouse gas technical analyses.

**8 Years of Experience**

**Education**

*Bachelor of Science, Mechanical Engineering, CSU Sacramento*

*Master of Science, Environmental Engineering, San Francisco State University*

**Affiliations**

*Engineer-in-Training/CA HAZWOPER*

**Relevant Project Experience**

- Climate Action Plan for a large university in California, including an emissions inventory, emissions projections, and mitigation strategies.
- Prepared air quality and greenhouse gas technical sections for CEQA documents (EIRs and Initial Studies) for numerous projects, including the following.
  - UC Davis Respiratory Disease Center
  - UCSF Mt. Zion parking garage
  - Yorba Linda Town Center
  - Pine Creek Village, County of Inyo
  - Hitch Ranch development, Ventura County
  - Cogeneration plant replacement, UC Santa Cruz
  - Sycamore Crossing Creek Restoration Project
  - South Merced Specific Plan
  - Calaveras Dam Replacement
  - Chevron San Ardo Pipeline
  - Colusa Power Plant
Fehr & Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. Their firm emphasizes the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.

Rather than trying to offer a multi-disciplined approach, Fehr & Peers chooses to focus on being the best traffic engineering and transportation planning consulting firm. Maintaining this singular focus on transportation enables them to provide state-of-the-practice expertise to their clients. They are nationally-recognized experts in these areas as evidenced by the fact that Fehr & Peers routinely publishes many professional papers, serve on national committees, and teach courses to others in the industry.

Values
From Fehr & Peers’ inception in 1985, they have developed strong client relationships by following three core values:

- **Professional integrity and honesty**: They emphasize quality over quantity.
- **Responsive and hard working**: They emphasize service over sales.
- **Problem-solving, can-do attitude**: They emphasize solutions over process.

Why Clients Hire Fehr & Peers
Clients hire Fehr & Peers because they provide the right combination of leading-edge technical skills, high-quality work, and superior client service. They thrive on challenging assignments in controversial environments where complex problems can only be solved by using state-of-the-practice analytical techniques, developing innovative, yet practical solutions, and achieving consensus amid the diverging views of stakeholders. Fehr & Peers is often called into projects where others have failed. They consider each potential assignment carefully, and only accept those projects to which they are fully committed and able to complete successfully.
Jeremy’s comprehensive understanding of Azusa’s TOD General Plan/Development Code Update and Specific Plan project will add value to the RRM team.

14 Years of Experience

Education
Master of Regional Planning, University of North Carolina, Chapel Hill, NC, 1999
Bachelor of Science, Biology, Calvin College, Grand Rapids, MI, 1994

Registrations
American Institute of Certified Planners, 2003 (018596)

Affiliations
American Planning Association: Member
American Planning Association – Colorado Chapter: Vice President of Communications
Institute of Transportation Engineers: Member

Relevant Project Experience
• Expo and Crenshaw Transit Neighborhood Plans, Los Angeles, CA, for 10 future light rail stations along the Crenshaw and Expo lines, Los Angeles, CA
• Street Classification and Benchmarking System, Los Angeles, CA
• Transportation and Outreach Consultant Services for the Update of the City of Los Angeles, CA General Plan Mobility Element
• Los Angeles Union Station Master Plan, Los Angeles, CA
• Downtown Multimodal Access Plan, Denver, CO

Mr. Klop’s role is Principal-in-Charge of transportation planning. His professional experience includes a wide range of Complete Streets planning and implementation projects across the United States. Through his combined expertise in travel demand forecasting and multimodal traffic operations, he has helped implement Complete Streets projects in diverse settings such as high mountain Main Streets, economically challenged Midwestern towns, biomedical campuses, 4,000+ acre infill communities, thriving urban downtowns, and small transit villages throughout the Western US.
JOHN MUGGRIDGE, AICP
Fehr & Peers

Mr. Muggridge, AICP, Technical Advisor for TOD, has over 16 years of experience in transportation planning and engineering, both in England and in the United States. As a transport planner, Mr. Muggridge has research and analysis experience in both the private and academic sectors. John is experienced in multi-disciplinary transportation and research projects, including multi-modal transportation planning projects and travel demand forecasting. He has authored numerous reports, managed and participated in a large range of transportation planning, traffic engineering, and parking studies for both private and public clients in Southern California and Hawaii.

Transportation and Traffic Engineering Specialist

John will work closely with Jeremy Klop in support of the multi-modal transportation and parking components of the plan.

16 Years of Experience

Education
Master of Science, Transportation Planning and Engineering, University of Leeds, Leeds/UK
Bachelor of Engineering, Mechanical and Process Engineering, University of Sheffield, Sheffield/UK

Registrations
American Institute of Certified Planners (021879)

Affiliations
American Planning Association (APA)

Relevant Project Experience

- Expo and Crenshaw Transit Neighborhood Plans, for 10 future light rail stations along the Crenshaw and Expo lines, Los Angeles, CA
- Marina del Rey Mobility Element, Marina del Rey, CA
- Transportation and Outreach Consultant Services for the Update of the City of Los Angeles, CA General Plan Mobility Element, Los Angeles, CA
- Cornfields/Arroyo Seco Specific Plan Travel Demand Model and Analysis, Los Angeles, CA
- Transportation Strategic Plan, City of Los Angeles, Los Angeles, CA
MICHAEL KENNEDY, AICP, LEED AP Fehr & Peers

Michael Kennedy, Project Manager for transportation planning, has six years of experience in transportation planning, with areas of expertise in transit planning, pedestrian and bicycle planning, and sustainability. He is currently managing Fehr & Peers’ work on the Airport Metro Connector project, for the proposed rail link from the planned Century/Aвиation station to the LAX Central Terminal Area. Michael recently managed Fehr & Peers’ efforts on the Metro Gold Line Eastside Access Project, a project to enhance pedestrian and bicycle connections to Metro light rail stations in Los Angeles.

Senior Transportation Planner

Technical experience and significant local knowledge will guide Michael’s support of Fehr & Peers’ team for the Azusa’s TOD General Plan/Development Code Update and Specific Plan project.

6 Years of Experience

Education

Master of Urban & Regional Planning, California State Polytechnic University, Pomona, CA

Bachelor of Arts, Music, Wesleyan University, Middletown, CT, (Phi Beta Kappa)

Certifications

American Institute of Certified Planners

Leadership in Energy & Environmental Design Accredited Professional (LEED AP)

Affiliations

American Planning Association (APA)

Relevant Project Experience

- Marina del Rey Mobility Element, Marina del Rey, CA
- Expo and Crenshaw Transit Neighborhood Plans, for 10 future light rail stations along the Crenshaw and Expo lines, Los Angeles, CA
- Los Angeles Union Station Master Plan, Los Angeles, CA
- Boyle Heights Mixed-Use Project, EIR Transportation Study, Los Angeles, CA
- Eastside Access Project, a plan to enhance the safety and aesthetics of pedestrian and bicycle connections to Metro Gold Line Eastside Extension light rail stations, Los Angeles, CA
Economic Planning

The Natelson Dale Group, Inc. (TNDG) is a real estate economic and financial consulting firm established in 1974 which provides services to both public and private clients in the following basic areas:

- Real estate market forecasts and development feasibility studies
- Financial feasibility and income projection analyses
- Economic development strategic plans
- General plan economic development elements
- Downtown and corridor revitalization strategies
- TOD/mixed-use/infill development strategies
- Fiscal impact assessments
- Market impact studies and cost/benefit analyses
- Deal structuring and negotiation of public/private development agreements

The firm’s project experience includes the following features that are especially relevant to Azusa TOD Planning effort:

- Direct experience with transit-oriented development in comparable settings;
- Evaluation of the effects of transportation policy on land use patterns;
- Work on integrated downtown and corridor revitalization plans;
- Development of fiscal impact models to guide public policy and land use decisions;
- Public financing strategies premised incremental real estate value.

TNDG is dedicated to the direct involvement of its principals in all phases of the firm's work and maintains a highly qualified staff of senior professionals to assist the principals in the conduct of each assignment. The company also regularly participates on multi-disciplinary consulting teams, both as a prime and a subcontractor. TNDG has teamed extensively with RRM Design Group over the past 15 years.
RODGER A. DALE The Natelson Dale Group

Roger Dale has been affiliated with The Natelson Dale Group, Inc. (TNDG) since 1988 and currently serves as the firm’s managing principal. His background encompasses the fields of real estate development, economic development, regional economic analysis, and environmental and land use policy. His project experience with TNDG includes real estate market forecasting, pro forma financial analysis, housing affordability assessments, demographic research and modeling, fiscal impact analysis, downtown revitalization, business retention/attraction, infrastructure financing programs, and preparation of regional-scale economic development strategic plans.

26 Years of Experience

Education
Bachelor of Arts, Economics, Claremont McKenna College, Claremont, CA
Master of Arts, Resource & Environmental Economics, University of California, Riverside, CA

Affiliations
California Association for Local Economic Development (CALED)
International Economic Development Council (IEDC)
American Planning Association (APA)
Roberts Environmental Center (Board Member)

Relevant Project Experience
- Market Study and Development Strategy for Alosta (Route 66) Corridor, Glendora, CA
- Market Study for Downtown Specific Plan, San Dimas, CA
- Market Study for Town Center Specific Plan, Covina, CA
- Development Strategy for Florence/La Brea TOD (with RRM Design Group), Inglewood, CA
- East Colorado Boulevard Specific Plan (with RRM Design Group), Pasadena, CA
- Market Studies and Implementation Strategies for 4 TOD Plans, Los Angeles, CA
- Downtown Core and Corridors Specific Plan (with RRM Design Group), Fullerton, CA
- Economic Feasibility Studies for Downtown/TOD Projects, Santa Monica, CA
- Downtown Specific Plan (with RRM Design Group), Huntington Beach, CA
- Comprehensive Economic Development Strategy, Escondido, CA

Economic Planning

Roger Dale will manage the economics components of the project, including the market study, financial pro forma analysis, and fiscal revenue projections. He will also lead the team’s outreach to the development and business communities, and prepare the case study profiles of successful TOD projects in comparable settings.
Economic Planning

Joe McClure will support the market study and lead the financial pro forma analysis. He will also participate in preparing the case study profiles of successful TOD projects in comparable settings.

35 Years of Experience

Education
Bachelor of Science, Architecture, University of Cincinnati, Cincinnati, OH
Masters of Science Urban Planning, University of Arizona, Tucson, AZ
Post-graduate studies, Economic Geography, University of Arizona, Tucson, AZ

Affiliations
Arizona Association for Economic Development (AAED)
Urban Land Institute
Western Regional Science Association (WRSA)

Relevant Project Experience

- ULI Advisory Services Panel for Transit Station and Downtown Connectors, Monrovia, CA
- Market Assessment for CityScape (downtown destination retail), Phoenix, AZ
- Economic Development Strategic Plan (including TOD components), Osceola County, FL
- Market Study for Town Center Specific Plan, Covina, CA
- Market Studies and Implementation Strategies for 4 TOD Plans, Los Angeles, CA
- Downtown Core and Corridors Specific Plan (with RRM Design Group), Fullerton, CA
- Economic Feasibility Studies for Downtown/TOD Projects, Santa Monica, CA
- Downtown Specific Plan (with RRM Design Group), Huntington Beach, CA
- Comprehensive Economic Development Strategy, Escondido, CA
- Market/Financial Analyses for General Plan Update, Calabasas, CA

Joe McClure has served as principal or manager of land economics research and advisory-services organizations for the last 35 years. The range of services he provides includes market analysis, fiscal/economic impact analysis, and economic development strategic planning. His multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. He has completed a number of TOD-related assignments for TNDG and served as the project economist for a ULI Advisory Panel.
ALAN G. LEVENSON The Natelson Dale Group

Mr. Levenson is a Senior Associate of TNDG. He has an academic background in economic theory with particular emphasis on real estate and economic development. His project experience with TNDG includes economic development strategic planning, regional economic analysis, fiscal impact analysis, retail market evaluation, and real estate development feasibility assessment. His previous TOD work includes market studies and development strategies for projects in Covina, El Monte, Fullerton, Inglewood, Pasadena, and Santa Monica.

Economic Planning

Alan Levenson will support TNDG’s work on the market study and will lead the fiscal revenue analysis. He will also participate in the team’s outreach to the development and business communities, and assist with the case study profiles of successful TOD projects in comparable settings.

14 Years of Experience

Education

Bachelor of Arts, Economics, University of California, Riverside, CA

Master of Business Administration, concentration in Real Estate Finance, University of California, Los Angeles, CA

Affiliations

International Economic Development Council (IEDC)

Relevant Project Experience

• Market Study and Development Strategy for Alosta (Route 66) Corridor, Glendora, CA
• Development Strategy for Florence/La Brea TOD (with RRM Design Group), Inglewood, CA
• East Colorado Boulevard Specific Plan (with RRM Design Group), Pasadena, CA
• Downtown Core and Corridors Specific Plan (with RRM Design Group), Fullerton, CA
• Economic Feasibility Studies for Downtown/TOD Projects, Santa Monica, CA
• Downtown Specific Plan (with RRM Design Group), Huntington Beach, CA
• Downtown Specific Plan (with RRM Design Group), Huntington Park, CA
• Comprehensive Economic Development Strategy, Escondido, CA
• Economic Development Strategic Plan (including TOD components), Osceola County, FL
• Fiscal/Economic Impact Analysis for Titan Transit Village, El Monte, CA
OVERLAND, PACIFIC & CUTLER, INC.
Firm Profile

Relocation Planning

For over 30 years, Overland, Pacific & Cutler (OPC) has assisted numerous public agencies and private entities with their relocation planning and assistance needs. OPC has handled more than 40,000 residential, commercial, and industrial relocation cases connected with a broad array of projects. With their experience and understanding, they ensure the consultation and services they provide are performed in compliance with applicable laws, regulations, and guidelines. OPC has a vast amount of experience facilitating mobile home park closures and the successful relocation of the residents including the in depth planning necessary to carry these sensitive matters out.

OPC’s experience encompasses the entire process from the planning stage through the appraisal and acquisition of the units and relocating the occupants. The relocation of mobile home occupants is complex. Although, the regulatory approaches necessary to lawfully close a park are similar throughout California, the social and political implications and the availability of safe, decent, and sanitary replacement housing, and the needs of the residents varies greatly from community to community.

One of OPC’s hallmarks and great strengths is the early and upfront planning and analysis of these closures, assisting their clients in developing sensible strategies and preparing a well thought out framework to follow. Their approach is to work with the end in mind, of ultimately carrying out the closure in a humane, efficient, and fair manner, which leads to a successful and un-litigated project. The occupants that they work with have been happy with their treatment of them, the respect that they show them in the process, and the attention they pay to recognizing and taking care of their needs. This in turn is very beneficial to their agency clients in resolving the political and social issues attached to mobile home park closures.
Mr. Wakefield energetically leads and manages public real estate analysis, planning and implementation projects for public agencies and developers throughout California and the west. He is skilled and experienced in analyzing complex public real estate issues and assisting clients achieve successful projects which develop, improve and sustain critical infrastructure and public resources including housing, transportation, energy and utilities.

**13 Years of Experience**

**Education**
- Masters, Urban and Regional Planning, University of Colorado – Denver
- Bachelor of Science, City Planning, New Mexico State University, 2002

**Licenses**
- Real Estate Broker’s License, Arizona No. BR649490000
- Real Estate License, California, No. 01869528

**Affiliations**
- Member, Urban Land Institute
- Member, International Right of Way Association (IRWA)
- Member, Women’s Transportation Seminar (WTS)
- Member, California Association for Local Economic Development (CALED)

**Relevant Project Experience**
- Port San Luis Mobile Home Park Relocation Impact Report, Avila Beach, CA
- Vineland Mobile Home Park Relocation Impact Report, St. Helena, CA
- City of Capitola Pacific Cove Relocation Impact Report, Capitola, CA
- Alameda County Water District Real Property Disposition Analysis, Fremont, CA
- City of Belmont Real Property Disposition Analysis and Strategy, Belmont, CA
- AC Transit Real Estate Acquisition Management Plan, Oakland, CA
- Cypress Senior Housing Development Relocation Implementation, Glendale, CA
- Scattered Site Public Housing Disposition and Relocation Planning, Berkeley, CA
- Marshall Hotel Conversion and Relocation Plan, Sacramento, CA

Mr. Wakefield will be OPC’s project manager for this project and will advise RRM Design and the City of Azusa on Mobile Home Park matters.
Lex Lingua consists of a small pool of qualified, as well as state and federal legal certified, interpreters in Spanish, Mandarin, French and Armenian. As an agency, Lex Lingua deals with tight translation deadlines and multi-language simultaneous interpretation, taking care of audio transmitters’ rentals, setups, and handling. Lex Lingua is insured with liability, and errors & omissions insurance.

Mr. Morrone has intensive training and extensive experience as a professional qualified interpreter. Regarding his interpreting and translating experience, Mr. Morrone is currently working as a Contract Interpreter for the U.S. Justice Department at the Executive Office of Immigration Review, where he offers in-court simultaneous and consecutive interpretation for respondents facing deportation hearings and appeals.

22 Years of Experience

Education
Court and Medical Interpreting Program, Southern California School of Interpretation, Santa Fe Springs
Master of Arts, American History, California State University Los Angeles
Bachelor of Arts, History, California State University Los Angeles

Certifications

Relevant Project Experience
- Courtroom Spanish-English Interpreter, Lionbridge, U.S. Department of Justice
- Spanish interpretation and document translation and editing for business and non-profit organizations such as:
  - Best Start Metro LA (through Para Los Niños)
  - Los Angeles Neighborhood Initiative LANI
  - Proyecto Pastoral
  - SkinAgain Cosmetics
- On-site Spanish-English Interpreter, Eurasia
- On-site Spanish-English Interpreter, LA Translations

Bilingual Outreach

Interpreter/Translator
Javier will support RRM in providing bilingual and culturally-responsive outreach support.
REFERENCES
For RRM Design Group...

City of San Diego
Sara Osborn, Senior Planner
Planning Division - Development Services Department
1222 First Avenue
San Diego, CA 92101
P: (619) 236-6368  |  E: sosborn@sandiego.gov

Project: San Ysidro Community Plan Update (see pages 22-23)

City of Los Angeles
Lisa Webber, AICP, Deputy Director of Planning
200 N. Spring Street, Suite 525
Los Angeles, CA 90012
P: (213) 978-1274  |  E: lisa.webber@lacity.org

City of Yorba Linda
Steve Harris, Community Development Director
4845 Casa Loma
Yorba Linda, CA 92886
P: (714) 961-7131  |  E: sharris@yorba-linda.org

Projects: Yorba Linda Specific Plan and Housing Element Implementation (see pages 36-37)
# Project Schedule

## Your Project Schedule

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kick Off Meeting</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Ongoing Coordination</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Station Area Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of Existing Conditions</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Analysis of Opportunity Sites</td>
<td>April 2014</td>
<td></td>
</tr>
<tr>
<td>Conduct Parking Study and Prepare Parking Management Plan</td>
<td>May 2014</td>
<td></td>
</tr>
<tr>
<td>Conduct Market Study and Prepare Report</td>
<td>June 2014</td>
<td></td>
</tr>
<tr>
<td>Public Participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct Community Outreach Material</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Conduct Focus Group/Public Outreach Meetings</td>
<td>April 2014</td>
<td></td>
</tr>
<tr>
<td>Preparation of Planning Policy Documents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Draft TOD Specific Plan Document</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Draft GP Amendment and Zone Change Documents</td>
<td>April 2014</td>
<td></td>
</tr>
<tr>
<td>Maps for TOD Specific Plan Area, Revised GP Land Use, Zoning</td>
<td>May 2014</td>
<td></td>
</tr>
<tr>
<td>Release Draft Documents to the Public for Review</td>
<td>June 2014</td>
<td></td>
</tr>
<tr>
<td>Prepare Final TOD Specific Plan, Policy and GP Amendment</td>
<td>July 2014</td>
<td></td>
</tr>
<tr>
<td>Environmental Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Initial Study and Notice of Preparation</td>
<td>March 2014</td>
<td></td>
</tr>
<tr>
<td>Conduct a Public Scoping Meeting</td>
<td>April 2014</td>
<td></td>
</tr>
<tr>
<td>Prepare Draft Environmental Impact Report (EIR)</td>
<td>May 2014</td>
<td></td>
</tr>
<tr>
<td>Prepare Draft EIR for Circulation and Public Review</td>
<td>June 2014</td>
<td></td>
</tr>
<tr>
<td>Conduct Planning Commission Meeting on Draft EIR</td>
<td>July 2014</td>
<td></td>
</tr>
<tr>
<td>Prepare Responses to Public Comments</td>
<td>August 2014</td>
<td></td>
</tr>
<tr>
<td>Prepare Final EIR</td>
<td>September 2014</td>
<td></td>
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<tr>
<td>Adoption Process</td>
<td></td>
<td></td>
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<tr>
<td>Planning Commission Public Hearings and Approval</td>
<td>December 2014</td>
<td></td>
</tr>
<tr>
<td>City Council Public Hearings and Adoption</td>
<td>January 2015</td>
<td></td>
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</tbody>
</table>

Legend:  
- Yellow denotes task duration  
- Denotes city/agency review  
- Denotes meeting
## Task 1: GENERAL ADMINISTRATION

### Fee Breakdown

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Fee Type</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Submit Agreement Between City and City of Azusa/Agency Staff</td>
<td>Fixed 0</td>
<td>0</td>
</tr>
<tr>
<td>1.2</td>
<td>Proposal for RFQ and Conduct Complete Bid Process (Agency Staff)</td>
<td>Task 1</td>
<td>3,640</td>
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<tr>
<td>1.3</td>
<td>Kick Off Meeting + Tour of Study Area</td>
<td>Task 1</td>
<td>28,875</td>
</tr>
</tbody>
</table>

**Task 1 Value:** $27,056

### Fee Footnotes

- A. Fixed fee tasks will be billed as the work progresses until the task is completed and the total amount stated in the contract for the task is invoiced.

### Reimbursable Expenses

- Incidental expenses incurred by RRM Design Group or any subconsultant it may hire to perform services for this project are reimbursed by the client at actual cost plus 10% to cover its overhead and administrative expenses.

### Estimated Project Total

$578,000

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**Fee Summary**

- **Subtotal:** $569,291
- **Reimbursable Expenses:** $8,709
- **Estimated Project Total:** $578,000

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**Fee Schedule**

February 25, 2014

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**Fee Footnotes**

- A. Fixed fee tasks will be billed as the work progresses until the task is completed and the total amount stated in the contract for the task is invoiced.

### Reimbursable Expenses

- Incidental expenses incurred by RRM Design Group or any subconsultant it may hire to perform services for this project are reimbursed by the client at actual cost plus 10% to cover its overhead and administrative expenses. This fee includes $5900 dedicated to F&P data collection.

### Adjustment to Hourly Billing Rates

RRM reserves the right to adjust hourly rates on an annual basis.

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**City of Azusa Transit Station TOD Master Plan and General Plan/Development Code Update**
# CERTIFICATE OF LIABILITY INSURANCE

**City of Azusa | Proposal for the TOD General Plan/Development Code Update and Specific Plan Project**

## 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).

## COVERSAGES

**CERTIFICATE NUMBER:** 786188160  
**REVISION NUMBER:**  

**CANCELLATION** 30 Day/10 Day for Non-Payment of Prem.

**For Proposal Purposes**

**AUTHORIZED REPRESENTATIVE**

- **ACORD 25 (2010/05)**
- The ACORD name and logo are registered marks of ACORD

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### INSURER

**PRODUCER**

Dealey, Renton & Associates  
199 S Los Robles Ave Ste 540  
Pasadena, CA 91101

**INSURED**

RRM Design Group  
3765 S. Higuera St., Suite 102  
San Luis Obispo, CA 93401  
805 543-1794

**CONTACT NAME:** Sandy Peters  
**PHONE:** 626 844-3070  
**FAX:** 626 844-3074  
**EMAIL:** speters@insdra.com  
**ADDRESS:**

**INSURER(S) AFFORDING COVERAGE**

**NAIC #**

- **INSURER A:** Travelers Indemnity Co. of Connecticut  
  26862
- **INSURER B:** Travelers Property Casualty Co of A  
  26674
- **INSURER C:** Hudson Insurance Company  
  25054
- **INSURER D:**
- **INSURER E:**
- **INSURER F:**

## DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES

(Attach ACORD 101, Additional Remarks Schedule, if more space is required)

*General Liability excludes claims arising out of the performance of professional services*  
**Umbrella policy is a follow-form to underlying General Liability/Auto Liability/Employers Liability.**

**CERTIFICATE HOLDER**

For Proposal Purposes  

**AUTHORIZED REPRESENTATIVE**

- **Sandy Peters**

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**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFER 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.**

<table>
<thead>
<tr>
<th>INSURER</th>
<th>TYPE OF INSURANCE</th>
<th>POLICY NUMBER</th>
<th>POLICY LIMITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>GENERAL LIABILITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>AUTOMOBILIZABLE LIABILITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>PROFESSIONAL LIABILITY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DEADLINE FOR NOTIFICATION OF CLAIMS:**  
- **30 Day** for Non-Payment of Premium

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES**

(Attach ACORD 101, Additional Remarks Schedule, if more space is required)

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**CERTIFICATE HOLDER**

For Proposal Purposes  

**AUTHORIZED REPRESENTATIVE**

- **Sandy Peters**

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# RRM Design Group’s Hourly Rates

**Bill Rate Ranges**

*Subject to change effective March 1st each year*

<table>
<thead>
<tr>
<th>Position</th>
<th>Bill Rate Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant</td>
<td>$35 - $75</td>
</tr>
<tr>
<td>Architect</td>
<td>$100 - $150</td>
</tr>
<tr>
<td>Assistant Manager of Architecture</td>
<td>$120 - $150</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>$170 - $220</td>
</tr>
<tr>
<td>Construction Inspector</td>
<td>$105 - $140</td>
</tr>
<tr>
<td>Design Director</td>
<td>$105 - $150</td>
</tr>
<tr>
<td>Designer</td>
<td>$60 - $100</td>
</tr>
<tr>
<td>Engineer I</td>
<td>$90 - $120</td>
</tr>
<tr>
<td>Engineer II</td>
<td>$90 - $120</td>
</tr>
<tr>
<td>Engineer III</td>
<td>$110 - $145</td>
</tr>
<tr>
<td>Intern</td>
<td>$35 - $50</td>
</tr>
<tr>
<td>Job Captain</td>
<td>$70 - $145</td>
</tr>
<tr>
<td>Landscape Architect</td>
<td>$90 - $140</td>
</tr>
<tr>
<td>Manager of Architecture</td>
<td>$150 - $195</td>
</tr>
<tr>
<td>Manager of Engineering Services</td>
<td>$140 - $185</td>
</tr>
<tr>
<td>Manager of Planning</td>
<td>$120 - $175</td>
</tr>
<tr>
<td>Office Coordinator</td>
<td>$35 - $75</td>
</tr>
<tr>
<td>Party Chief</td>
<td>$100 - $130</td>
</tr>
<tr>
<td>Planning &amp; Landscape Architecture Assistant</td>
<td>$75 - $105</td>
</tr>
<tr>
<td>Planning &amp; Landscape Architecture Associate</td>
<td>$80 - $130</td>
</tr>
<tr>
<td>Principal</td>
<td>$140 - $250</td>
</tr>
<tr>
<td>Principal Landscape Architect</td>
<td>$110 - $175</td>
</tr>
<tr>
<td>Principal Planner</td>
<td>$100 - $185</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$90 - $175</td>
</tr>
<tr>
<td>Senior Civil Designer</td>
<td>$110 - $145</td>
</tr>
<tr>
<td>Senior Designer</td>
<td>$115 - $170</td>
</tr>
<tr>
<td>Senior Landscape Architect</td>
<td>$105 - $145</td>
</tr>
<tr>
<td>Senior Planner</td>
<td>$105 - $140</td>
</tr>
<tr>
<td>Supervisor of Surveying</td>
<td>$120 - $160</td>
</tr>
</tbody>
</table>

**Survey Crew Rates**

**REGULAR**

<table>
<thead>
<tr>
<th>Crew Configuration</th>
<th>Bill Rate Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>One person w/ GPS or Robotic Workstation</td>
<td>$125 - $155</td>
</tr>
<tr>
<td>Two person</td>
<td>$175 - $235</td>
</tr>
<tr>
<td>Three person</td>
<td>$235 - $335</td>
</tr>
</tbody>
</table>

**PREVAILING WAGE**

<table>
<thead>
<tr>
<th>Crew Configuration</th>
<th>Bill Rate Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>One person w/ GPS or Robotic Workstation</td>
<td>$150 - $180</td>
</tr>
<tr>
<td>Two person</td>
<td>$225 - $300</td>
</tr>
<tr>
<td>Three person</td>
<td>$325 - $425</td>
</tr>
</tbody>
</table>
Fehr & Peer’s Hourly Rates

<table>
<thead>
<tr>
<th>Classification</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>$200.00 - $295.00</td>
</tr>
<tr>
<td>Senior Associate</td>
<td>$175.00 - $230.00</td>
</tr>
<tr>
<td>Associate</td>
<td>$160.00 - $195.00</td>
</tr>
<tr>
<td>Senior Engineer/Planner</td>
<td>$130.00 - $175.00</td>
</tr>
<tr>
<td>Engineer/Planner</td>
<td>$115.00 - $135.00</td>
</tr>
<tr>
<td>Senior Technical Support</td>
<td>$120.00 - $165.00</td>
</tr>
<tr>
<td>Senior Administrative Support</td>
<td>$100.00 - $125.00</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>$100.00 - $120.00</td>
</tr>
<tr>
<td>Technician</td>
<td>$110.00 - $130.00</td>
</tr>
<tr>
<td>Intern</td>
<td>$70.00 - $90.00</td>
</tr>
</tbody>
</table>

Muggridge $215
Kennedy $165
Klop $225

- Other Direct Costs / Reimbursable expenses are invoiced at cost plus 10% for handling.
- Personal auto mileage is reimbursed at the then current IRS approved rate (56.5 cents per mile as of Jan 2013).
- Voice & Data Communications (Telephone, fax, computer, e-mail, etc.) are invoiced at cost as a percentage of project labor.

effective 6/29/2013
Fehr & Peers reserves the right to change these rates at any time with or without advance notice.
Impact Science’s Hourly Rates

SCHEDULE OF CHARGES

Personnel charges are for work directly related to projects. Charges for personnel services are based on an hourly rate for time charged to the project. Current personnel classifications and rates are as follows:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal/Managing Principal</td>
<td>$225.00 – 265.00</td>
</tr>
<tr>
<td>Associate Principal</td>
<td>$185.00 – 205.00</td>
</tr>
<tr>
<td>Senior Project Manager</td>
<td>$155.00 – 185.00</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$125.00 – 155.00</td>
</tr>
<tr>
<td>Project Planner</td>
<td>$105.00 – 125.00</td>
</tr>
<tr>
<td>Staff Planner</td>
<td>$95.00 – 115.00</td>
</tr>
<tr>
<td>Air Quality Analyst</td>
<td>$135.00 – 175.00</td>
</tr>
<tr>
<td>GIS Technician</td>
<td>$115.00 – 175.00</td>
</tr>
<tr>
<td>Visual Simulation</td>
<td>$120.00 – 155.00</td>
</tr>
<tr>
<td>Graphics</td>
<td>$115.00</td>
</tr>
<tr>
<td>Publication</td>
<td>$115.00</td>
</tr>
<tr>
<td>Clerical/Administrative</td>
<td>$75.00</td>
</tr>
</tbody>
</table>

The Natelson Dale Group’s Hourly Rates

Hourly bill rates effective 1/1/14

Hourly billing rates for public sector clients:

- Principals: $185
- Senior Associates: $170
- Associates: $155
- Research Analysts: $100
### Overland, Pacific & Cutler’s Hourly Rates

#### 2014 Schedule of Hourly Rates

<table>
<thead>
<tr>
<th>Overland, Pacific &amp; Cutler, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relocation Management &amp; Implementation</strong></td>
</tr>
<tr>
<td>Program Manager / Principal</td>
</tr>
<tr>
<td>Senior Project Manager</td>
</tr>
<tr>
<td>Project Manager</td>
</tr>
<tr>
<td>Senior Relocation Agent / Senior Analyst</td>
</tr>
<tr>
<td>Relocation Agent / Analyst</td>
</tr>
<tr>
<td><strong>Property Management</strong></td>
</tr>
<tr>
<td>Property Management Supervisor</td>
</tr>
<tr>
<td>Property Services Supervisor / Property Manager</td>
</tr>
<tr>
<td>Specialized Labor / GC / Plumber / Electrician</td>
</tr>
<tr>
<td>Equipment Operator</td>
</tr>
<tr>
<td>Landscape / Crew Leader</td>
</tr>
<tr>
<td>Crew Member</td>
</tr>
<tr>
<td><strong>Project Support / Administrative</strong></td>
</tr>
<tr>
<td>Project Support Specialist</td>
</tr>
<tr>
<td>Administrative Assistant</td>
</tr>
<tr>
<td><strong>Lex Lingua’s Hourly Rates</strong></td>
</tr>
</tbody>
</table>

#### 2014 Estimated Negotiable Fees:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-site Meeting Interpretation (50pppl. Max)</td>
<td>$115/hr. 2 hrs min, rounds to 1 hr if extended</td>
</tr>
<tr>
<td>On-site Conference (50+ppl) or Escort Interpretation</td>
<td>$149/hr (per interpreter). 2 hrs min, rounds to next hr if extended</td>
</tr>
<tr>
<td>Portable Transmitter / Receivers</td>
<td>$100 / $8 each (plus S&amp;H)</td>
</tr>
<tr>
<td>Non-legal Translation</td>
<td>$69/pg. (500 words max/pg)</td>
</tr>
<tr>
<td>Technical Translation</td>
<td>$99/pg. (500 words max/pg)</td>
</tr>
<tr>
<td>Legal Translation</td>
<td>$149/pg. plus $10 Notary fee per page.</td>
</tr>
<tr>
<td>Commercial Marketing Brochure</td>
<td>$149/pg.</td>
</tr>
<tr>
<td>In person Media Ad Campaign and Cultural Consulting</td>
<td>$500/hr</td>
</tr>
</tbody>
</table>

* Prevailing Wage Compliant
RFP COMPLIANCE

RRM Design Group has read and understands the City’s of Azusa’s RFP and takes no exception(s) to this RFP.

RRM Design Group understands that the proposed services will include attendance at any public meetings, public hearings, and/or if necessary, any court hearings or settlement conferences, relating to advice given regarding the project.

RRM Design Group and its subconsultants will not, during the performance of these services, engage in any other professional relationship or representation that would create any type of conflict of interest with regard to providing environmental services for the City of Azusa.