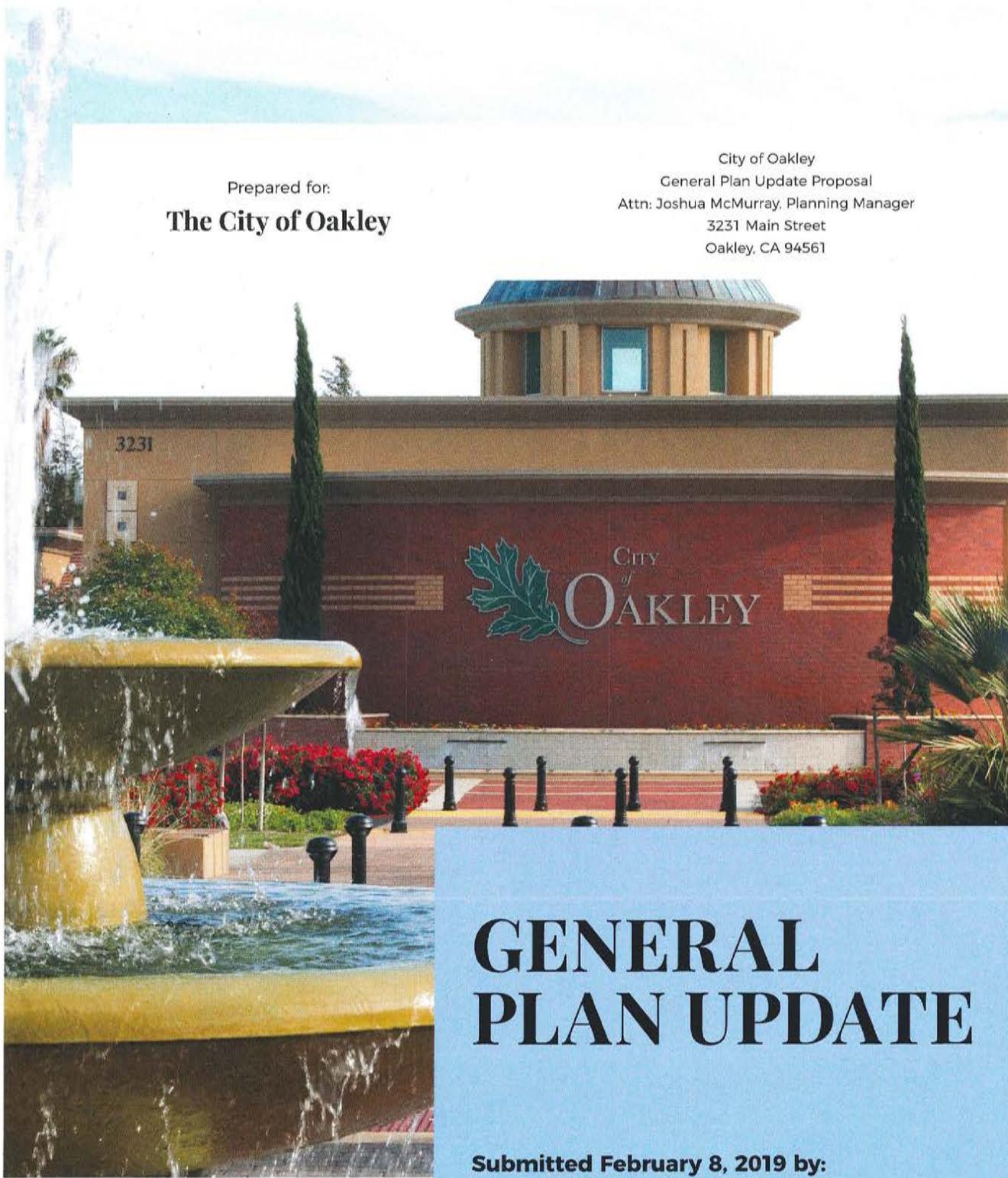


Prepared for:  
**The City of Oakley**

City of Oakley  
General Plan Update Proposal  
Attn: Joshua McMurray, Planning Manager  
3231 Main Street  
Oakley, CA 94561



# GENERAL PLAN UPDATE

**Submitted February 8, 2019 by:**

**De Novo Planning Group**

A Land Use Planning, Design, and Environmental Firm

In Association With: TJKM and New Economics & Advisory

# De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm



February 8, 2019

City of Oakley  
General Plan Update Proposal  
Attn: Joshua McMurray, Planning Manager  
3231 Main Street  
Oakley, CA 94561

**Subject: Proposal to Prepare the City of Oakley General Plan Update**



*Speaking on behalf of the entire De Novo Planning Team, we would like to thank you for the opportunity to submit this proposal to comprehensively update the Oakley General Plan. Based on our review of the RFP, visits to the City, and local experience, we are confident that we have assembled a first-class team to undertake this exciting project and deliver the City with a world-class focused General Plan Update under a very competitively priced budget. Below we have outlined our understanding of the project, our dedicated team members, and why the De Novo team is best qualified to assist you on this important work effort.*

This is a particularly opportune time for Oakley to embark on the important task of updating its General Plan. Changing demographics and economic conditions, opportunities for land use revitalization, new and improved transit connections to the region, and state legislation requiring cities incorporate emerging topics such as complete streets, environmental justice, and climate resiliency in their General Plans, make the case for the City to give focused attention to its foundational policy document. Just as the City's current General Plan has served Oakley well, an updated and modernized General Plan will reflect contemporary community values and priorities and provide the framework to balance a high quality-of-life with improved economic and fiscal conditions over the next 20 years.

The City has seen steady population growth and has identified a number of opportunity and development areas and has conducted significant planning through focused General Plan amendments, the River Oaks Crossing Specific Plan, the Oakley Downtown Specific Plan, the East Cypress Corridor Specific Plan, and the Housing Element update. The Gen-

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eral Plan Update provides an opportunity to review the City's adopted planning and policy documents for relevance and consistency with the City's vision, as well as an opportunity to address development areas and opportunities, and to integrate regional planning efforts, including Plan Bay Area.

Oakley plays an important role in the region, as a primarily residential community seeking to expand its economic base and will be affected by future regional multi-modal infrastructure. The City must clearly understand its own issues and opportunities, develop a General Plan that articulates the community's vision for the future, and implement the goals, policies, and actions of the General Plan to make that vision a reality. At the same time, Oakley must continue to think strategically about its role in the region and how its decisions influence or are impacted by its neighbors, particularly in terms of regional issues like air quality, climate change, and transportation.

We want the General Plan to serve as the primary tool that helps chart the path forward for the City's continued prosperity so all residents, workers, and visitors enjoy a high quality of life. We also recognize that the products of this work program must be clear, concise, and focused on implementation. In addition to relying on industry best practices to tackle this project, the De Novo team looks forward to recommending innovative approaches to evaluating and presenting information to best meet the City's needs. **To this end, we have proposed a work program that addresses the concerns and priorities identified in the City's RFP, while providing for modifications to remain below the City's allocated budget for this project.**

## OUR TEAM

We have assembled a carefully-selected team of experienced General Plan practitioners to work collaboratively with the community and the City of Oakley to update its General Plan. We are 100% committed to this project and will allocate our resources and energy in a way that will exceed all expectations, leaving the City with an **action-oriented General Plan** that serves as a roadmap for the City and reflects the community's vision.

**De Novo Planning Group** will serve as the prime consultant for this contract with the City. Our team is led by De Novo Principals and founding owners, Beth Thompson and Ben Ritchie. Beth will serve as the Project Manager and will be the primary point of contact for all project matters. Ben will serve as the Co-Project Manager, and will be secondary point of contact for the City. Both Ms. Thompson and Mr. Ritchie are officers with the firm, and are authorized to negotiate on the firm's behalf. Ms. Thompson and Mr. Ritchie have managed numerous General Plan Updates, and we have developed a highly successful approach to complex projects of this nature. **We will remain personally involved in every aspect of the project from start to finish, and we will serve as the primary authors of all reports, documents, and deliverables prepared under this contract.**

We are joined by our excellent team of subconsultants, including **TJKM** (transportation/circulation) and **New Economics & Advisory** (economic/fiscal). As explained in greater detail in this proposal, our team has **excellent qualifications and experience preparing comprehensive general plan updates and programmatic EIRs**. Every single one of the comprehensive General Plan Updates undertaken by De Novo's principal-level staff in the past five years is identified in this proposal, and all of these client references are identified. We strongly encourage the City to contact all of our General Plan references to inquire about the quality of our work, our responsiveness, and the success of the process throughout all stages.

## WHY DE NOVO

The De Novo team brings to the City of Oakley the following unique benefits which make our team best qualified to work with the City on this important project:

### Consistent Principal Attention

We do not identify principal staff in our proposal, then hand your General Plan Update out to junior staff members to complete for our review. Rather, our senior management staff that is identified in this proposal—Principals Beth Thompson and Ben Ritchie—will work on every aspect of the General Plan Update, community outreach program, and will write and review each document we



provide to the City. This senior-level attention to each detail of the project ensures a high-quality work product as well as continuity throughout the project.

### An Extension of City Staff

The De Novo Principals have served as contract staff members and environmental coordinators for multiple public agencies throughout California, which gives us an intimate understanding of the intricacies and inner-workings of public planning agencies. Our work program includes the preparation of meeting and presentation materials and continuous project update reports throughout the General Plan update process. **We understand and appreciate the burdens placed on City staff during General Plan updates, and our goal is to make the process a pleasant and rewarding experience for City staff members.**

### Cost Savings

We achieve cost savings through use of a streamlined team composed of De Novo Principals and principal- and senior-level staff of our subconsultants. We will achieve additional cost savings through not passing along costs associated with travel and through reducing the amount of printing hard copies of documents while providing additional electronic copies where appropriate. In order to provide the City with the most effective work effort for the stated budget, we have developed a strategic approach to reduce the cost associated with CEQA compliance in order to focus the City's budget on public outreach and meaningful working sessions with Council and staff, in order to ensure an effective and useful General Plan Update. We pride ourselves on not making contract modifications and providing exceptional value for our services. If a reasonable number of additional meetings or workshops are required, we



can modify our work program at no additional cost to the City. **We don't nickel and dime when it comes to additional meetings or workshops.**

### Unparalleled Energy and Enthusiasm

All of De Novo's principals greatly enjoy our line of work, and rather than spend our time managing large and cumbersome project teams comprised of junior-level planners, **we prefer to roll up our sleeves and work on our projects ourselves.** As owners of the company, we take great pride in our work products, and we strive to build a strong connection with each of our clients. The greatest compliment that our clients pay us is to invite us back to provide additional services. Providing superior products and client services is a matter of tremendous pride for us, and we bring our high level of energy, creativity and enthusiasm to each project we undertake.

### Demonstrated Success on Similar Projects

De Novo's Principals have managed many similar General Plan projects across California; we have included website addresses to several recently completed comprehensive General Plans prepared by De Novo Planning Group's principals. All of these projects were managed or co-managed by Beth Thompson or Ben Ritchie. These websites provide links to the full range of documents and materials that were developed for these projects, and represent the types of **high-quality products and work that we will deliver to the City of Oakley.** As detailed in this proposal, our local and regional experience includes comprehensive general plan updates and EIRs for Brentwood, Sebastopol, and Cotati. We're in the process of preparing the Final EIR for the Yountville General Plan Update, and the Springs Specific Plan and EIR in Sonoma County. Our local experience includes preparing Oakley's most recent Hous-

ing Element, followed by an Addendum to the General Plan EIR to address affordable housing sites. .

### Exceptional CEQA Experience

Our team is well experienced with managing Environmental Impact Reports for a variety of long-range policy-level planning documents, including General Plans, Housing Elements, Specific Plans, Redevelopment Plans, Air Quality Elements, Circulation Elements, and Regional Transportation Plans, as well as complex development projects including mixed use, alternative energy, hospitals, schools, and parks. Our **broad experience** is described more thoroughly in the Qualifications section of this proposal.

### Financial Stability

Our firm is financially stable, and there are no pending issues or concerns that would in any way impair our ability to deliver on our client commitments. The firm has no past or pending litigation, no planned office closures, and no planned mergers. Additionally, we carry no debt whatsoever, and we own our office building outright, which allows us to keep our overhead costs exceptionally low.

Sincerely,

**Beth Thompson**  
Principal

**Ben Ritchie**  
Principal

### Benefits of a Relatively Small Planning Firm

All of De Novo's principals and senior staff have served as senior project managers with larger consulting firms in California, and through this experience we have gained intimate knowledge of the operational inefficiencies of large firms and the burdens that they can cause public agencies. Larger firms tend to carry cumbersome overhead costs, which results in the need for higher hourly billing rates, frequent contract modifications, and can have high staff turnover, which causes changes in project managers midstream during a project. **Because we remain relatively small we are able to offer our clients with significantly lower rates**, while still providing our clients with Principal-level attention to each project.

### STATEMENT OF COMMITMENT

The offer contained in this proposal is valid for a minimum of 90 days. We look forward to the opportunity to meet with you in person to further discuss our proposal and our approach to the preparation of your General Plan. If you have any questions regarding this submittal, please do not hesitate to contact me at (916) 812-7927 or at [bthompson@denovoplanning.com](mailto:bthompson@denovoplanning.com).

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## QUALIFICATIONS AND EXPERIENCE

*This proposal has been prepared by De Novo Planning Group in response to the City of Oakley's Request for Proposals (RFP) to prepare a focused update to the City's General Plan. Our team has thoroughly reviewed the City's RFP and related materials, as well as available City documents and information. We are confident that we have assembled an excellent team that will successfully deliver a General Plan Update that reflect the community's values and priorities.*

### Project Understanding

The City of Oakley is seeking a qualified team of forward-thinking consultants with outstanding General Plan Update experience to prepare a focused update to the City's General Plan that focuses on addressing the City's vision for growth and quality-of-life, addressing key focus areas, issues that have evolved or emerged since the previous General Plan was prepared, and changes in State law. The General Plan will be prepared in accordance with State of California General Plan Guidelines and with California Government Code Section 65350 et seq. The CEQA document to be completed in accordance with the Public Resources Code and applicable CEQA Guidelines. De Novo proposes to complete this comprehensive work effort within an approximately 1.5-year time period (we have proposed a schedule of less than 18 months) and will maintain strict adherence to the project budget.

**The choices facing the City—how to attract desired development, how to best support local economic development opportunities, how to reduce vehicle miles traveled through improved active transportation and public transit, how to improve public health, and how to respond to climate change, and how to promote growth that is fiscally sustainable, and what can be done to improve the quality of life for all people who live, work, or visit Oakley—are complex and require detailed analysis and planning to be addressed well.**

The City needs a General Plan Update that is focused on action and is progressive, with a view to the future and emerging technologies and ideas. The goals, policies, and actions of the General Plan must serve as the City's road-map for future decision-making and provide the community, staff, and elected and appointed officials with clear direction on where the City wants to go and what needs to happen in order to get there. We understand that the City is not seeking a wholesale rewrite, but rather a targeted update to its General Plan. Our consultant team will thoroughly review the City's existing General Plan elements, revise and update the policies, objectives, and actions, and work with City staff to identify any missed opportunities or policy gaps, in order to prepare a focused General Plan Update to achieve the City's vision. The General Plan Update will address consistency with State of California law, including numerous legislative actions passed since the City's last comprehensive General Plan update.

We recognize that the products of this work plan must be clear, concise, and focused on implementation and that there is consistency between the General Plan and the City's Zoning Ordinance, Zoning Map, Specific Plans, and Infrastructure Master Plans (or inconsistencies are identified for future action). In addition to relying on industry best practices to inform this project, the De Novo team looks forward to recommending innovative approaches to evaluating and presenting information to best meet the City's needs. To this end, we have proposed a work plan that exceeds the scope and details outlined in the City's RFP, while remaining below the City's allocated budget for this project.

### Summary of Proposed Procedures and Methodologies

The De Novo team is committed to providing the City with an exceptional General Plan Update process. Our team will update the General Plan to embody the community culture Oakley and, through goals, policies, and implementation programs, to provide a succinct roadmap to achieve the City's vision of the future. We will closely coordinate with the City and provide principal-level attention to every step of the process. Our approach to the Oakley General

Plan Update relies on the priorities described on the following pages.

### ■ ■ ■ Assemble a Dedicated and Knowledgeable Project Team

A key benefit of the De Novo team is that the project team is composed of principal-level staff that will personally prepare the General Plan and CEQA documentation, as well as all supporting documentation, such as the White Papers. Over half of our technical work hours for the White Papers and update are dedicated to principal-level staff. This approach reduces the potential for inconsistency regarding policy direction (General Plan Elements will be prepared by the same group of authors that prepare the CEQA documentation, ensuring that the documents are internally consistent and will not conflict with direction received from the City Council and City staff during the drafting of the General Plan Update). During workshops with the City Council and City staff to draft and review General Plan policies, the project team will raise environmental issues related to each element topic in the General Plan to ensure they are considered and addressed as policies are developed.

To support our in-house expertise, De Novo has teamed with uniquely-qualified subconsultants that are leaders in their fields and have necessary relevant experience working on similar projects. Our subconsultants specialize in the areas of multi-modal traffic analysis and policy (TJKM) and fiscal impacts/economic development (New Economics and Advisory). De Novo team members will provide expertise in the areas of land use, urban design, community planning, and technical issues such as air quality, climate change, and biological resources, as well as aesthetics, agricultural resources, land use/planning, population/housing, public services, utilities, and geographic information systems. This team of specialists has worked together on numerous General Plan projects and represents a well-integrated and collaborative team of professionals ready to tackle any challenges presented by this project.

### ■ ■ ■ Integrate City and Regional Planning Efforts

The City has done significant work to plan development, including the Oakley Downtown Specific Plan (adopted 2010, revised 2017), River Oaks Crossing Plan

(adopted 2008), and the East Cypress Corridor Specific Plan (adopted 2006). The General Plan Update provides an opportunity to review the plans to ensure that each plan is consistent with the City's current vision and best addresses the City's needs and desires. The General Plan Update also provides an opportunity to coordinate with and implement regional planning efforts, such as Plan Bay Area, Contra Costa Transportation Authority (CCTA) Countywide Transportation Plan (adopted 2017), CCTA Countywide Bicycle and Pedestrian Plan (update to 2009 plan in process), and the East Contra Costa County Habitat Conservation Plan/Natural Community Conservation Plan.

### ■ ■ ■ Identify Strategic Issues Early On

Our work plan includes preparing a series of White Papers that will address key issues to be addressed by the update. A Vision and Opportunities White Paper will identify the vision, goals, and desires articulated by the community and decision-makers during the Visioning process and will recommend areas of the General Plan to be revised in order to achieve the City's stated vision and goals. A Mobility White Paper will be prepared to highlight issues associated with providing for a complete, multi-modal street system, the transition from level of service (LOS) to vehicle miles travelled (VMT) for CEQA purposes, and review of the City's current approach to circulation. The Environmental Justice White Paper will address disadvantaged communities, existing environmental justice conditions related to health, air and water quality, mobility, and access to various quality of life resources. The Climate Change White Paper will address State requirements for climate change adaptation and resilience, including describing potential sea level rise, extreme temperature, fire risks, and other changes that may affect Oakley.

The White Papers will provide elected officials, City staff, key stakeholders, and the community with an excellent resource tool to understand existing conditions, statutory requirements, and potential policy approaches to address the issues.

### ■ ■ ■ Address Special Issues

As part of good planning practice, the De Novo team has always approached General Plan Update projects through the lens of the community's vision for the fu-

ture and the associated **economic development, active transportation, historic and cultural resources, improved infrastructure, environmental justice, community health and wellness, and sustainability issues**. While independent topics, they come together during long-range policy planning efforts to strengthen a City's commitment to improve the quality of life for all of its residents, workers, and visitors. The California legislature has recently emphasized the importance of addressing environmental justice within the context of a City's General Plan; in 2016, Senate Bill 1000 was approved which requires cities to address environmental justice. De Novo will integrate goals, policies, and actions associated these special topics throughout the General Plan and/or as new elements, as proposed in Phase 3 of our scope of work.

The De Novo team has long-considered addressing the needs of a community's most vulnerable populations to be a priority in General Plan Updates, including youths, families, and homeless individuals who are in-need of support. De Novo and its partners on this project are fully equipped and prepared to carefully consider the role of environmental justice and the broader topics of community health and wellness and sustainability—including energy and climate change—as part of the planning framework and are able to provide solid goals and policies and specific direction on actions the City can take to improve its quality of life. To this end, we will analyze existing community health and wellness issues, with a special focus on disadvantaged and special needs communities, within the White Paper series.

### ■ ■ ■ Create a Strong Economic and Fiscal Approach

The General Plan Update provides an opportunity to carefully consider and promote Oakley's fiscal and economic sustainability. There are specific policy decisions the City can make now as part of its General Plan Update to best-position the City for long-term fiscal security, such as encouraging a balanced mix of uses, considering strategic increases in density and intensity in key growth areas, and balancing economic development strategies to capitalize on high-quality jobs, retail, and regional tourism. The optional economic development

effort includes an assessment of the City's economic strengths, weaknesses, and opportunities and analysis of the City's real estate market for a range of non-residential uses.

### ■ ■ ■ Use the Public Process Effectively

Our past experience preparing General Plan updates has taught us that a key to a successful General Plan is extensive community and City leadership involvement throughout the process. However, the process of working with a group of diverse interests can be challenging, it may be difficult to reach consensus on all issues, and there may be challenges associated with generating public interest and involvement in the General Plan Update process. For these reasons, it is important

*Our work plan includes a wide range of creative measures and techniques intended to maximize and enhance public participation throughout the process with a special focus on engaging individuals who do not traditionally participate in the process.*

for the City to work with a consultant team that keenly understands how to effectively plan and execute a robust public process. De Novo's project managers, Beth Thompson and Ben Ritchie, have led community outreach programs for previous General Plan Updates and are well-versed in approaches to encourage diverse community involvement. Our team includes individuals who are certified Public Participation Practitioners with the International Association of Public Participation and we are fully equipped to lead a meaningful engage-

ment program, as described in detail in Phase 2 of the proposed scope of work.

**Our work plan includes a wide range of creative measures and techniques intended to maximize and enhance public participation throughout the process with a special focus on engaging individuals who do not traditionally participate in the process.** This includes facilitation of pop-up booths at community events, the development of an interactive website dedicated to the General Plan Update, carefully-planned community-wide open houses, the preparation and dissemination of newsletters throughout the process at key milestones, the use of online surveys and web polls, and briefings to key community groups (such local places of worship, the Chamber, Rotary, school districts, etc.) and the City's commissions and committees.

### ■ ■ ■ Coordinate with Technical Agencies

Given our experience in preparing General Plans and EIRs, we understand the strong need for early and on-going coordination with stakeholders and technical agencies as well as other agencies that regulate and/or permit activities within the City (e.g., Caltrans, Contra Costa Transportation Authority, Diablo Water District, Pacific Gas & Electric, etc.). Our team will consult all relevant resource and regulatory agencies as part of the General Plan Update. **Multiple consultations assure that the agencies have considered the direction of the General Plan Update and have provided input to the analysis approach for the CEQA documentation.**

### ■ ■ ■ Use Visual Materials to Enhance Accessibility and Understanding

The entire De Novo project team understands how important it is to communicate information clearly and creatively to enhance the public's ability to understand complex topics. **Our documents and reports will be easy to read, easy to understand, and will include numerous graphics and figures to visually represent the concepts and priorities of the General Plan Update.** We focus on conveying information in compelling ways with a special emphasis on the user-experience. Our White Papers will highlight the key takeaway points and be formatted for easy distribution to elected and appointed officials, the public, and other interested stakeholders. This approach will carry forward to the Gener-

al Plan document, which will be carefully designed to provide concise direction in a creative format that works best for the City and community.

### ■ ■ ■ Develop a General Plan Focused on Implementation

De Novo project managers have served as contract staff to agencies and have been involved with the implementation and enforcement of mitigation measures and General Plans. This experience gives us the unique perspective and skill of being able to prepare a General Plan policy set that works within the regulatory processes of a jurisdiction. **Our team will work with City staff to ensure that the General Plan functions effectively within the context of the City's internal processes (e.g., development project review), ordinances (e.g., Zoning Code, Specific Plans), and other requirements.** This experience will also help ensure that the policies and actions contained within the General Plan are reasonable, enforceable, and do not unduly burden project applicants or City departments.

### ■ ■ ■ Strictly Adhere to the Project Schedule and Budget

Our project team is fully committed to delivering the General Plan to the City Council for adoption within an 18-month period. We thrive under deadlines, and we have a track record of meeting or exceeding our project schedules. Our use of Principal-level staff throughout all stages of the project allows us to work quickly, efficiently, and produce preliminary draft documents of superior quality. Our project managers take a very active and hands-on role, and we diligently manage our team and coordinate with City staff to ensure that all parties are continuously aware of pending deadlines, outstanding tasks, and draft work products that will require staff review.

We take tremendous pride in our ability to adhere to our project budgets. Our project managers are also principals and senior managers of the firm, and to this end, we have the authority to take any steps necessary to ensure that our projects remain on budget. We strongly encourage the City to call every single one of our General Plan references and specifically inquire about the extraordinary steps we take to ensure we do not modify or exceed our budgets. This regularly includes the addition of

extra meetings and hearings, the inclusion of additional General Plan topics, and the allocation of staff time and resources beyond the levels identified in our proposal, at no extra charge to the City.

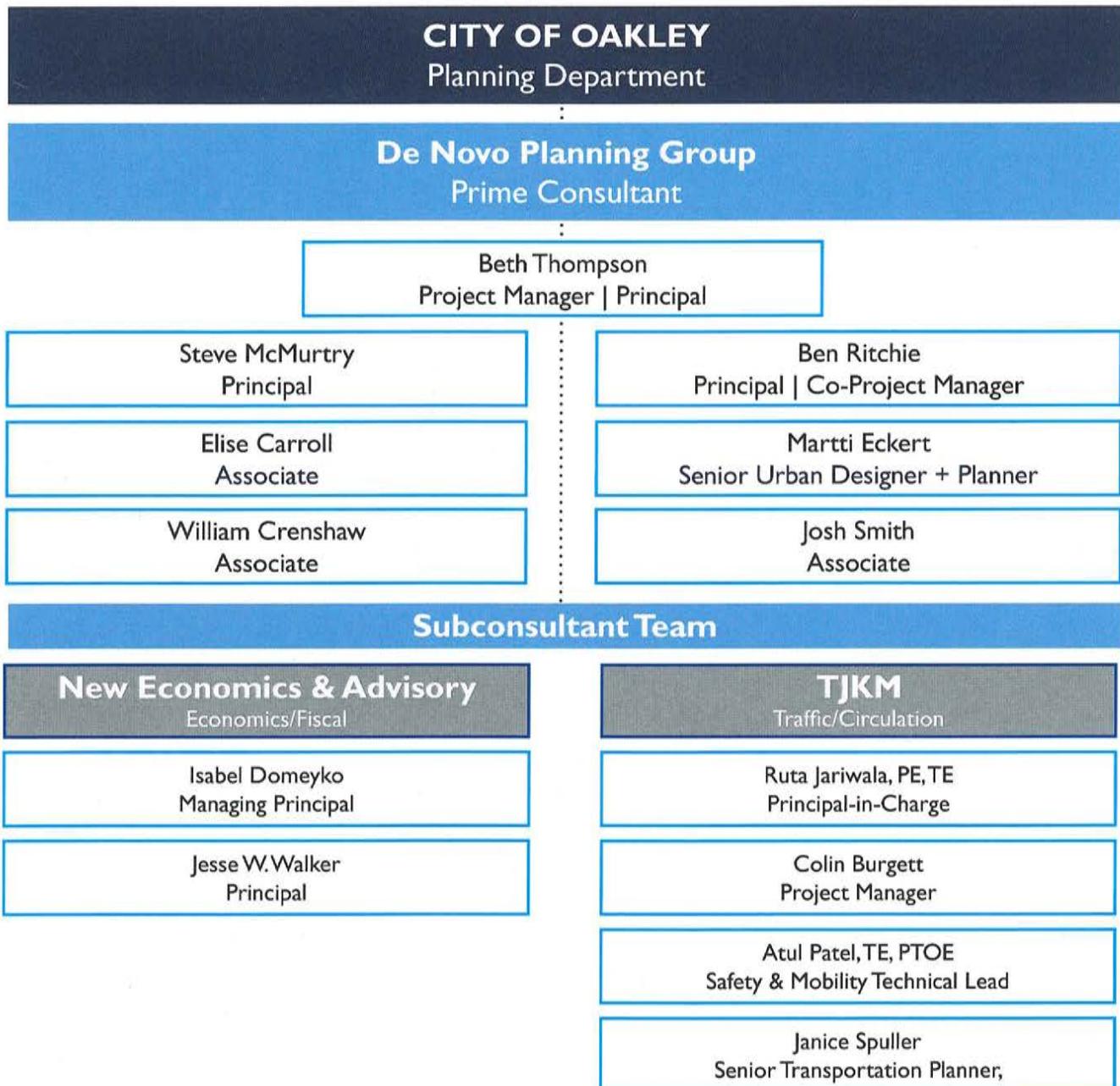
We know that this is a unique way of doing business, but it has proven to be a tremendously successful ap-

proach for our firm. All of our General Plan clients have invited us back to do additional planning work following completion of their General Plan Updates. We are in this business for the long-term, and building trust and confidence with our clients is the single greatest thing we can do to build loyalty and repeat business.



### Consultant Team

The chart below identifies the key personnel assigned to the project. Beth Thompson and Ben Ritchie will serve as Co-Project Managers. A brief description of their experience and qualifications is provided on the pages following the chart and full resumes are provided in Appendix A. All key personnel will be available to the extent proposed for the duration of the project, and no person identified below shall be removed or replaced without prior written consent of the City. Our team is ready to begin work immediately following the City's issuance of a notice to proceed.



## De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

De Novo Planning Group is a land use and environmental planning firm specializing in community planning, environmental studies, design, and development services. The firm's principal-level staff have successfully completed over 300 projects consisting of comprehensive general plans, specific plans, housing elements, environmental impact reports, negative declarations, initial studies, NEPA analyses, climate action plans, biological assessments, wetland delineations, and development projects throughout California. De Novo Planning Group incorporated in July 2008 and has full-service offices in northern and southern California.

### OUR MISSION

Our mission is to provide municipal and private sector clients with world-class professional services, through principal-level attention to every project. We pride ourselves on our ability to work with clients to balance their economic, social, environmental, legal, and political goals. Our services result in an integrated planning and environmental solution for every project that is technically sound, cost effective and delivered within the client's schedule.

### OUR PHILOSOPHY

Our philosophy is to proactively plan and design projects in such a way that public and environmental concerns are addressed and accommodated early in the process. We strongly believe in the use of local knowledge for developing sensible and cost-effective solutions to local concerns. Our solutions integrate local knowledge with the best available resources to achieve recognized national and international standards for planning and environmental management, to achieve a balance in local economic, social, and environmental goals. De Novo Planning Group is dedicated to fostering a partnership with each agency we serve, through listening to the community and stakeholders and reflecting the ideas and concerns we hear in the approach developed for each project.

### PROVEN SUCCESS IN GENERAL PLAN UPDATES

At De Novo, we pride ourselves on delivering unparalleled work quality and ensuring high levels of client satisfaction on all of our projects. Our firm's principal-level staff approach each and every project with exceptional levels of energy, enthusiasm, and accountability. All of the general plan projects that we have undertaken as a firm have been highly successful. We strongly encourage the City to contact our general plan references to inquire about the quality of our work, the responsiveness of our management team, and our ability to adapt to project changes without altering our budget.

In our proposed Scope of Work, we describe which team member is responsible for each stage of the project and we have identified in detail the tasks, schedule, and cost associated with each work product. All subconsultants will meet all requirements requested of the selected Consultant and we understand they must be approved by the City.

### OUR SERVICE AREAS

#### Community Planning

- » General Plans
- » Housing Elements
- » Specific Plans
- » Zoning Codes
- » Public Facilitation
- » Grant Writing
- » Project Management
- » Application Processing
- » Project Review/Peer Review

#### Environmental Studies

- » CEQA Compliance
- » NEPA Compliance
- » Biological Studies
- » Agricultural Studies
- » Air Quality Studies
- » Climate Action Plans
- » Sustainability Planning
- » Mitigation Monitoring
- » Permitting

#### Design

- » Land Use Plans
- » Subdivision Layouts
- » Site Planning
- » Design Guidelines

#### Development

- » Feasibility Studies
- » Due Diligence Packages
- » Competition Analyses
- » Cost Estimate

## TJKM- Traffic

### FIRM PROFILE

Mailing Address: 4305 Hacienda Drive, Suite 550, Pleasanton, CA

Website: [www.tjkm.com](http://www.tjkm.com)

Main Phone: 925.463.0611

Fax Number: 925.463.3690

TJKM Transportation Consultants (TJKM) is a multi-modal transportation firm providing transportation planning and design services throughout California. Founded in 1974 as a C Corporation, TJKM currently has a staff of 30 employees with key offices in Pleasanton, San Jose, and Sacramento. Our projects range in size from short-term engagements developing meaningful traffic solutions for a wide range of transportation issues to long-term planning for new developments, communities, and transportation systems. For more than 40 years, more than 3,500 satisfied clients have entrusted TJKM with their critical work. We serve a full-range of clients, including municipalities, congestion management agencies, metropolitan planning organizations, transportation agencies, private developers, other consulting firms and attorneys. TJKM has been involved in more than 8,000 transportation projects throughout California, and averages 240 new projects each year. Our motivation comes from satisfying clients' objectives and improving communities. TJKM has a strong roster of both public and private sector clients and continually builds upon this base.

We strive to develop policies and implement projects that benefit multi-modal transportation, reduce vehicle miles traveled (VMT), improve travel times and cut down greenhouse gas emissions. Our team of highly skilled, visionary and dedicated transportation professionals are continuously engaged in improving access and enhancing safety for bicyclists, motorists, pedestrians, transit users, and persons with disabilities.

TJKM Transportation Consultants is a disadvantaged and small business enterprise (DBE #40772 and SBE #38780).

### SERVICES PROVIDED

As a full-service, multi-disciplinary organization, the TJKM Team offers expertise in the following areas:

- » Transportation Planning
- » Traffic Engineering Design
- » Traffic Operations
- » Corridor Studies
- » Traffic Analysis
- » Traffic Calming
- » Traffic Signals
- » Parking Studies
- » Multi-modal Studies
- » Transportation Management
- » Intelligent Transportation Systems (ITS)
- » Communication Systems
- » Traffic Modeling
- » Pedestrian & Bicycle Access & Safety
- » Traffic Safety Systems
- » Travel Demand Forecasting
- » Transit Modeling & Simulation
- » Project Phasing, Scheduling, & Estimating
- » Government Agency Review & Coordination
- » Programming & Grant Application
- » Plan, Specifications, & Estimate (PS&E) Preparation

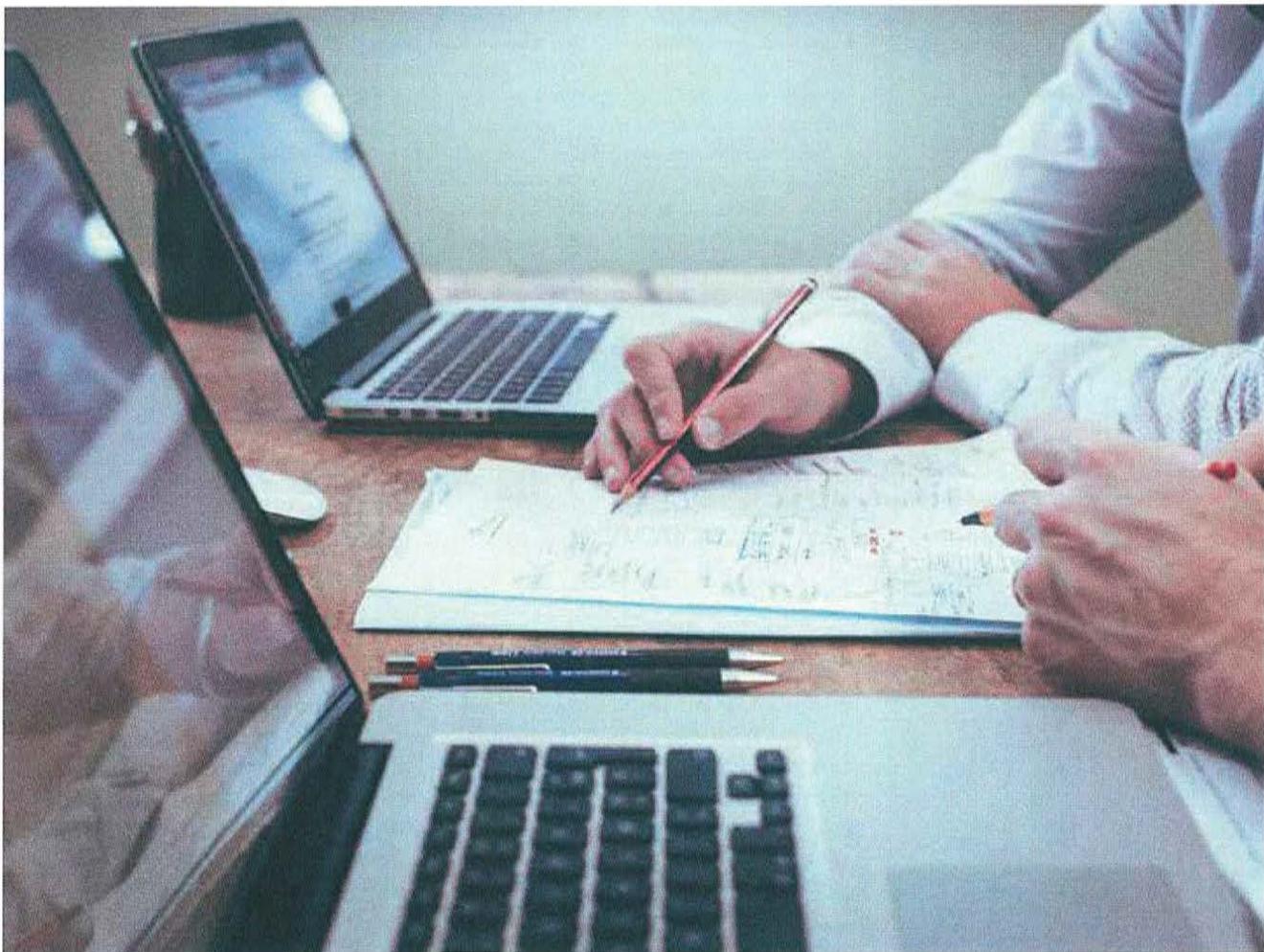


**NEW ECONOMICS & ADVISORY****New Economics and Advisory- Economics/Fiscal**

New Economics & Advisory provides economic analysis and strategies pertaining to land use, real estate development, and associated public policy measures. We emphasize accurate and concise analysis to highlight key issues, clarify decision points, or communicate new policies during the planning and development of economically sustainable communities.

New Economics founder Isabel Domeyko leads the Northern California office in Roseville, California, while Jesse Walker leads the Northern Nevada office in Lake Tahoe, Nevada. Jesse and Isabel each bring more than fifteen years of professional experience in fiscal and economic impact analysis, market and feasibility analysis, public finance, and economic development. Isabel has worked on numerous general plan updates and also specializes in non-residential market analysis, including retail, office, and industrial development. She tracks changes in the retail landscape and helps clients to identify and recruit retailers.

New Economics has participated in a wide range of economic consulting assignments and is currently working on a variety of studies related to economic development, municipal finance, market/feasibility analysis, economic and fiscal impacts, and other special projects throughout Northern California and Northern Nevada.



## Beth Thompson

**Project Manager, Principal, De Novo**



Beth is a principal with De Novo with over 20 years of professional planning experience. Her responsibilities include general plan management, senior review of environmental documents, environmental planning, Housing Elements, policy documents, and contract planning. Her local experience includes Oakley's 5th cycle Housing Element. Beth specializes in community planning as well as CEQA and NEPA compliance. Her experience includes the preparation and management of numerous General Plan projects, including for Colusa County, City of Cotati, City of Brentwood, City of Half Moon Bay Housing Element, Sign Code, and Focused Zoning Code Revisions, City of Lakeport Housing Element Update and Focused Zoning Code Revisions, City of Escalon Housing, Air Quality, Circulation, and Land Use Elements Update and Focused Zoning Code Revisions, and Sebastopol General Plan Update. Beth is an industry leader in the field of Housing Elements and General Plans, and she has a proven track record of successfully completing environmental and planning documentation for complex projects.

## Ben Ritchie

**Co-Project Manager, Principal, De Novo**



Mr. Ritchie is a founding principal at De Novo Planning Group with over 17 years of experience. Mr. Ritchie's expertise includes managing long range planning documents, completing complex and controversial CEQA documents, and facilitating community outreach and public communications efforts for the firm. His experience includes a variety of land use, transportation, and sustainability projects throughout California. Mr. Ritchie serves as the Manager or Co-Manager for all of De Novo's comprehensive General Plan Updates. Mr. Ritchie is very adept at leading and facilitating the public outreach, visioning, and consensus building process required for a successful General Plan Update. He has extensive experience communicating complex topics in public forums in a manner that enhances community participation, understanding, and interest in community planning topics. He has also served as the Environmental Coordinator for the City of Rancho Cordova, where he developed a keen understanding of how best to address environmental challenges through the long-range planning process.

## Steve McMurtry

**Principal, De Novo**



Mr. McMurtry is a Principal with De Novo Planning Group and is responsible for project management, preparation of environmental documents, land use plans, air quality modeling, biological assessments, LESAs modeling, regulatory permitting, litigation support, and expert witness testimony. He has successfully led multidisciplinary teams to complete hundreds of environmental, land use planning, and development projects in 32 California counties. Mr. McMurtry's experience includes service in engineering and planning firms, as well as in the building industry. He has served as the project manager for thirteen RTP EIRs in California and is known as an expert in transportation environmental planning. His environmental experience encompasses public outreach/facilitation, policy/program development, document writing/processing, and permitting. He has been called on for litigation support and expert witness testimony relative to environmental and CEQA issues.

## Martti Eckert

Senior Urban Designer + Planner, De Novo



Martti is a Senior Urban Designer with De Novo, where he oversees and provides technical expertise on urban design and long-range planning projects. Martti leads visioning, land use, and design-related efforts, participates in community outreach activities, and conducts client communications and business development programs. Martti is an expert in Adobe software, ArcGIS, AutoCAD, and SketchUp. Proficient in computer-aided and freehand drawing techniques, Martti brings a range of design skills to all of his projects. As a Certified Planner with the American Planning Association, Martti understands complex planning projects and how to design custom approaches that best meet the client's needs while reflecting contemporary best practices. He also has experience working as a staff planner for the City of Elk Grove and providing on-call design review services to other jurisdictions.

## Elise Carroll

Associate, De Novo



Elise is an Associate Planner with De Novo. Elise earned a Bachelor of Science in Environmental Policy & Planning with an emphasis in City & Regional Planning from the University of California, Davis. She has multiple years of environmental consulting experience completing both CEQA and NEPA documentation in the public and private sectors. Elise has worked on a variety of projects throughout California, including large-scale, controversial development projects, Specific and Master Plans, and General Plan Updates. Examples include the Mace Ranch Innovation Center EIR (City of Davis), Eastview Specific Plan and Annexation EIR (City of Galt), Russell Ranch Project EIR (City of Folsom), and City of Campbell General Plan Update. Her other skills include air quality modeling using the California Emissions Estimator Model (CalEEMod), public outreach and facilitation, and project organization and management.

## Josh Smith

Associate, De Novo



Josh is an Associate Planner with De Novo. He has been an active planner since 2010, and is responsible for the preparation of CEQA/NEPA documents, climate change planning for local governments, and the development of air quality and greenhouse gas technical plans and reports. He focuses on finding effective ways to mitigate environmental risks within difficult local government budget and manpower constraints. Josh has substantial experience with Climate Action Plans, Energy Action Plans, and toxic air contaminant (TAC) Health Risk Assessments. He served as the primary technical analyst on the Pleasanton, Oakdale, Hughson, and Campbell Climate Action Plans. Josh has expertise utilizing best-practice standards for developing greenhouse gas (GHG) inventories and context-specific GHG mitigation measures, as well as developing custom air pollutant emissions calculators for complex projects. He also has prior experience working in state and local government. He is a LEED AP O+M professional.

## William Crenshaw

Associate, De Novo



Mr. Crenshaw is an Associate Planner with De Novo Planning Group, and is responsible for project support in the preparation of environmental documents, and General Plans. His previous experience includes service with several nonprofit environmental organizations, and work in the construction industry. Mr. Crenshaw's project support work has included public outreach, research, environmental document writing, and policy preparation. He graduated from UCLA in 2011 with a Bachelor's Degree in Geography, and continued his studies at Cal Poly San Luis Obispo where he received a Master of City and Regional Planning (MCRP). Throughout his academic endeavors, he received multiple honors including two UCLA scholarship recognition awards "In recognition of high achievement and outstanding promise," as well as the 2013 Errett Fisher Foundation Scholarship.

## Ruta Jariwala, PE, TE

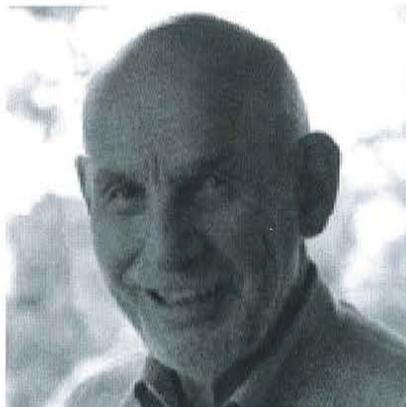
Principal-in-Charge, TJKM



Ms. Jariwala has 18 years of professional experience in the areas of multi-modal planning, traffic operations, transportation planning, signal coordination, traffic signal systems, transportation impact studies/EIRs and intelligent transportation systems planning, design and construction oversight. She has extensive experience in macro and microscopic model development and application for analysis of traffic operations for express lane studies. Studies also include multi-modal operations, light-rail, bus rapid transit, pedestrian, bicyclists and traffic safety.

## Chris Kinzel, PE, TE

Vice President/Technical Advisor, TJKM



Mr. Kinzel is the Vice President of TJKM and has 59 years of experience in nearly all aspects of traffic engineering and planning. Mr. Kinzel oversaw the development of Oakley's current traffic model, which addresses near- and mid-term LOS at key intersections throughout the City. Mr. Kinzel has managed and performed hundreds of traffic studies. A former municipal engineer, much of his career today is focused on working with city and county traffic engineers to determine the most effective strategies for reducing traffic congestion. He taught traffic-engineering courses for the University of California and the University of Santa Clara. He wrote the "Traffic Studies" chapter of the Traffic Engineering Handbook, published by Prentice-Hall, and he assisted ITE with updating their Parking Generation Manual that is now in circulation. Mr. Kinzel conducted a peer review of the 7 th, 8 th, and 9 th Editions of the ITE Trip Generation Manual.

## Colin Burgett

Project Manager, TJKM

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Mr. Burgett has over two decades of professional experience with expertise in multi-modal transportation and integrated transportation/land use planning. He specializes in strategic planning for large-scale projects, including citywide transportation plans, large area plans, campus plans, bicycle and pedestrian master plans, EIR transportation studies, bus rapid transit (BRT) corridor studies, and transit station area plans. He has extensive experience with projects that emphasize corridor revitalization, transit-oriented development, and complete streets planning.

Mr. Burgett manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns and urban design components.

## Janice Spuller

Senior Transportation Planner, TJKM

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Ms. Spuller has over 16 years of experience in transportation planning, transportation impact studies, environmental impact reviews and project management. Janice has spent most of her career in the public sector with experience with major transportation infrastructure and transit projects, long-range transportation plans, transportation demand management and land-use planning.

## Isabel Domeyko

Managing Member, New Economics & Advisory

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Isabel, founder and managing member of New Economics, offers fifteen years of experience in urban economics and has broad expertise in technical analysis, project management, and business development. She has managed a wide spectrum of complex consulting assignments in the fields of public finance and real estate economics throughout northern California, working on large-scale master plan communities, market studies, recreation economics, parks and open space analyses, municipal finance, and other special projects.

## Related Experience



*Our experience working with communities facing issues similar to those in the City of Oakley prepares us to facilitate a meaningful and successful General Plan Update.*

## Relevant Experience

Our team has real-world experience assisting communities similar to Oakley with General Plan Updates. We've worked with cities and counties throughout California to craft General Plans that reflect the community's vision and values and achieve local objectives for strategic land use planning, economic development, and improved mobility.

Facilitating a successful General Plan process takes experience. The City needs to be able to count on their team to recommend best practices and implement the work plan on schedule and on budget. In the following pages we have presented a range of our team's qualifications working on similar projects. We invite you to contact our references for all of these projects.

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### GENERAL PLAN UPDATE AND EIR | City of Sebastopol

Project Timeline: April 2014- November 2016

Contract Budget: \$402,000

Project Description: The De Novo team recently completed a comprehensive update to the Sebastopol General Plan. This work effort included several community visioning workshops, numerous meetings and workshops with the Planning Commission and City Council, a detailed background report, issues and opportunities report, and full administrative drafts of the EIR and General Plan. Preparation of a comprehensive update to the City's Housing Element was also completed, and the Housing Element was successfully certified by HCD. The Final General Plan and EIR were successfully adopted and certified by the City Council in December 2016, and our team was immediately invited back to prepare a comprehensive update to the City's Zoning Code. The Sebastopol General Plan Update Website can be viewed at: <http://sebastopol.generalplan.org/>

Project Outcome: General Plan adopted, EIR certified



### GENERAL PLAN UPDATE AND EIR | City of Cotati

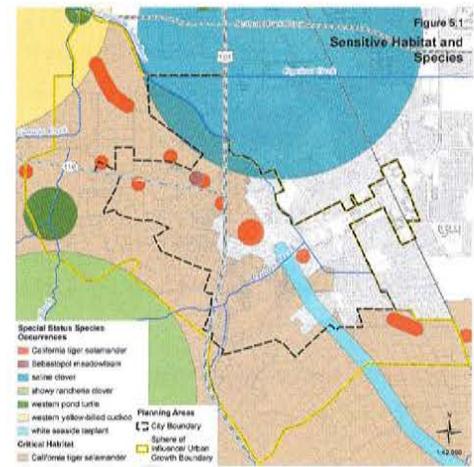
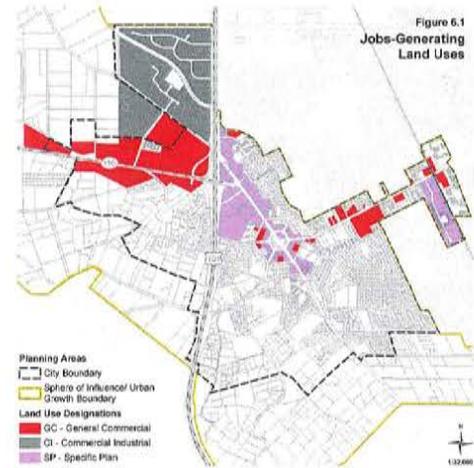
Project Timeline: March 2011- October 2014

Contract Budget: \$425,000

Project Description: De Novo Planning Group recently completed a comprehensive update to the City's General Plan and preparation of a General Plan EIR. De Novo Principals Beth Thompson and Ben Ritchie served as the project managers for the City of Cotati General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. This work effort included an extensive Visioning process at the outset of the project and regular meetings with the Planning Commission to discuss issues to be addressed in each element of the General Plan. Deliverables included a background report, Issues and Opportunities Report, GIS data, three land use alternatives maps, the General Plan policy document, Housing Element, and EIR.

The updated General Plan provides the City with a 20- to 30-year growth plan that will: address community health and sustainability, provide a Circulation Plan that supports a walkable Cotati, and balance the demand for expanded opportunities for jobs-generating development and supporting residential growth with preservation of the City's small-town character. The General Plan was successfully adopted in March 2015.

Project Outcome: General Plan adopted, EIR certified



### GENERAL PLAN EIR | Town of Yountville

Project Timeline: December 2016- Present

Contract Budget: \$174,000

Project Description: Led by Project Manager Beth Thompson, De Novo Planning Group is preparing the Environmental Impact Report and supporting documentation for the Town's General Plan Update. De Novo prepared a series of Existing Conditions Reports to establish baseline conditions related to circulation, community services and facilities, conservation, cultural resources, fiscal issues, hazards and safety, land use and socioeconomics, and noise. As part of the General Plan Update, De Novo reviews each set of goals, policies, and implementation measures prepared by the Town and General Plan team and provides input on consistency with General Plan requirements and methods to address CEQA concerns at the General Plan level. De Novo will work with Town staff and the General Plan team to prepare an analysis of land use and project alternatives to inform selection of the preferred land use map. Following selection of the preferred land use map by the Town Advisory Group, De Novo will prepare the Environmental Impact Report for the project.

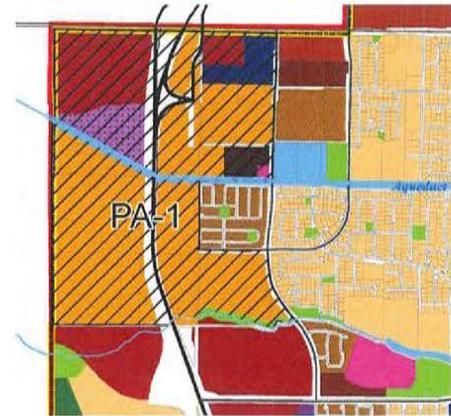
Project Outcome: Work on-going

## GENERAL PLAN UPDATE AND EIR | City of Brentwood

Project Timeline: October 2012- July 2014

Contract Budget: \$589,000

Project Description: The De Novo team recently completed a comprehensive update to the City of Brentwood's General Plan and preparation of a General Plan EIR. De Novo Principals Beth Thompson and Ben Ritchie served as the project managers for the Brentwood General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. The work effort began with an extensive public outreach and visioning process and preparation of a detailed Existing Conditions Report. Other key tasks include an Opportunities and Constraints Report, three Land Use Map Alternatives accompanied by a Land Use Map Alternatives Report, and opportunities for property owners to submit parcel change requests. Our team worked closely with the City's General Plan Working Group to complete comprehensive policy sets for all General Plan topics.



The updated General Plan provides extensive opportunities for economic development, maintains strict fiscal sustainability, enhances the preservation of natural resources in and around the City, and ensures continued quality in the built environment under increasing growth pressure. Our team worked closely with our subconsultants throughout all stages of this project. The General Plan was successfully adopted and the EIR was certified in July 2014. The Brentwood General Plan Update Website can be viewed at: [brentwood.generalplan.org/](http://brentwood.generalplan.org/)

Project Outcome: General Plan adopted, EIR certified

## GENERAL PLAN UPDATE AND EIR | City of Campbell

Project Timeline: July 2016- Present

Contract Budget: \$966,000

Project Description: The De Novo team is currently in the process of preparing a comprehensive General Plan Update, Climate Action Plan, Zoning Code Update, and EIR for the City of Campbell. The General Plan Update will include strategies to assist the City in broad-based economic development opportunities which capitalize on the City's regional location within Silicon Valley, while retaining the City's small-town charm and family-oriented environment. The De Novo team is currently working in collaboration with the Campbell GPAC to review the existing General Plan and to craft policies that will guide and shape the City for the next 20 years. The Existing Conditions Report and initial public outreach efforts have been completed, and our team is currently drafting the Issues and Opportunities Report and Land Use Alternatives Report.



Project Outcome: Work on-going

## GENERAL PLAN UPDATE AND EIR | City of Milpitas

Project Timeline: July 2016- Present

Contract Budget: \$1,200,000

Project Description: The City of Milpitas adopted its current General Plan in 1994. Since then, the General Plan was amended in 2002 to incorporate the Midtown Specific Plan, in 2008 to include the Transit Area Plan, in 2010 to integrate the City's Park and Recreation Master Plan and Bikeway Maser Plan as well as to make minor revisions to update various exhibits, tables, and figures to include land use changes and reflect changing conditions, and in 2015 to update the Housing Element. While the City has made various amendments to incorporate new planning documents, the city has grown and changed significantly since the last comprehensive update to the General Plan in 1994. Additionally, new laws affecting General Plans have been passed, new social and environmental issues have emerged, and new planning strategies and practices have been developed.

These changes require a reevaluation of the existing General Plan and confirmation of the vision for Milpitas. The update also brings the General Plan into compliance with new laws related to climate change, multi-modal transportation, and safety. This General Plan update looks ahead to the year 2040, making adjustments based on current issues and emergent trends, and positioning the City of Milpitas for the next 20-25 years. The City of Milpitas is committed to engaging community members, City staff, and decision-makers to produce a General Plan that is up-to-date, forward thinking, clear and flexible, and fiscally viable.

Project Outcome: Work on-going

## GENERAL PLAN UPDATE AND EIR | City of La Verne

Project Timeline: July 2017- Present

Contract Budget: \$698,000

Project Description: De Novo Planning Group has recently kicked-off the City of La Verne's General Plan Update and EIR, expected to be completed in late 2019. The La Verne General Plan Update will be based on a robust and meaningful engagement process consisting of General Plan Advisory Committee meetings, Visioning Workshops, Community-wide Workshops, a dedicated project website, newsletters, social media advertisements, and surveys. Since the City of La Verne last updated their General Plan in 1998, there have been significant changes to the community that warrant a special look as part of this General Plan Update, including extension of the Gold Line to the community, completion of the I-210 extension, changes to demographics, and land use questions for the City's Sphere of Influence areas. De Novo has teamed with Kittelson & Associates, EPS, and Cogstone on this project and the entire team looks forward to preparing a General Plan grounded in the community's vision and values. The La Verne General Plan Website can be viewed at: [laverne.generalplan.org](http://laverne.generalplan.org).

Project Outcome: Work on-going



## CITY OF LA VERNE GENERAL PLAN UPDATE

## GENERAL PLAN UPDATE AND EIR | County of Colusa

Project Timeline: July 2009- July 2012

Contract Budget: \$490,000

Project Description: De Novo Planning Group completed a full and comprehensive update to the Colusa County General Plan. De Novo Project Managers Beth Thompson and Ben Ritchie served as the project managers for the Colusa County General Plan and General Plan EIR, and Mr. McMurtry served as Principal Planner. This work effort included an extensive public outreach and public participation program, a conservation plan for agriculture, open space, and wildlife, the development of a county-wide GIS database, policy development in collaboration with a Steering Committee, a full update to the County's Housing Element, and preparation of an EIR. Deliverables include a background report, Issues and Opportunities Report, GIS database, four land use alternatives maps, the General Plan policy document, Housing Element, and EIR. The updated General Plan provides the County with a 20-30-year growth plan that balances the demand for increased services, expanded opportunities for local residential and commercial development, increased local employment opportunities, and preservation of the rural lifestyle and extensive agricultural resources of the County.

The General Plan was successfully adopted and the EIR was certified by the County Board of Supervisors in July 2012. The Board commended De Novo for our excellent work on this project, and our team was invited back to Colusa County to prepare a comprehensive update to the County's Zoning Code. The Colusa County General Plan Update Website can be viewed at: [www.countyofcolusageneralplan.org](http://www.countyofcolusageneralplan.org)

Project Outcome: General Plan adopted, EIR certified

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## SPRINGS SPECIFIC PLAN | County of Sonoma

Project Timeline: March 2016- Present

Contract Budget: \$448,000

Project Description: The De Novo team is preparing the Springs Specific Plan and EIR. The Springs importance as a 'downtown' area for the local neighborhoods and community was crucial in determining an appropriate mix of development types for the land use plan and in developing a strategy to celebrate the character of the community. The Plan addresses the need for community focal points and unified community character, providing for a community plaza, parklets, and green spaces. Approaches to improve mobility, addressing the lack of pedestrian and bicycle connectivity and providing methods to improve transit service, recognize that a large segment of the community relies on transit to access services.

The project received high level of public involvement and included materials and surveys in Spanish to encourage participation of the Latino community. The Existing Conditions Report, Land Use Alternatives Report, Issues and Opportunities Report, and Administrative Draft Specific Plan have been completed. Key considerations for the project include: Community focal points; Pedestrian-oriented street-scapes and amenities; Celebration of culture and heritage; Bike/pedestrian safety and accessibility; Affordable and workforce housing; Community-oriented services; High-quality jobs.

Project Outcome: Work-on-going



**TJKM Experience**

Menlo Park, CA

**ConnectMenlo General Plan Update**



**PROJECT OWNER:**  
City of Menlo Park

**PROJECT DATE(S):**  
2014 - 2016

**KEY PERSONNEL:**  
Nayan Amin, TE • Principal-In-Charge  
Chris Kinzel, PE, TE • Project Manager  
Ruta Jariwala, PE, TE • Task Lead  
Colin Burgett • Task Lead

**TJKM CLIENT REFERENCE:**  
Justin Murphy  
City of Menlo Park  
701 Laurel Street  
Menlo Park, CA 94025  
(650) 330-6725  
jmurphy@menlopark.org

**TJKM FEE:**  
\$400K

**PROJECT DESCRIPTION:**

TJKM assisted in updating the City's general plan to address regional commuting challenges, improve transit services, and remedy gaps in pedestrian and bicycle networks and parking. In addition, TJKM conducted a concurrent transportation impact study for both the General Plan Environmental Impact Report (EIR) and Facebook Expansion EIR. TJKM prepared a new travel demand model, referred to as the Menlo Park Model (MPM). The MPM model was based on the latest City/County Association of Governments of San Mateo County Model. TJKM refined the model to include new land use data and a refined transportation analysis zone system, conducted level of serve analysis, as well as updated the City's circulation system assessment model.

TJKM also provided forecasts of vehicle miles travelled (VMT) for both the General Plan land use scenarios and Facebook Expansion. In addition, an also produce VMT information for the entire trip length required by SB 743 guidelines because the Trip Generation, Distribution, and Mode Choice models were done at the regional scale. TJKM Identified trip reduction strategies, including a substantial reduction in peak-hour vehicle trip generation related to the Facebook Campus expansion, and identified multimodal improvement options including buffered bike lane treatments, bicycle boulevard enhancements and targeted sidewalk gap reduction.



Oakley, CA

## On-Call Transportation Engineering, Planning & Operations Services

**PROJECT OWNER:**

City of Oakley

**PROJECT DATE(S):**

2016 - Ongoing

**KEY PERSONNEL:**

Nayan Amin, TE • Principal-In-Charge  
 Ruta Jariwala, PE, TE • Project Manager  
 Rutvij Patel, EIT • Task Lead  
 Prashanth Dullu • Project Engineer

**TJKM CLIENT REFERENCE:**

Kevin Rohani  
 City of Oakley  
 3231 Main Street  
 Oakley, CA 94561  
 (925) 625-7003  
 rohani@ci.oakley.ca.us

**TJKM FEE:**

\$338K

**PROJECT DESCRIPTION:**

TJKM is currently under contract with the City of Oakley for Transportation Engineering, Planning, and Operations services. Below are some of the projects that are currently active or were completed in the past.

- **Citywide Traffic Model:** TJKM developed a citywide traffic model using VISTRO software. This model has been developed to assist the City in monitoring near- and mid-term levels of service at key intersections.
- **Transportation Impact Fee (TIF) Update**
- **Traffic Signal Modifications:** TJKM is currently assisting the City in preparing traffic signal modification PS&E for improvements along multiple intersections in the City. These modifications include video detection and internally illuminated sign installations, pole relocations, signal phasing upgrades, lane geometry changes, and verification of truck turning radii.
- **Peer Review:** TJKM has reviewed various traffic safety and traffic impact studies.
- **Circulation and Safety Analysis for Freedom High School:** TJKM evaluated existing conditions, identified deficiencies and provided recommendations to enhance multimodal operations and safety in the immediate vicinity of Freedom High School.
- **Signal Timing Update:** TJKM updated existing signal timing sheets based on the existing traffic demands and consistency with CA MUTCD for several key intersections.
- **Providing On-Call Traffic Engineering Support**
- **Signal Timing Optimization:** TJKM has developed peak period coordination plans and updated traffic signal timing parameters in accordance with the CA MUTCD for the Main Street and Empire Avenue corridors. The timing plans were implemented and fine-tuned with the assistance of City staff.



VISION THAT MOVES YOUR COMMUNITY



Belmont, CA

# Comprehensive Pedestrian & Bicycle Master Plan


**PROJECT OWNER:**

City of Belmont

**PROJECT DATE(S):**

2015 - 2016

**KEY PERSONNEL:**

Nayan Amin, TE • Project Manager  
 Ruta Jariwala, PE, TE • Task Lead  
 Atul Patel, TE, PTOE • Task Lead  
 Colin Burgett • Task Lead

**TJKM CLIENT REFERENCE:**

Bozhena Palatnik  
 City of Belmont  
 One Twin Pines Lane  
 Belmont, CA 94002  
 (650) 595-7463  
 bpalatnik@belmont.gov

**TJKM FEE:**

\$67K

**PROJECT DESCRIPTION:**

TJKM developed a comprehensive pedestrian and bicycle master plan to encourage people of all ages to bike or walk more. Currently, Belmont has several bicycle lane segments but does not provide a consistent bike route, and the provision of continuous sidewalks is limited due to steep terrain, right-of-way-limitations and opposition from neighborhood groups. TJKM prepared a thorough review of existing bicycle, pedestrian, and Safe Routes to Schools planning documents, including the City's Complete Streets Policy.

TJKM conducted public outreach via walking/biking tours, online surveys and advisory committee meetings. TJKM then developed Belmont's first citywide bikeway network map, recommended pedestrian priority segments, prepared cost estimates, and identified a phased list of capital improvement projects.

As part of a separate hiring process, TJKM was also selected by the City to prepare construction drawings for Phase I of the Ralston Avenue Corridor bicycle and pedestrian improvements which would provide critical links along and across the eastern half of the City's key east/west corridor, including connections between neighborhoods, Downtown, and the Belmont Caltrain Station.

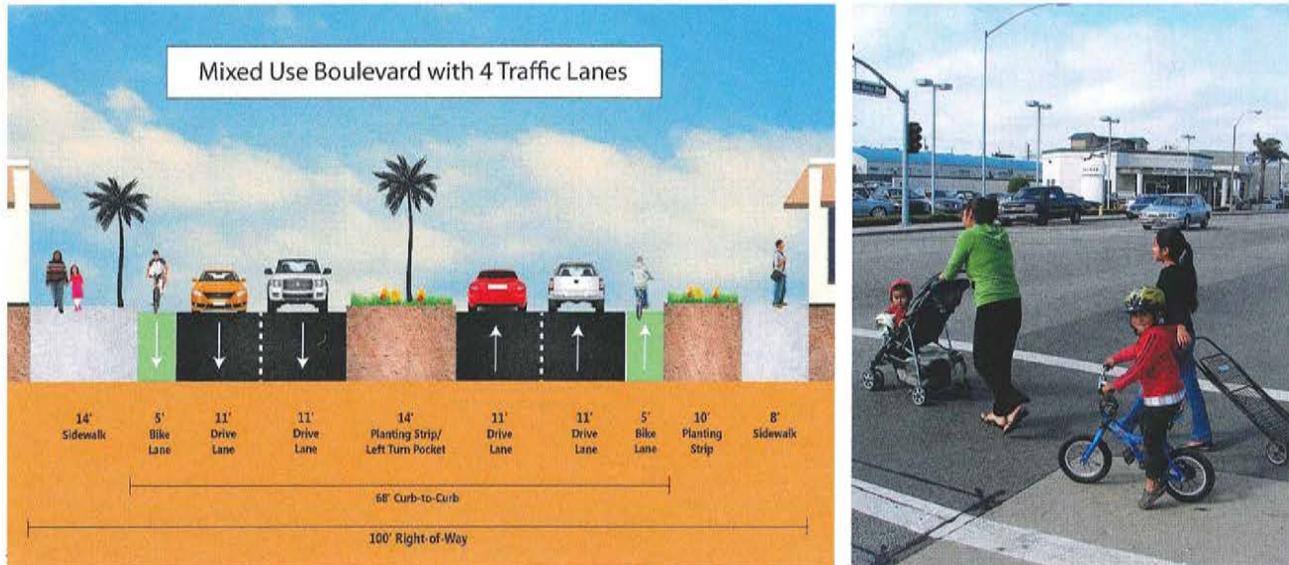


VISION THAT MOVES YOUR COMMUNITY



Seaside, CA

# Seaside 2040 General Plan


**PROJECT OWNER:**

City of Seaside

**PROJECT DATE(S):**

2016 - 2018

**KEY PERSONNEL:**

Chris Kinzel, PE, TE • Principal-In-Charge  
 Colin Burgett • Project Manager  
 Nayan Amin, TE • Solutions Development  
 Janice Spuller • Project Planner  
 Ian Lin, PTP • Project Planner

**TJKM CLIENT REFERENCE:**

Rick Riedl  
 City of Seaside  
 440 Harcourt Avenue  
 Seaside, CA 93955  
 (831) 899-6884  
 rriedl@ci.seaside.ca.us

**TJKM FEE:**

\$160K

**PROJECT DESCRIPTION:**

TJKM developed a comprehensive update to Seaside's Circulation Element incorporating complete streets components, multimodal performance metrics, revisions to citywide bikeway network, identification of pedestrian priority focus areas, and related land use and mobility projects. The Circulation Element update included a greater emphasis on multimodal transportation, including bicycle, motor vehicle, pedestrian and transit circulation. Key components included:

- Recommended changes to street standards
- Updated goals and policies for vehicles, transit, bicycle and pedestrian facilities and freight
- Complete Streets goals, policies, performance measures, and improvements (including potential changes to the City's functional street classifications to account for non-motorized travel)
- Comprehensive revisions to the City's planned bikeway network
- Identification of pedestrian priority improvements
- Performance measures for assessing the transportation impacts of future development, consistent with SB 743

In addition to updating the Circulation Element, TJKM's tasks also included travel demand modeling and preparation of the General Plan Environmental Impact Report transportation analysis.



## New Economics & Advisory

### City of Hayward Route 238 Properties Analysis

Project Timeline: 2017- Present

Contract Budget: \$71,500.00

Project Description: New Economics studied the near-term development potential for seven prototypes, including high density residential (apartments, condo's, student housing, and micro units), single-family residential, Class A office, and local-serving retail.

Project Outcome: The City and Consultant Team utilized the market information to inform land use alternative scenarios on approximately 400 parcels largely comprising vacant, city-owned land. New Economics is now beginning work to identify the residual land value for these land use alternatives to help assess the financial viability of the potential land plans.

### City of Sanger GPU Commercial Land Demand Study, Retail Recruitment Strategies

Project Timeline: 2015 and 2018

Contract Budget: \$77,900 (for Retail Recruitment Strategies)

Project Description: New Economics estimated the amount of commercial land that could be supported over a 25 year period for purposes of the city's general plan update. The City subsequently hired New Economics to update and refine that study in 2018, along with developing specific retail recruitment strategies for the City.

New Economics prepared a Commercial Land Demand Study that studied the amount of new retail and office that could be supported over time in a targeted annexation area. The study considered national and regional economic trends, projected growth and spending power, and the performance of existing commercial space. The analysis projected a limited amount of new commercial space given Sanger's size and location, anticipated growth levels, and relative supply of existing space. In 2018, New Economics also analyzed demand and supply at a more detailed level. The updated study provided the City with a more nuanced understanding of retail types that would be the most appropriate fit for the City's annexation area.

Project Outcome: The City has met with and continues to recruit multiple retailers, developers, and brokers to locate specific types of retailers to a planned annexation area.

### City of Roseville Site Studies

Project Timeline: 2016-2018

Contract Budget: \$16,000 for suburban site and \$12,000 for infill site analysis.

Project Description: New Economics analyzed market impacts for two sites. For a suburban retail site, New Economics assessed whether a compact retail site centrally located within a suburban master plan would develop as planned within the next 3-5 years; New Economics subsequently analyzed an alternative land use plan proposed by new property owners. For the infill site, New Economics estimated the impact of a proposed workforce housing project in Downtown Roseville on surrounding businesses, considering both new spending but also adverse impacts on parking.

Project Outcome: The City approved the alternative development plan for the suburban site. For the infill site, the Planning Commission overturned an appeal against the project, in part because economic impacts were positive for the local business community.

### **Campbell General Plan Update, 2016-present**

Part of a larger Consultant Team led by De Novo Planning Group, New Economics identified issues and opportunities related to economic development and fiscal sustainability, participated in multiple General Plan Action Committee meetings, evaluated General Plan land use alternatives, and developed policies and actions for new Economic Development and Fiscal Sustainability elements.

### **Antioch Downtown Specific Plan, Land Use Element & Property Management Plan, 2013 - 2015**

New Economics assisted Antioch with the creation of a property management plan for former redevelopment agency properties, analyzing title reports for over 30 Downtown parcels to identify any constraints on future sales, estimating the market value for these properties should they be sold at auction, and making recommendations for parcels that the City may want to retain for future development. Subsequently, New Economics was retained to make recommendations on downtown and citywide development to support a new Downtown Specific Plan and General Plan Land Use Element. This work included a comprehensive analysis of demographic patterns, residential, commercial, and industrial development, and the preparation of high-density housing pro forma analyses.

### **Sacramento General Plan Technical Update, 2012-2013**

In 2012, the City retained a consultant team including New Economics & Advisory to conduct a technical update to its general plan. Isabel's work on the previous 2030 General Plan allowed her to leverage her local knowledge and familiarity to summarize economic trends since the end of the last real estate cycle and make recommendations to revise economic development policies. New Economics also identified areas within the City that were best positioned to grow, helped the City prioritize CIP improvement according to their economic development potential, and assisted the Parks department with exploration of a new parkland level of service standard for Downtown.

### **City of Lincoln Economic Development Services, 2013 - 2014**

New Economics & Advisory teamed with Municipal Resource Group to help the City of Lincoln implement a Strategy Action Plan and provide additional economic development staff support.

For more than two years, Isabel worked closely with City staff by: producing baseline economic data; recruiting new business by providing on-call responses to inquiries, tracking commercial property listing; strengthening relationships with regional organizations responsible for attracting business to Sacramento; preparing and implementing media strategies; nurturing relationships with the existing business community; and identifying opportunities for the City to generate additional General Fund revenues by evaluating City assets and helping to coordinate lease/sale opportunities, as well as analyzing other revenue opportunities (e.g. business license tax rate change). Isabel also served as interim Economic Development Manager until the position was permanently filled.

# PROJECT REFERENCES

Below are references for De Novo Planning Group, we encourage you to check with them all to better understand our commitment to our clients and our projects. Should the City of Oakley desire to gather additional information on any project listed here, or other projects undertaken by the consultant team, please let De Novo know and we would be happy to share additional information.

## DE NOVO PLANNING GROUP REFERENCES

City of Brentwood General Plan Update and EIR  
 Casey McCann, Community Development Director  
 Brentwood Community Development Department  
 150 City Park Way | Brentwood, CA 94513  
 (925) 516-5195

City of Cotati General Plan Update and EIR  
 Vicki Parker, Community Development Director  
 Cotati Community Development Department  
 201 West Sierra Avenue | Cotati, CA 94931  
 (707) 665-3637

City of Sebastopol General Plan Update and EIR  
 Kenyon Webster, Planning Director  
 City of Sebastopol Planning Department  
 7120 Bodega Avenue | Sebastopol, CA 95472  
 (707) 823-6167

City of Manteca General Plan Update and EIR  
 J.D. Hightower, Planning Manager  
 City of Manteca  
 Community Development Department  
 (209) 605-5440

City of Milpitas General Plan Update and EIR  
 Brad Misner, Community Development Director  
 City of Milpitas  
 Department of Planning and Neighborhood Services  
 455 East Calaveras Boulevard  
 Milpitas, CA 95035  
 (408) 586-3279

City of Campbell General Plan Update and EIR  
 Paul Kermoyan, Community Development Director  
 Campbell Community Development Department  
 70 North First Street | Campbell, CA 95008  
 (408) 866-2141

The Springs Specific Plan and EIR, County of Sonoma  
 Yolanda Solano, Planner III  
 Sonoma County Permit and Resource Management Department  
 2550 Ventura Ave  
 Santa Rosa CA 95403-2829  
 (707) 565-7387  
[yolanda.solano@sonoma-county.org](mailto:yolanda.solano@sonoma-county.org)

**NEW ECONOMICS & ADVISORY REFERENCES**

City of Hayward Route 238 Properties Analysis	Micah Hinkle, Economic Development Manager 510-583-5546 Micah.Hinkle@hayward-ca.gov
City of Sanger Retail Recruitment Strategies, Commercial Land Demand Study	Tom Navarro, Community Development Director 559-876-6300 ext 1520 tnavarro@ci.sanger.ca.us
City of Roseville Site Studies	Kevin Payne, Development Services Director 916-774-5256 kpayne@roseville.ca.us
Jackson Township Master Plan	Angelo G. Tsakopoulos, Esq., Tsakopoulos Investments 1435 River Park Drive, Suite 500, Sacramento, CA 95815 (916) 972-7000 agtesq@tsakvest.com

**TJKM REFERENCES**

City of Menlo Park, ConnectMenlo General Plan Update & Facebook Expansion	Nikki Nagaya City of Menlo Park 701 Laurel Street Menlo Park, CA 94025 (650) 330-6781 nhnagaya@menlopark.org
City of Pittsburg, Transportation Engineering On-Call Services	Paul Reinders City of Pittsburg 65 Civic Avenue Pittsburg, CA 94565 (925) 252-4822 preinders@ci.pittsburg.ca.us
City of Pittsburg, Three HSIP Projects for West Leland Corridor Safety Improvements	Ron Nevels City of Pittsburg Engineering Division 65 Civic Avenue Pittsburg, CA 94565 (925) 252-4930 rnevels@ci.pittsburg.ca.us
City of Seaside, Seaside 2040 General Plan Mobility Element	Rick Riedl City of Seaside 440 Harcourt Avenue Seaside, CA 93955 (831) 899-6884 riedl@ci.seaside.ca.us

## CURRENT PROJECTS

### De Novo Planning Group

De Novo carefully considers our current and projected workload prior to bidding on any potential project. We are highly selective regarding the projects we pursue in order to ensure that each project is a good fit for our firm and that the proposed budget and timeline is feasible for us to accomplish. Our firm has established an exceptional reputation for unparalleled work quality, which would not be maintained by overextending our resources.

We understand that the schedule for the proposed project is aggressive and would require dedicated staff time to ensure that the General Plan Update and EIR are of the highest quality and issued in a timely manner consistent with the City's expectations. Prior to submitting this proposal to Oakley, we did a detailed review of our existing and pending workload obligations, and we have allocated our resources in such a way as to ensure that we can devote significant portions of our Principals' time and energy to this General Plan Update. Each team member would be able to dedicate 20 to 50 percent of their time each week to ensure that all project deliverables are provided on schedule. Our primary project manager, Beth Thompson, is currently working on the Manteca and Pittsburg General Plan Updates, the Sonoma Springs Specific Plan, the Yountville General Plan Update EIR, and several environmental documents; **none of these projects will conflict with the timeline or work effort identified for the Oakley General Plan Update.** Co-project manager Ben Ritchie is managing the Campbell, Milpitas, and Lathrop General Plan Updates and several environmental documents and serves as the principal-in-charge on the Lake Forest and La Verne General Plan Updates.

# RESUMES



*Key staff resumes are included here for your reference.*

# Beth Thompson

## PRINCIPAL



Beth is a principal with De Novo with over 19 years of professional planning experience. Her responsibilities include general plan preparation and management, senior review of environmental documents, environmental planning, Housing Element updates, policy document preparation, and contract planning. Beth specializes in community planning as well as CEQA and NEPA compliance. Her experience includes the preparation and management of numerous General Plan projects. She also has extensive experience preparing and managing General Plan EIRs, development EIRs for a range of project types from ski resort master plans to hospital facilities to subdivisions. Beth is an industry leader in the field of Housing Elements and General Plans, and she has a proven track record of successfully completing environmental and planning documentation for complex projects.

### EDUCATION

**BS, Environmental and Resource Science,**  
University of California, Davis

### ORGANIZATIONS

American Planning Association

### RELEVANT PROJECT EXPERIENCE

**General Plan Update and EIR,**  
City of Brentwood

**General Plan Update, Climate Action Plan, and EIR,**  
City of Campbell

**General Plan Update, Housing Element and EIR,**  
City of Cotati

**General Plan Update, Housing Element, Zoning Code Update and EIR,**  
Colusa County

**Veterans Square (Pittsburg) NEPA**  
Domus/Contra Costa County

**Sustainability Element and Climate Action Plan EIR,**  
City of Elk Grove

**Housing Element Update EIR**  
City of Elk Grove

**Silverado Village EIR**  
City of Elk Grove

**General Plan Update EIR and Climate Action Plan,**  
City of Foster City

**General Plan Update and EIR,**  
City of Lakeport

**General Plan Update and EIR,**  
City of Manteca

**Marina Restaurant MND**  
City of Martinez

**General Plan Update and EIR,**  
City of Milpitas

**Housing Element Addendum to GP EIR, Safety Element Update**  
Napa County

**Housing Element Update EIR**  
City of Novato

**Housing Element Update**  
City of Oakley

**Addendum to General Plan EIR, Affordable Housing Overlay**  
City of Oakley

**Housing Element Update**  
City of Ripon

**Municipal Services Review**  
City of Ripon

**General Plan and Zoning Code Update, Housing Element, and EIR,**  
City of Sebastopol

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# Ben Ritchie

## PRINCIPAL



Mr. Ritchie is a founding principal at De Novo Planning Group with over 17 years of experience. Mr. Ritchie's expertise includes managing long range planning documents, completing complex and controversial CEQA documents, and facilitating community outreach and public communications efforts for the firm. His experience includes a variety of land use, transportation, and sustainability projects throughout California. Mr. Ritchie serves as the Manager or Co-Manager for all of De Novo's comprehensive General Plan Updates. Mr. Ritchie is very adept at leading and facilitating the public outreach, visioning, and consensus building process required for a successful General Plan Update. He has extensive experience communicating complex topics in public forums in a manner that enhances community participation, understanding, and interest in community planning topics.

### EDUCATION

**MA, City and Regional Planning,**  
Cal Poly San Luis Obispo

**BA, Political Science and History,**  
Cal Poly San Luis Obispo

### ORGANIZATIONS

American Planning Association

Association of Environmental  
Professionals

### RELEVANT PROJECT EXPERIENCE

**General Plan Update and EIR,**  
City of La Verne

**General Plan Update, EIR, and  
Climate Action Plan,**  
City of Campbell

**General Plan Update and EIR,**  
City of Brentwood

**General Plan and Zoning Code  
Update, Housing Element, and EIR,**  
City of Sebastopol

**General Plan Update, Housing  
Element and EIR**  
City of Cotati

**General Plan Update, Housing  
Element, Zoning Code Update and  
EIR,**  
Colusa County

**General Plan Update EIR and Climate  
Action Plan,**  
City of Foster City

**General Plan Update and EIR,**  
City of Lakeport

**General Plan Update and EIR,**  
City of Milpitas

**General Plan Update and EIR,**  
City of Manteca

**Circulation Element EIR,**  
City of Manteca

**Redevelopment Plan EIR,**  
City of Rancho Cordova

**The Cannery EIR,**  
City of Davis

**Home2Suites MND,**  
City of Tracy

**West Area Specific Plan EIR,**  
City of Salinas

**Joerger Ranch Specific Plan EIR,**  
Town of Truckee

**Sierra Pacific Industries Biomass  
Cogeneration Power Project EIR,**  
Shasta County

**Sterling 5th Street Apartments EIR,**  
City of Davis

**Sustainability Element and Climate  
Action Plan EIR,**  
City of Elk Grove

**PA-1 Specific Plan,**  
City of Brentwood

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# Steve McMurtry

## PRINCIPAL



Mr. McMurtry is a Principal Planner with De Novo Planning Group and is responsible for project management, preparation of land use plans, environmental studies, regulatory permitting, due diligence studies, litigation support and expert witness testimony. Mr. McMurtry's experience includes service in engineering and planning firms, as well as in the building industry. During his tenure in the building industry he worked for a Fortune 500 home builder where he was responsible for due diligence, land acquisition, planning, entitlement, design, and construction of over 5,000 residential lots valued over \$300 million. He has formed and implemented Area of Benefit Districts, Community Facilities Districts, and Assessment Districts as a financing solution for capital improvements. During his tenure in the consulting industry he has managed large complex Specific Plans/Master Plans, and diverse project types related to energy, mines, hospitals, and schools.

### EDUCATION

**BS, Natural Resources Management,**  
Cal Poly San Luis Obispo

### ORGANIZATIONS

Licensed Real Estate Broker,  
#01380263

### RELEVANT PROJECT EXPERIENCE

**Seraphina MND**  
City of Temecula

**LDS Church Initial Study/MND,**  
City of San Juan Capistrano

**Griffin Park Master Plan EIR,**  
City of Manteca

**PC-3 Specific Plan EIR,**  
Town of Truckee

**Whisper Ridge Hotel Resort and Golf Course Master Plan EIR,**  
City of Oroville

**Cannery Park Master Plan EIR,**  
City of Davis

**South Lathrop Specific Plan EIR,**  
City of Lathrop

**Silverado Master Plan EIR,**  
City of Elk Grove

**Tra Vigne Master Plan EIR,**  
City of Stockton

**Ventana Specific Plan EIR,**  
City of Merced

**Madera 5-Bridges Specific Plan EIR,**  
City of Merced

**Atwater South Specific Plan EIR,**  
City of Atwater

**Morgan Ranch Specific Plan EIR,**  
City of Turlock

**Family Entertainment Zone Master Plan EIR,**  
City of Manteca

**The Cannery EIR,**  
City of Davis

**Truckee Planned Community 3 (SP3) EIR,**  
Town of Truckee

**Pilot Flying J EIR,**  
City of Tulare

**Pilot Flying J EIR,**  
City of Lathrop

**2015 Placer County RTP EIR,**  
Placer County Regional Transportation Planning Agency

**2011 San Joaquin County RTP EIR**  
San Joaquin Council of Governments,

**2012 Butte County MTP and SCS EIR,**  
Butte County Association of Governments

**2015 Amador County RTP EIR,**  
Amador County Transportation Commission

**Merced County 2014 RTP EIR,**  
Merced County Association of Governments

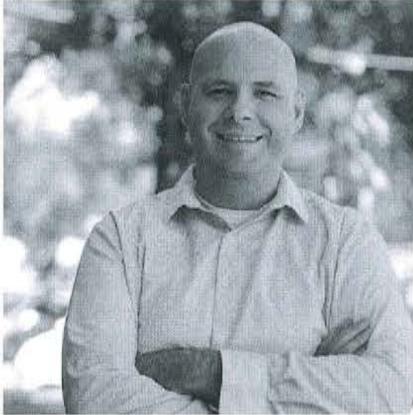
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# Martti Eckert, AICP

## SENIOR URBAN DESIGNER + PLANNER



Martti is a Senior Urban Designer with De Novo, where he oversees and provides technical expertise on urban design and long-range planning projects. Martti leads visioning, land use, and design-related efforts, participates in community outreach activities, and conducts client communications and business development programs. Martti is an expert in Adobe software, ArcGIS, AutoCAD, and SketchUp. Proficient in computer-aided and freehand drawing techniques, Martti brings a range of design skills to all of his projects. As a Certified Planner with the American Planning Association, Martti understands complex planning projects and how to design custom approaches that best meet the client's needs while reflecting contemporary best practices. He also has experience working as a staff planner for the City of Elk Grove and providing on-call design review services to other jurisdictions.

### EDUCATION

**M, City and Regional Planning,**  
Ohio State University

**BS, Architecture,**  
University of Cincinnati

### ORGANIZATIONS

American Planning Association

### ACCREDITATIONS

American Institute of Certified  
Planners, #029070

### AWARDS

2015 Merit Award for Best Practices,  
APA, Sacramento Valley Section,  
Southeast Area Plan, City of Elk Grove

2013 Best Comprehensive Planning  
Document for Small Jurisdiction APA,  
California Chapter,  
Downtown Plan, City of Lone

2013 Outstanding Planning Award –  
Best Practices, APA, Central Section,  
Kern County Vision Plans, Kern  
County

### RELEVANT PROJECT EXPERIENCE

**PA-1 Specific Plan,**  
City of Brentwood

**Southeast Policy Area Planning  
Document,**  
City of Elk Grove\*

**Downtown Specific Plan,**  
City of Manhattan Beach\*

**High Speed Rail Station Area Plan,**  
City of Merced\*

**Downtown Plan,**  
City of Lone\*

**North Downtown Compton Specific  
Plan,**  
City of Compton\*

**General Plan Update,**  
City of Campbell

**General Plan Update,**  
City of Lathrop

**General Plan Update,**  
Manteca

**General Plan Update,**  
City of Huntington Beach\*

**General Plan Update,**  
City of Elk Grove\*

**General Plan Update,**  
City of Chico\*

**Sustainable Development  
Code Update,**  
City of Patterson\*

**Zoning Code Update,**  
City of Palm Desert\*

**Zoning Code Update,**  
City of Rancho Cordova\*

**Zoning Code Update,**  
City of Lemoore\*

**Mojave, Old Town Tehachapi, and  
Boron Vision Plans,**  
Kern County\*

**Southeast Policy Area Architectural  
Style Guide,**  
City of Elk Grove\*

**Scenic Corridor Design Guidelines,  
City of Plymouth\***

**Community Wayfinding Sign  
Standards,**  
Mono County\*

**Downtown Pedestrian Improvement  
Project,**  
City of Torrance\*

\* Project was completed by Mr. Eckert while he was employed at another planning firm

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# Elise Carroll

## ASSOCIATE



Elise is an Associate Planner with De Novo. She has multiple years of environmental consulting experience completing both CEQA and NEPA documentation in the public and private sectors. Elise has worked on a variety of projects throughout California, including large-scale, controversial development projects, Specific and Master Plans, and General Plan Updates. Examples include the Mace Ranch Innovation Center EIR (City of Davis), Eastview Specific Plan and Annexation EIR (City of Galt), Russell Ranch Project EIR (City of Folsom), and City of Campbell General Plan Update. Her other skills include air quality modeling using the California Emissions Estimator Model (CalEEMod), public outreach and facilitation, and project organization and management.

### EDUCATION

**BS, Environmental Policy and Planning,**  
University of California, Davis  
BS, Architecture,

### RELEVANT PROJECT EXPERIENCE

**Pilot Flying J EIR,**  
City of Tulare

**West Area Specific Plan EIR,**  
City of Salinas

**Oakwood Trails EIR,**  
City of Manteca

**Oakwood Landing EIR,**  
City of Manteca

**Griffin Park Master Plan EIR,**  
City of Manteca

**Calaveras SR 49 Land Use Study,**  
Calaveras Council of Governments

**Sonoma Springs Specific Plan and EIR,**  
Sonoma County

**Tra Vigne Development Project EIR,**  
City of Stockton

**Sterling Apartments EIR,**  
City of Davis

**Oakwood Landing Project EIR,**  
City of Manteca

**Griffin Park Master Plan Project EIR,**  
City of Manteca

**Milpitas General Plan Update,**  
City of Milpitas

**Campbell General Plan Update,**  
City of Campbell

**Manteca General Plan Update,**  
City of Manteca

**Legacy Trail CEQA and NEPA Documents,**  
Town of Truckee

**Pilot Flying J EIR,**  
City of Lathrop

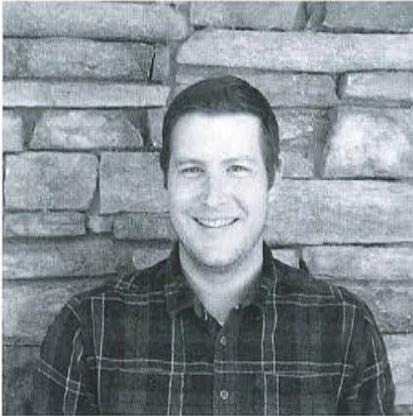
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# William Crenshaw

## ASSOCIATE



Mr. Crenshaw is an Associate Planner with De Novo Planning Group, and is responsible for project support in the preparation of environmental documents, and General Plans. His previous experience includes service with several nonprofit environmental organizations, and work in the construction industry. Mr. Crenshaw's project support work has included public outreach, research, environmental document writing, and policy preparation. During his academic career, he received multiple honors including two UCLA scholarship recognition awards "In recognition of high achievement and outstanding promise," as well as the 2013 Errett Fisher Foundation Scholarship.

### EDUCATION

**MA, City and Regional Planning,**  
California Polytechnic State University,  
San Luis Obispo

**BA, Geography,**  
University of California, Los Angeles

### RELEVANT PROJECT EXPERIENCE

**Pilot Flying J EIR,**  
City of Tulare

**Amador County RTP EIR,**  
Amador County Council of Governments

**Placer County RTP EIR,**  
Placer County Regional Transportation  
Planning Agency

**Pilot Flying J EIR,**  
City of Lathrop

**Family Entertainment Zone EIR,**  
City of Manteca

**South Lathrop Specific Plan EIR,**  
City of Lathrop

**West Area Specific Plan EIR,**  
City of Salinas

**Oakwood Trails EIR,**  
City of Manteca

**Oakwood Landing EIR,**  
City of Manteca

**Griffin Park Master Plan EIR,**  
City of Manteca

**Sonoma Springs Specific Plan and  
EIR,**  
Sonoma County

**Sterling Apartments EIR,**  
City of Davis

**Milpitas General Plan Update,**  
City of Milpitas,

**Campbell General Plan Update,**  
City of Campbell,

**Manteca General Plan Update,**  
City of Manteca,

**Sebastopol General Plan Update,**  
City of Sebastopol,

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# Josh Smith

## ASSOCIATE



Josh is an Associate Planner with De Novo. He has seven years of experience and is responsible for the preparation of CEQA/NEPA documents, climate change planning for local governments, and the development of air quality and greenhouse gas technical plans and reports. He focuses on finding effective ways to mitigate environmental risks within difficult local government budget and manpower constraints. Josh has substantial experience with Climate Action Plans, Energy Action Plans, and toxic air contaminant (TAC) Health Risk Assessments. He served as the primary technical analyst on the Pleasanton, Oakdale, Hughson, and Campbell Climate Action Plans, and has been a deputy Project Manager for EIRs such as the Placer County RTP EIR and Amador County RTP EIR. Josh has expertise utilizing best-practice standards for developing greenhouse gas (GHG) inventories and context-specific GHG mitigation measures, as well as developing custom air pollutant emissions calculators for complex projects.

### EDUCATION

**BS, Environmental Policy Analysis and Planning,**  
University of California, Davis

### ORGANIZATIONS

Association of Environmental Professionals

### ACREDITATIONS

LEED AP O+M

### RELEVANT PROJECT EXPERIENCE

**Pilot Flying J EIR,**  
City of Tulare

**Amador County RTP EIR,**  
Amador County Council of Governments

**Placer County RTP EIR,**  
Placer County Regional Transportation Planning Agency

**Pilot Flying J EIR,**  
City of Lathrop

**West Area Specific Plan EIR,**  
City of Salinas

**Oakwood Trails EIR,**  
City of Manteca

**Oakwood Landing EIR,**  
City of Manteca

**Griffin Park Master Plan EIR,**  
City of Manteca

**Legacy Trail CEQA and NEPA Documents,**  
Town of Truckee

**Sonoma Springs Specific Plan and EIR,**  
Sonoma County

**Sterling Apartments EIR,**  
City of Davis

**Milpitas General Plan Update,**  
City of Milpitas,

**Campbell General Plan Update,**  
City of Campbell,

**Manteca General Plan Update,**  
City of Manteca,

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AREAS OF EXPERTISE

- Complete Streets
- Project Management
- Transportation Impact Studies
- Multimodal Operations
- Transportation Operations
- Transportation Planning

YEARS OF EXPERIENCE

20

REGISTRATIONS & CERTIFICATIONS

CA C 73840 (Civil)  
CA TR 2465 (Traffic)

PROFESSIONAL HISTORY

TJKM	2012 - Present
URS	2004 – 2012
Bucher, Willis & Ratliff	2001 – 2003
Autodesk	1999 – 2001

EDUCATION

M.S., Civil Engineering, San Jose State University, San Jose, CA  
B.S., Civil Engineering, Bombay University, Mumbai, Maharashtra, India

Ms. Jariwala has 20 years of professional experience in the areas of traffic operations, transportation planning, freeway and arterial management studies, signal coordination, traffic signal systems, traffic impact studies/EIRs and intelligent transportation systems planning, design and construction oversight. She has extensive experience in macro and microscopic model development and application for analysis of traffic operations for express lane studies as well as multimodal operations, light-rail, bus rapid transit, pedestrian, bicyclists, and traffic safety studies.

## Ruta Jariwala, PE, TE

PRINCIPAL

Project Role: Principal-In-Charge

### Project Experience

**On-Call Transportation Engineering, Transportation Planning & Traffic Operations Services, Oakley, CA, City of Oakley, 2016-Ongoing:**

Project Manager for on-call services for the City which include: developing a Citywide Traffic Model using VISTRO software; technical analysis for updating the TIF program; preparing traffic signal modification plans, specifications and estimates for improvements along multiple intersections which include video detection and internally illuminated sign installations, pole relocations, signal phasing upgrades, lane geometry changes and verification of truck turning radii; review of signal warrants, traffic safety studies, and traffic impact studies. Other tasks include:

- Circulation and Safety Analysis for Freedom High School – TJKM evaluated existing conditions, identified deficiencies and provided recommendations to enhance operations and safety for vehicular, pedestrian, bicycle and transit in the immediate vicinity of Freedom High School in the City of Oakley.
- Update Signal Timings – TJKM updated existing signal timing sheets based on the existing traffic demands and consistency with California Manual on Uniform Traffic Control Devices (CA MUTCD) for several key intersections in the City of Oakley.
- Providing On-Call Traffic Engineering Support – TJKM provides technical assistance

related to transportation planning, traffic engineering and operations, parking restriction, reviewing proposed traffic calming devices, pedestrian crossing signals, stop sign installations and signal timings per the City’s request.

- Traffic Signal Timing Optimization – TJKM has developed peak period coordination plans and updated traffic signal timing parameters in accordance with the CA MUTCD for the Main Street and Empire Avenue corridors in the City of Oakley. The timing Plans were implemented and fine-tuned with the assistance of City Staff.

**Citywide Traffic Model, Oakley, CA, City of Oakley, 2015-2016:**

Project Manager for development of the City of Oakley’s citywide traffic model. The model assists the City in monitoring near- and mid-term levels of service (LOS) at key intersections throughout the City. TJKM utilized a Vistro model, which is the updated version of the Traffix model. Tasks included selecting and gathering data at the study intersections, calculating intersection LOS, establishing traffic distribution patterns to create the Vistro model, and maintain the model for the City

**Citywide Multimodal Improvement Plan, Mountain View, CA, City of Mountain View, 2015-2018:**

QA/QC Manager and Task Lead. TJKM is responsible for development of an Area-wide Multimodal Improvement Plan. Task Lead assisting City of Mountain View in developing an Area-wide Multimodal Improvement Plan.



Elements of the Multimodal Improvement Plan are largely drawn from several recent studies and plans analyzing future conditions and provides potential improvement strategies and projects. More than 50 study intersections and 50 roadway segments are being evaluated as part of the study to identify deficiencies, and improvements to enhance operations for all modes of transportation. The Plan is also intended to help reduce VMT/GHG and help meet mode shift goals. As a part of the project TJKM will also prepare conceptual layouts for the recommended improvements.

**Citywide Multimodal Improvement Study, Hayward, CA, City of Hayward, 2015-Ongoing:**

Deputy Project Manager assisting the City of Hayward to prepare a Citywide Intersection Study to address existing and future congestion and enhance operations for all modes of transportation throughout the City of Hayward. TJKM conducted a comprehensive outreach approach geared in part to addressing potential concerns on the part of both the development community and City leaders. TJKM is examining about 100 intersections and 15 roadway segments for the project. TJKM used land use information from the General Plan to determine the amount of growth expected, and will conduct a thorough study of needed roadway improvements, leading to the preparation of the CIP document. As a part of the project, TJKM will also prepare conceptual layouts for the recommended improvements.

**Bike Safety Study, Atherton, CA, Town of Atherton, 2015-2016:**

Task Leader on project evaluating lengths of intermittent bicycle lanes, installation of alternating bicycle lanes to provide a safe space for vehicles to pass cyclists, the need for bike turnout areas and potential turn lane restrictions to enhance bicyclist safety.

**California Street/Escuela Avenue Complete Street Feasibility Study, Mountain View, CA, City of Mountain View, 2014-2016:**

Project Engineer responsible for the traffic operations of the Escuela Avenue, California Street and Shoreline Boulevard (South of Montecito Avenue) Complete Street

Study Project. TJKM's role included review of the existing and ongoing planning documents (2030 General Plan and San Antonio Precise Plan), preparation of traffic data collection based on gaps in the existing data, community outreach and collection of traffic data. TJKM also did an analysis of the existing data and alternatives developed by Nelson\Nygaard using traffic operations software (Synchro) and documentation of the operational results of the Existing Conditions report and Final Report.

**Charleston-Arastradero Corridor Improvements, Palo Alto, CA, Mark Thomas & Company, 2014-2016:**

Task Leader on project for corridor serving multimodal users including bicycles, vehicles, transit and pedestrians from 11 schools and adjacent neighborhoods. Issues to be addressed were the high-speed vehicular traffic, morning/school-related traffic congestion, gaps in the bike lanes and overall bicycle and pedestrian safety. Goals included improving pedestrian and bicycle safety, reducing traffic congestion and reducing vehicular speeds. Community workshops were conducted to gain public input on design alternatives. TJKM was responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of plans, specifications and estimates (PS&E) related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.

**San Benito Street Corridor Study, Hollister, CA, City of Hollister, 2014-2016:**

Task Leader for project redesigning traffic patterns as part of Downtown Strategic Plan. The Strategic Plan called for a design consisting of reduced through lanes and center lane for turning to enhance the downtown land uses and enhance traffic safety for vehicular, pedestrian and bicyclists along the corridor. The goal of this project was to develop an implementation plan with base maps to guide the city in implementation of improvements in an orderly manner. The study also needed to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe.

**Transportation Impact Fee Study, Visalia, CA, City of Visalia, 2013-2015:**

Task Lead on study to update a 2008 study for a citywide fee to fund transportation improvements needed to accommodate the traffic generated by new development. The study documented the required reasonable relationship between new development and the need for the public facilities funded by the fee, the use of fee revenues, and the amount of the fee. It documents the transportation improvements needed to accommodate new development and allocated improvement costs in the form of a cost per vehicle trip. As a result, in most cases, the proposed fee is identical to the maximum allowable fee and increased about 11 percent above current fee levels. In two categories, the proposed fee declined to match the overall 11 percent increase in other land use categories.

**Comprehensive Pedestrian & Bicycle Master Plan, Belmont, CA, City of Belmont, 2015-2016:**

Task Leader involved in developing a comprehensive pedestrian and bicycle master plan to encourage people of all ages to bike or walk more. The TJKM team prepared a thorough review of existing bicycle, pedestrian, and Safe Routes to School planning documents, conducted peak hour manual counts for pedestrians and bicyclists at key intersections, as well as analyzed pedestrian and bicycle collisions to offer countermeasures. The team also identified and worked with representatives from community groups, schools, police and fire departments, coalitions and adjacent agencies to gain support of the plan and conducted public outreach.



AREAS OF EXPERTISE

- Mobility & Land Use Planning
- Transit & Station Area Planning
- Bicycle & Pedestrian Planning
- Corridor Studies
- Complete Streets
- Transportation Impact Studies/EIRs
- Campus Planning
- Parking
- Transportation Demand Management (TDM)
- Transit Oriented Development (TOD)
- Vehicles Miles Traveled (VMT)

YEARS OF EXPERIENCE

25

PROFESSIONAL HISTORY

TJKM	2015 – Present
Nelson\Nygaard	2009 – 2014
Fehr & Peers	2001 – 2009
City of Oakland	1998 – 2001
City of Seaside	1996 – 1997
City of Eugene	1995 – 1996
City of Tigard	1994 – 1994

EDUCATION

M.C.R.P, California Polytechnic State University, San Luis Obispo, CA  
 B.S., Political Science, University of Oregon, Eugene, OR

Mr. Burgett has over two decades of professional experience with expertise in multimodal transportation and integrated transportation/land use planning. He specializes in strategic planning for large-scale projects, including citywide transportation plans, large area plans, campus plans, bicycle and pedestrian master plans, EIR transportation studies, bus rapid transit (BRT) corridor studies, and transit station area plans. He has extensive experience with projects that emphasize corridor revitalization, transit-oriented development, and complete streets planning.

Mr. Burgett manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns and urban design components.

## Colin Burgett

### SENIOR PROJECT MANAGER

Project Role: Project Manager

#### Project Experience

**Seaside 2040 General Plan, Seaside, CA, City of Seaside., 2016-2018:**

Project Manager for a comprehensive update to Seaside's Circulation Element incorporating complete streets components, multimodal performance metrics, revisions to citywide bikeway network, identification of pedestrian priority focus areas, and related land use and mobility projects in updating the CIP list. The bikeway network component includes a comprehensive revision to the City's planned bikeway network that includes bicycle boulevard corridors, and bicycle lane options with lane width modifications on each of the City's primary streets.

**ConnectMenlo General Plan, Menlo Park, CA, City of Menlo Park, 2014-2016:**

Task Leader on the project, which entailed updating the City's General Plan to address regional commuting challenges, improve transit services, and remedy gaps in pedestrian/bicycle networks and parking. The General Plan updated concurrently with consideration of Facebook's proposed campus expansion to over 17,000 employees. Key tasks included assessing travel demand, vehicle miles traveled (VMT) and multimodal circulation. Identified trip reduction strategies and multimodal improvement options including buffered bike lane treatments, bicycle boulevard

enhancements and targeted sidewalk gap reduction.

**2040 General Plan Update, Pittsburg, CA, City of Pittsburg, 2019-Ongoing:**

Project Manager responsible for developing an updated Circulation Element for the City of Pittsburg as part of a comprehensive General Plan Update. TJKM will develop the complete streets components and update street classifications to incorporate multimodal components. Opportunities for enhancing multimodal mobility will be identified based on the Existing Conditions review, review of current plans, policies and planned improvements, and public input. Travel demand forecasting will be conducted utilizing the CCTA model TJKM will update the Circulation Element to provide a greater emphasis on multimodal transportation, including bicycle, motor vehicle, pedestrian, and transit circulation.

**Main Street Project Study, Oakley, CA, FirstCarbon Solutions, 2018-2019:**

Project Manager for evaluating transportation impacts associated with a proposed residential development in Oakley.

**Vista 2035 General Plan, East Palo Alto, CA, City of Palo Alto, 2013-2014:**

Project Manager for update to the City's Mobility Element. Provided a comprehensive assessment of multimodal circulation conditions, opportunities and constraints. Developed mobility concepts to support



community land use and economic development goals, including an ambitious "road diet" concurrent with bicycle and pedestrian enhancements on the City's key north/south thoroughfare that supports broader community goals.

**BART On-call Study at Dublin BART Station, Dublin, CA, San Francisco Bay Area Rapid Transit (BART), 2016:** Task Leader for assessing operational implications for proposed changes to transit station parking.

**Daly City BART Station Access Improvement Plan, Daly City, CA, San Francisco Bay Area Rapid Transit District (BART), 2011-2012:** Developed multimodal improvement options and conducted operational analysis for a project that focused on multimodal improvement options to enhance access to the Daly City Bay Area Rapid Transit (B

**Downtown Specific Plan, Soledad, CA, City of Soledad, 2011-2012:** Project Manager for the transportation components of a comprehensive vision plan and updated Specific Plan for Soledad's historic central core. ART) Station. Bordered by US 101 and rail tracks on one side, the downtown suffered from numerous barriers, including parking and access. The updated downtown plan presents an integrated transportation and land use planning effort that identifies strategies and improvements to enhance multimodal access to land uses downtown and adjacent land near the planned rail station.

**Transit Village Design Guidelines, Pleasanton, CA, San Francisco Bay Area Rapid Transit District (BART), 2012:** Project Manager for transportation planning components of a transit village planning effort adjacent to the East Dublin/Pleasanton BART Station that identified street reconfiguration and parking options, and developed guidelines concerning parking, access and street design.

**Safe Routes to Downtown, Los Altos, CA, Passarelle Investment Company, 2014:** Principal-in-Charge for a study focusing on enhancing connections to Downtown Los Altos for pedestrians and bicyclists across Foothill Expressway.

The study investigated potential surface access improvements across Foothill Expressway at its intersections with Main Street and with West Edith Avenue. A high number of schoolchildren crossed the intersection with West Edith Avenue during morning and afternoon hours, while a relatively large number of cyclists utilized the expressway, despite no designated bicycle lanes on this segment. The Safe Routes to Downtown study developed several conceptual design alternatives to improve pedestrian crossings by redesigning the right-turn slip lanes, while also providing bicycle lanes for cyclists traveling on the expressway. A key secondary benefit of improving pedestrian and bicycle access to and from adjacent neighborhoods was a potential reduction in Downtown parking demand.

**International Boulevard TOD Plan, Oakland, CA, City of Oakland, 2010-2011:** Project Manager for transportation planning components focused on multimodal circulation, including pedestrian and bicycle, and parking enhancements to the planned bus rapid transit (BRT) corridor between Lake Merritt and the San Leandro border. Under a grant from Caltrans, the City of Oakland embarked on a process of community involvement and public workshops to develop a vision plan and implementation to encourage and shape transit-oriented development along the corridor.

**Euclid Market Land Use & Mobility Plan, San Diego, CA, City of San Diego, 2011-2012:** Task Manager for the transportation components of an integrated land use and mobility plan in southeast San Diego. Developed mobility strategies and design concepts as part of a comprehensive land use and mobility planning effort aimed at facilitating transit village development adjacent to two San Diego Trolley stations.

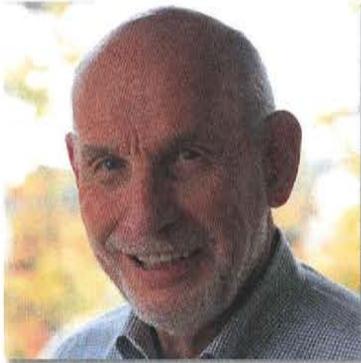
**Bellevue Corridor Community Plan, Merced, CA, City of Merced, 2013:** Project Manager for project the transportation components of a large-area community plan encompassing mixed-use development adjacent to the UC Merced campus. Key tasks included the development of multimodal street

network recommendations – creating a grid network of local and collector streets, and recommending connection points to arterials – and a recommended alignment and lane configuration for bus rapid transit (BRT) service to connect downtown Merced with the UC Merced campus via the planning area.

**Richmond Bay Specific Plan, Richmond, CA, City of Richmond, 2013-2014:** Transportation Engineer for a specific plan focusing on reuse opportunities for sites located near the University of California's Richmond Bay campus.

**Comprehensive Pedestrian & Bicycle Master Plan, Belmont, CA, City of Belmont, 2015-2016:** Task Lead for a comprehensive pedestrian and bicycle master plan, and the first such plan developed by the City of Belmont. Reviewed existing conditions and collision analysis. Prepared a comprehensive needs assessment, incorporating public input as well as existing conditions findings, that informed network development and generated additional support for the citywide planning effort. Developed citywide bikeway network and pedestrian priority improvement recommendations. Oversaw cost estimates. Worked closely with City staff and technical advisory committee and led walking tour. Prepared a strategic implementation plan and CIP list with recommended phasing.

**Bascom Corridor Complete Streets Study, Santa Clara County, CA, Santa Clara Valley Transportation Authority (VTA), 2017:** Task Leader for assessment of existing multi-modal conditions and safety, developing complete streets design and multimodal operational solutions. VTA bus routes 61 and 62 serve the corridor. The study includes evaluation of transit travel times and transit access.



AREAS OF EXPERTISE

- Municipal Traffic Engineering
- Freeway Operations
- Arterial System Planning
- Circulation Studies
- Traffic Impact Studies
- General/Specific Plans
- Parking Studies
- Corridor Studies
- Expert Witness Testimony
- Transportation Planning
- Geometric Design
- Safety Studies

YEARS OF EXPERIENCE

59

REGISTRATIONS & CERTIFICATIONS

CA TR0023 (Traffic)  
CA C15347 (Civil)

PROFESSIONAL HISTORY

TJKM	1974 - Present
Lampman & Associates	1971 - 1974
City of Hayward	1966 - 1971
County of Fresno	1960 - 1965

EDUCATION

M.S., Transportation Engineering,  
University of California, Berkeley,  
Berkeley, CA  
B.S., Civil Engineering, California State  
University, Fresno, Fresno, CA

Mr. Kinzel is the Vice President of TJKM and has 59 years of experience in nearly all aspects of traffic engineering and planning. He has managed and performed hundreds of traffic studies over the years. A former municipal engineer, much of his career today is focused on working with city and county traffic engineers to determine the most effective strategies for reducing traffic congestion. He has also worked with many California developers and homebuilders, performing development studies and presenting study results.

Mr. Kinzel has made presentations at hundreds of city council/planning commission/public meetings to present traffic study recommendations, and has taught traffic-engineering courses for the University of California and the University of Santa Clara. He wrote the "Traffic Studies" chapter of the Traffic Engineering Handbook, published by Prentice-Hall, and he assisted ITE with updating their Parking Generation Manual that is now in circulation. Mr. Kinzel also conducted a peer review of the 7<sup>th</sup>, 8<sup>th</sup>, and 9<sup>th</sup> Editions of the ITE Trip Generation Manual.

## Chris Kinzel, PE, TE

### VICE PRESIDENT

Project Role: Technical Advisor

### Project Experience

**Citywide Traffic Model, Oakley, CA, City of Oakley, 2015-2016:** Principal-In-Charge overseeing the development of the City of Oakley's citywide traffic model. The model assists the City in monitoring near- and mid-term levels of service (LOS) at key intersections throughout the City. TJKM utilized a Vistro model, which is the updated version of the Traffix model. Tasks included selecting and gathering data at the study intersections, calculating intersection LOS, establishing traffic distribution patterns to create the Vistro model, and maintain the model for the City.

**ConnectMenlo General Plan Update, Menlo Park, CA, City of Menlo Park, 2014-2016:** Project Manager on project, which entailed updating the City's last General Plan from 1994, to address regional commuting challenges, improve transit services, and remedy gaps in pedestrian/bicycle networks and parking.

**Seaside 2040 General Plan, Seaside, CA, City of Seaside, 2016-2018:** Principal-In-Charge for an update to Seaside's Circulation Element incorporating complete streets components, multimodal performance metrics, revisions to citywide bikeway

network, identification of pedestrian priority focus areas, and related land use and mobility projects in updating the CIP list. The bikeway network component includes a comprehensive revision to the City's planned bikeway network that includes bicycle boulevard corridors, and bicycle lane options with lane width modifications on each of the City's primary streets.

**Citywide Multimodal Improvement Plan, Mountain View, CA, City of Mountain View, 2015-2018:** Principal-In-Charge overseeing the development of an Area-wide Multimodal Improvement Plan. Elements of the Multimodal Improvement Plan are largely drawn from several recent studies and plans analyzing future conditions and provides potential improvement strategies and projects. More than 50 study intersections and 50 roadway segments are being evaluated as part of the study to identify deficiencies, and improvements to enhance operations for all modes of transportation. The Plan is also intended to help reduce VMT/GHG and help meet mode shift goals. As a part of the project TJKM will also prepare conceptual layouts for the recommended improvements.

**Citywide Multimodal Improvement Study, Hayward, CA, City of Hayward, 2015-Ongoing:** Principal-In-Charge



overseeing a Citywide Intersection Study to address existing and future congestion and enhance operations for all modes of transportation throughout the City of Hayward. TJKM conducted a comprehensive outreach approach geared in part to addressing potential concerns on the part of both the development community and City leaders. TJKM is examining about 100 intersections and 15 roadway segments for the project. TJKM used land use information from the General Plan to determine the amount of growth expected, and will conduct a thorough study of needed roadway improvements, leading to the preparation of the CIP document. As a part of the project TJKM will also prepare conceptual layouts for the recommended improvements.

**City of Patterson General Plan Update, Patterson, CA, City of Patterson, 2007-2011:** TJKM prepared a background report summarizing existing transportation conditions, evaluated the existing Transportation Element and policies for future applicability, and updated the Patterson portion of the StanCOG traffic-forecasting model. Also developed 2025 traffic forecasts, evaluated results, and tested alternatives. Drafted the new Transportation Element, including goals, policies, and programs.

**West Park Traffic Circulation Master Plan & EIR, Stanislaus County, CA, Gerry N. Kamilos, LLC, 2007-2013:** Project Manager responsible for the transportation planning for this large-scale business park development at the former Crow's Landing Naval Air Station in Stanislaus County. The project included an intermodal yard, connected with the Port of Oakland, nearly 100 miles away, and allowed for the direct and convenient import and export of goods between Asian markets and the San Joaquin Valley. An extensive public outreach effort was a primary part of TJKM's responsibilities, with lead engineers attending dozens of community and agency meetings. TJKM developed and utilized a Three County Model to accurately forecast traffic throughout the region. All three counties use TP+ models, facilitating the combination of the three models into one.

**City of Soledad General Plan Update, Soledad, CA, City of Soledad, 2004-2006:** TJKM prepared the 2005 Circulation Element of the General Plan Update. The study analyzed the existing LOS conditions as well as projected future 2025 LOS conditions. Transportation policies that promoted sustainable growth were recommended.

**Charleston-Arastradero Corridor Project, Palo Alto, CA, City of Palo Alto, 2014-2016:** Principal-In-Charge on project for corridor serving multimodal users including bicycles, vehicles, transit, and pedestrians from 11 schools and adjacent neighborhoods. Goals include addressing gaps in bike lanes, improving pedestrian and bicycle safety, reducing traffic congestion, and reducing vehicular speeds. Community workshops were conducted to gain public input on design alternatives. TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of plans, specifications and estimates (PS&E) related to pavement delineation, signing, traffic signals, and enhancements to pedestrian facilities.

**Greater Eureka Traffic Impact Fee Study, Humboldt County, CA, Humboldt County, 2015-Ongoing:** Project Manager responsible for overseeing the project. TJKM utilized the latest version of the Greater Eureka Area Travel Demand Model (GEATDM). TIF projects were selected using a variety of procedures, but since previous reports had identified logical projects, those reports plus input from the local senior staff members formed the basis for the final project selection. The TJKM Team is currently updating cost estimates for each project using locally confirmed and approved procedures and unit costs.

**Transportation Impact Fee Study, Visalia, CA, City of Visalia, 2013-2015:** Project Manager on study to update a 2008 study for a citywide fee to fund transportation improvements needed to accommodate the traffic generated by new development. The study documented the required reasonable relationship between new development and the need for public

facilities funded by the fee, the use of fee revenues, and the amount of the fee. It documented the transportation improvements needed to accommodate new development and allocated improvement costs in the form of a cost per vehicle trip. As a result, in most cases, the proposed fee was identical to the maximum allowable fee and increased about 11 percent above current fee levels. In two categories, the proposed fee declined to match the overall 11 percent increase in other land use categories.

**Transportation Infrastructure Master Plan & Traffic Fee, Patterson, CA, City of Patterson, 2012-2013:** Project Manager responsible for overseeing the preparation of a TIMP and Traffic Fee as part of the city's General Plan update. The TIMP helped to identify Patterson's existing and future roadway infrastructure problem areas, and potential solutions that may occur through a combination of public and private infrastructure investments. The TIMP was conceived to be flexible and readily updatable as new information emerged regarding development plans on specific parcels, and will assist the City in evaluating parcel development plans as they come online. Two transportation infrastructure phasing forecasts were performed and evaluated – a 10-year Short Range Plan, and Buildout Long Range Plan. A traffic impact fee was also included.



Ms. Spuller has over 16 years of experience in transportation planning, transportation impact studies, environmental impact reviews and project management. Janice has spent most of her career in the public sector with experience with major transportation infrastructure and transit projects, long-range transportation plans, transportation demand management and land-use planning.

## Janice Spuller

### PROJECT MANAGER

**Project Role: Senior Transportation Planner**

#### AREAS OF EXPERTISE

- Transportation Planning
- Project Management
- Community Outreach

#### YEARS OF EXPERIENCE

17

#### PROFESSIONAL HISTORY

TJKM	2015 – Present
County of Santa Clara Roads & Airport Department	2012 – 2015
City of Milpitas	2001 – 2012

#### EDUCATION

BA Environmental Studies,  
University of California,  
Santa Barbara

### Project Experience

**Seaside 2040 General Plan Update, Seaside, CA City of Seaside, 2016-2018:**

Transportation Planner for the Circulation Element update. Following project initiation in early 2016, initial tasks include preparation of an existing conditions report that describes existing multimodal transportation conditions including motor vehicle traffic operations, bicycle and pedestrian circulation, and transit travel. Upcoming tasks include identification of transportation focus areas, conceptual planning for multimodal improvement options, travel demand modeling for land use and circulation network alternatives and revisions to performance indicators, and preparation of the updated Circulation Element.

**Comprehensive Pedestrian & Bicycle Master Plan, Belmont, CA, City of Belmont, 2015-2016:**

Transportation Planner involved in developing a comprehensive pedestrian and bicycle master plan to encourage people of all ages to bike or walk more. The TJKM team will prepare a thorough review of existing bicycle, pedestrian, and Safe Routes to Schools planning documents, conduct peak hour manual counts for pedestrians and bicyclists at key intersections, as well as analyzing pedestrian and bicycle collisions to offer countermeasures. The team will also identify and work with representatives from community groups, schools, police and fire departments, coalitions and adjacent agencies to gain support of the plan, and conduct public outreach.

**Suggested Routes to School Program, Milpitas, CA, City of Milpitas, 2008-2011:**

Program Manager for the non-infrastructure program to provide education to elementary to middle school students (over 6,000 students) about traffic safety, increase awareness and improve choices that children make as they travel to and from school. Tasks include applying for and managing federal grant funding, contract management for various consultants, data collection, field work, walking and bicycle routes to school, traffic calming measures, and participating in public outreach events such as Walk to School Day, Bike to School Day, and bicycle rodeos.

**Employer Trip Reduction Incentive Program, Milpitas, CA, City of Milpitas, 2001-2012:**

Program Manager implemented the city's Transportation Demand Management Program (TDM), which included provided incentives for employers that used alternative modes of transportation to work. Assisted Milpitas businesses by creating TDM plans or providing resources. Served as member and Board of Directors for the Association for Commuter Transportation (ACT).

**Community Based Transportation Plan, Milpitas, CA, City of Milpitas, 2008-2009:**

Transportation Planner coordinated with the Metropolitan Transportation Commission (MTC) and the Santa Clara Valley Transportation Authority (VTA) as part of the Lifeline Transportation Network Report to focus on transportation needs of low-income communities in Milpitas. Tasks included data collection, public outreach to various stakeholder/key interested groups, and review of transportation needs and potential solutions for the community that are in accordance with the City of Milpitas community policies.



**Icehouse Mixed Use Development Project TDM Plan, Oakland, CA, City Ventures, 2016:** Project Manager developed a TDM plan for a mixed-use project, 126 residential townhomes with 11,000 square feet of ground floor commercial space. The plan included developing measures and implementation to decrease vehicle trip reduction by 10 percent as a condition of approval by the City of Oakland.

**AIM Parking & Traffic Circulation Study, Marin County, CA, Agricultural Institute of Marin, 2015-Ongoing:** Project Engineer responsible for assisting the Project Manager on comprehensive traffic circulation and parking study for the relocation of AIM's twice a week Farmer's Market to a larger, state-of-the-art facility. The project includes a 27,000 square foot, two-story building, restaurant and retail space in addition to tables and stalls for farmers, and an educational facility. The project required extensive traffic and parking data collection, future supply/demand analysis and stakeholder coordination, and developed innovative solutions to enhance mobility and improve safety for vehicles, pedestrians and bicyclists.

**California Street/Escuela Avenue Complete Street Feasibility Study, Mountain View, CA, Nelson\Nygaard, 2014-Ongoing:** Transportation Planner on project. TJKM's role includes review of the existing and ongoing planning documents (2030 General Plan and San Antonio Precise Plan), preparation of traffic data collection based on gaps in the existing data, community outreach and collection of traffic data. TJKM is also doing analysis of the existing data and alternatives developed by Nelson\Nygaard using traffic operations software (Synchro) and documentation of the operational results of the Existing Conditions report and Final Report.

**Quay Valley Traffic Studies, Kings County, CA, GROW Holdings, LLC, 2015-Ongoing:** As Transportation Planner, assisted with the traffic study examining and documenting the initial traffic forecasts and circulation impacts development planned under the Quay Valley Specific Plan, a proposed new community to include residential, destination commercial/entertainment retail, industrial, mixed use and all facilities

that make up a town. Unique to this community will be the extensive use of clean and renewable energy and that it will be the host of high-speed transportation testing site. The study area includes several regional state highway facilities and the analysis addressed regional inter-county travel demand.

**Ridgeline Development Traffic Impact Study, Tracy, CA, City of Tracy, 2015-Ongoing:** Task Lead responsible for evaluate the potential traffic impacts, identify short-term and long-term roadway circulation needs, determine potential mitigation measures and identify critical traffic issues that should be addressed in the on-going planning process for the proposed construction of warehouse space on undeveloped land. As an on-call consultant for the city, TJKM studied six intersections under six scenarios, adjusting for varying level of service standards in certain locations. Under most scenarios, traffic was projected to remain within acceptable standards. Additionally, TJKM determined that circulation and parking would remain adequate, though recommended some alterations to driveways to improve access.

**Downtown Parking Utilization Study, Danville, CA, Town of Danville, 2015-Ongoing:** Transportation Planner. Responsible for analyzing data, building parking utilization studies, assessment of student parking, ADA parking, and employee permit parking strategies, and generation of final reports and graphics. This comprehensive report is served as Town of Danville's long-term strategic planning.

**Parking In-Lieu Fee Study, Redwood City, CA, City of Redwood City, 2015-Ongoing:** Project Engineering, assisted with fieldwork. TJKM analyzed Redwood City's current parking in-lieu fee program, reviewed new development activities, benchmarked parking in-lieu fee programs at other comparable cities and recommended higher fee and policy refinements. The City Council approved a fee increase from \$10,000 previously to \$25,000 per parking space. In addition, TJKM recommended use of in-lieu fee revenues to achieve broader transportation and sustainability goals, rather than restricting its use only to build new or expand existing parking facilities.

**Bikeway Master Plan, Milpitas, CA, City of Milpitas, 2007-2009:** Project Manager/Transportation Planner participated in every step of the project including the management of grant funding, consultant contracts, performing field work, data analysis, suggested projects, public outreach and environmental clearance. Tasks also included community outreach, which included preparing and presenting reports for approval by the Milpitas Bicycle Pedestrian Advisory Commission and City Council. The Bicycle Master Plan was included in the Milpitas General Plan and created a bicycle system map update for public use.

**On-Call Transportation Services, San Luis Obispo, City of San Luis Obispo, 2017-Ongoing:** Transportation Planner on project to provide Transportation Design, Engineering, and Review; Multimodal Planning and Analysis; Multimodal Operations and Analysis; and Travel Demand Modeling services on an on-call basis. Under this on-call contract, TJKM has been assigned the preparation of a Multimodal Traffic Impact Study for the proposed Froom Ranch Specific Plan Environmental Impact Report (EIR). Froom Ranch Specific Plan is the third and last major land annexation area identified in the City's General Plan, along with San Luis Ranch and Avila Ranch. The proposed project land uses include a mix of commercial, recreational, and residential uses, a large portion of which will be age-restricted and/or elder care living facilities. The purpose of this study is to conduct analysis for CEQA compliance and to evaluate consistency of the project with the City General Plan/Circulation Element.



Mr. Lin is a transportation planner at TJKM with five years of professional experience in the field of parking study, parking operation, transportation planning, transit planning, pedestrian and bicycle studies. Prior to joining TJKM, he served as a transportation analyst intern at the Los Angeles World Airports, assisting in the development and implementation of major parking projects and capital improvement programs.

## Ian Lin, PTP

### TRANSPORTATION PLANNER

Project Role: Transportation Planner

#### AREAS OF EXPERTISE

- Transportation Planning
- Transit Service
- Complete Streets
- Transportation Impact Studies
- Parking Operation
- Parking Studies
- Traffic Calming

#### YEARS OF EXPERIENCE

5

#### REGISTRATION & CERTIFICATIONS

CA 601 Professional Transportation Planner

#### PROFESSIONAL HISTORY

TJKM	2015–Present
Los Angeles World Airports,	
City of Los Angeles	2014 – 2015

#### EDUCATION

M.S., Transportation Planning, University of Southern California, Los Angeles, CA  
 M.S., Financial Engineering, University of Michigan, Ann Arbor, MI  
 B.S., Mathematics, Fu Jen University, Taipei, Taiwan

#### Project Experience

**Pedestrian & Bicyclist Safety & Connectivity Study, Dinuba, CA, City of Dinuba, 2018-Ongoing:** Task Lead providing planning services to complete the Dinuba Pedestrian and Bicyclist Safety and Connectivity Study. TJKM conducted an assessment of existing conditions; reviewed existing multimodal transportation infrastructure and connectivity for gaps and deficiencies, as well as barriers to safe routes to school; and examined crash data available from SWITRS and the Dinuba Police Department and developed countermeasures that enhance safety and mobility for all travel modes. Extensive public participation is planned, including a walking/bicycling tour and online survey. The project also involved the development of a neighborhood traffic calming program and a complete streets policy.

**Neighborhood Traffic Calming Program, Hayward, CA, City of Hayward, 2015-2017:** Project Planner for the development of the City's first Neighborhood Traffic Calming that includes the development of City policies, identifying traffic calming measures and implementation criteria catered to the City's planning, engineering, and urban design characteristics. Conducted a corridor traffic calming which studied alternatives to selected corridors with speeding issues. The study was focused on measures to reduce vehicle speeds, and, more importantly, enhancing pedestrian and bicycle linkage and safety where is deficient,

employing traffic calming devices such as chokers, corner bulb-outs, protected bicycle lanes, high visibility and raised crosswalks, and rectangular rapid flash beacons.

**Seaside 2040 General Plan, Seaside, CA, City of Seaside, 2016-2018:** Served as task leader for GIS map updates relevant to the Circulation Element update. Following project initiation in early 2016, initial tasks include preparation of an existing conditions report that describes existing multimodal transportation conditions including motor vehicle traffic operations, bicycle and pedestrian circulation, and transit travel. The updated plan incorporates complete streets components, multimodal performance metrics, revisions to citywide bikeway network, identification of pedestrian priority focus areas, and related land use and mobility projects in updating the CIP list.

**Bascom Corridor Complete Streets Study, Santa Clara County, CA, Santa Clara Valley Transportation Authority, 2016-Ongoing:** Project Planner assisting the Valley Transportation Authority (VTA) and its member agencies to transform a portion of Bascom Avenue into a high-quality, multimodal street that prioritizes bicycle, pedestrian, and transit travel, while maintaining capacity for motorists. The six-mile study corridor stretches from 1-880 in the north to SR 85 in the south. TJKM is responsible for services widely ranging from transportation planning, outreach, and design to traffic analysis. The Team has conducted a planning context review, existing conditions, and



needs assessment. TJKM has also completed preliminary intersection concept drawings to accommodate multimodal facilities and to evaluate vehicular traffic impact attributed to road diet and complete streets strategies. TJKM is currently in the process of developing concept alternatives by incorporating public input and traffic analysis of various scenarios to ensure final concepts are determined with thorough considerations.

**Rossmoor Pedestrian Safety Evaluation, Walnut Creek, CA, Golden Rain Foundation of Walnut Creek, 2016-2017:** Project Planner on project to provide traffic engineering consulting services on a project to conduct pedestrian and vehicle safety study for a senior housing complex. Primary goals were to make Rossmoor a safer environment for pedestrians, golf cart users, and motorists. Scope of work included: field review of existing conditions and deficiencies on crosswalks, sidewalks, driveways, parking lots, pedestrian connectivity. The Team identified solutions to improve traffic and pedestrian safety and circulation.

**Stanford Neighborhood Streets Enhancement Project, Redwood City, CA, City of Redwood City, 2016-Ongoing:** Project Planner to provide traffic calming improvements for three neighborhoods affected by the new Stanford University office campus in Redwood City. The funds provided for this project can be used towards various traffic calming efforts including landscaping, bicycle facilities, and other features that will create an attractive neighborhood boundary and discourage cut-through traffic.

**Los Angeles Metro Exposition Line Extension & TOD: Research on Potential for TOD & Last Mile Travel, Los Angeles, CA, University of Southern California, 2015:** This pedestrian and bicycle study, "Envisioning a Walkable Expo/Bundy Neighborhood," was conducted for the USC Master of Planning Comprehensive Exam upon graduation. The extended Los Angeles Metro Exposition Line consisted of seven stations along the Exposition Boulevard corridor to the City of Santa Monica, including the Expo/Bundy Station at

Bundy Drive, in which the station, and its one-mile radius, comprised the study area. The study focused on planning principles and the promotion of active transportation and analyzed the feasibility of potential transit-oriented development. The report recommended alternatives to the current Draft Exposition Corridor Transit Neighborhood Plan released by the Los Angeles Department of City Planning. Main recommendations included creating new linkages for pedestrian by minimizing block size, potential locations for bike sharrows, shaping local business to have pedestrian-oriented storefronts and the reinforcement of parking regulations.

**Citywide Intersection Safety Study, San Bruno, CA, City of San Bruno, 2016-Ongoing:** Task Lead on project to assist the City on the Citywide Intersection Safety Improvement Study. As part of the project TJKM collected collision data for five years within the City, conducted field observations, analyzed the collision to identify the patterns, high risk factors and locations, and is developing countermeasures to enhance safety and operations for all modes of transportation. Prioritization of locations and risk factors was conducted based on set of thresholds developed for the project. Upon identification of countermeasures, TJKM will identify funding sources and prepare applications for the City to pursue funding to implement the countermeasures.

**Eureka North-South Multimodal Corridor Study, Eureka, CA, City of Eureka, 2017-2018:** Project Planner assisting the City of Eureka to develop a Multimodal Corridor Plan focusing on the 1.5-mile corridors of H and I Streets. With the growing and higher collision rates on H and I Streets, TJKM seeks to locate "hot spots" as identifying measures to calm traffic and reinforce right-of-way for all modes of transportation. TJKM partnered with a City-certified local outreach agency to streamline the community engagement process. The Team has completed an informational workshop, a stakeholders meeting, and a walking/biking tour which were all well-received. TJKM is in the process of preparing for the next round of the community workshop in

April 2018. Residents and other community members will be able to review and comment on the proposed concept alternatives before the final plan is complete.

**Hollister Avenue Complete Streets Study, Goleta, CA, City of Goleta, 2016-Ongoing:** Project Planner on project to assist the City of Goleta in undertaking development of a Complete Streets Corridor Plan along Hollister Avenue to prioritize and enhance safety, access, and mobility for all modes of transportation. Key goals are quality of life enhancements along the corridor and development an economically sustainable corridor. The Corridor Plan will also identify improvements necessary for adjacent and connecting streets and interchanges as applicable. The City will engage and partner with local communities, residents, and stakeholders inclusive of neighboring jurisdictions and emergency response agencies in an intensive participatory planning process to develop and address a Complete Streets plan with context sensitive solutions for sustainability that responds to both local and regional needs.



## ISABEL DOMEYKO, MANAGING MEMBER

Isabel, founder and managing member of New Economics, offers fifteen years of experience in urban economics and has broad expertise in technical analysis, project management, and business development. She has managed a wide spectrum of complex consulting assignments in the fields of public finance and real estate economics throughout northern California, working on large-scale master plan communities, market studies, recreation economics, parks and open space analyses, municipal finance, and other special projects.

### AFFILIATIONS

- Member, Sac Valley APA, 2012–present
- Member, Urban Land Institute (ULI), 1999–present  
Co-Founder, Young Leaders Group (Sacramento District), 2002–2004

### PREVIOUS EMPLOYMENT

- Economic & Planning Systems, Inc., Sacramento, CA
  - Vice-President 2007–2011
  - Senior Associate 2005–2006
  - Associate 2003–2004
- Fellow, Planning & Economic Departments, City of Ferrara, Italy, 2001–2002
- Research Assistant, Voorhees Center University of Illinois at Chicago, 1999–2001

### EDUCATION

- Master of Urban Planning & Public Policy, University of Illinois at Chicago, 2001
- Bachelor of Arts, International Politics & Economics, Middlebury College, VT, 1998
- Diplome, Institut D'Etudes Politiques, Paris, France, 1997

### EXPERIENCE

- **GENERAL PLAN UPDATES.** Isabel is experienced in preparing demographic and economic overviews, land demand projections, financing strategies, and economic development strategies for general plan updates. This work has addressed a variety of economic issues, such as infill development feasibility and infrastructure prioritization based on economic development potential.
- **MARKET ANALYSIS.** Isabel is versed in infill and Greenfield market analysis for retail, office, hotel, and industrial projects. Previous assignments range from analyzing the potential impact of proposed big-box retail projects on existing retail districts, to estimating demand for new industrial space, to exploring potential commercial synergies that could develop from a new special use.
- **TRANSPORTATION ECONOMICS.** Isabel is experienced in conducting economic analysis related to proposed transportation projects and planning. Previous assignments range from funding strategies for transportation corridors to market assessments surrounding transit stations, to the forecasting jobs and housing by traffic area zone.
- **SPECIFIC PLAN WORK.** Isabel has overseen a variety of studies for large-scale specific plans. In South Placer County, for instance, she managed work on proposed and approved projects with over 30,000 residential units, two new universities, and over 4 million square feet of commercial space. Isabel has also managed financing and public services plans, additional technical analyses pertaining to CFD bond financing, land equalization, cash flow, fiscal review, and other special analyses required by landowners or local jurisdictions.
- **PARKS, OPEN SPACE, AND CONSERVATION ANALYSES.** Isabel has also applied her expertise to the economics of parks, recreation, open space, and habitat protection. Work for local jurisdictions, the state, and non-profits include fee studies, cash flow analyses, tax evaluation, and a variety of special assignments.

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LAND USE ANALYSIS & STRATEGIES

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## JESSE W. WALKER

### PRINCIPAL & NORTHERN NEVADA OFFICE LEADER

Jesse offers a more than decade of professional experience analyzing economic issues related to land use and infrastructure planning in areas throughout the United States. His professional and academic background combines a quantitative and qualitative approach to economic analysis, which influences his approach toward various dimensions of land use economics, including market feasibility analysis, economic/ fiscal impact analysis, municipal finance, transportation economics, and economic development.

### EXPERIENCE

#### AFFILIATIONS

- Member, American Planning Association, Nevada Chapter
- Board Member, Tahoe Prosperity Center
- Treasurer, Saint Joseph Community Land Trust
- Working Group Chair, Lake Tahoe Sustainability Collaborative

#### PREVIOUS EMPLOYMENT

- Economic & Planning Systems, Inc., 2003 - 2013
- Meyers Group Real Estate Information and Consulting Services, 2002-2003
- Aegis Commercial Real Estate, 1999-2000

#### EDUCATION

- Master of Business Administration with a concentration in Urban Land Development, California State University Sacramento, 2008
- Bachelor of Arts, Interdisciplinary Studies (Major: Business Management and Innovation; Minor: City and Regional Planning), University of California at Berkeley, 2001

- **MARKET STUDIES AND FEASIBILITY ANALYSIS.** Jesse is versed in real estate market analysis for various project types, including residential, retail, office, lodging, industrial, and mixed use. Beyond the evaluations of market support for a variety of development or redevelopment prototypes, Jesse is experienced in calculating the financial feasibility of development and redevelopment proposals, considering various measures of financial return. Previous assignments have ranged from analyzing the market support and feasibility of hotel and resort reuse concepts, to estimating the potential absorption rates for large-scale greenfield residential developments.
- **ECONOMIC AND FISCAL IMPACT ANALYSIS.** Jesse has substantial experience studying and quantifying the potential fiscal impacts of proposed development concepts on the annual operating budgets of local government agencies. In addition, Jesse has conducted several studies which analyze the potential economic impact of various types of initiatives on local and regional economies considering factors such as jobs, economic output, retail spending, and other attributes.
- **MUNICIPAL FINANCE.** Jesse has conducted a variety of studies related to the funding of infrastructure and public facilities for development projects. He has created several infrastructure financing plans for large-scale development projects, and has also worked on a variety of technical analyses pertaining to CFD bond financing, land equalization, cash flow, municipal services plans, and other special analyses required by landowners or local jurisdictions.
- **TRANSPORTATION ECONOMICS.** Jesse is experienced in conducting economic analysis related to proposed transportation projects. Previous assignments range from analyzing funding strategies for transportation corridors to assessing the economic and financial impacts of transportation projects on surrounding areas.
- **ECONOMIC DEVELOPMENT.** Jesse is experienced in analyzing economic development opportunities and constraints that are present in local geographic areas, and recommending strategies to enhance economic conditions through programmatic, land use development, and/ or policy measures.

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## SCOPE OF WORK

*We have prepared the following Work Plan in response to the City's Request for Proposals and our experience working on other General Plan projects throughout California. While we believe this scope of work addresses the City's needs, should the City have any requests or modifications, we would be happy to tailor the scope accordingly. All work products will be delivered in an electronic format; where hard copies of products are provided, they are specifically identified in the associated task deliverable. Below is a summary of our proposed scope of work.*

### PHASE 1 PROJECT INITIATION & MANAGEMENT

#### *Task 1.1 Kick-off Meeting and Schedule Finalization*

Within one week of project commencement, the De Novo team will meet with City staff to kick-off the project and discuss the following:

- » City preferences for point of contact, method of communication, meeting and workshop responsibilities, project updates, etc.;
- » Finalize Work Plan, including scope of work, schedule, including key milestones and deliverables, and budget, if necessary;
- » Discuss community outreach approach, including Visioning Workshops, identification of stakeholders, and community open houses;
- » Data request for relevant background documents (adopted documents, reports, and studies).

In order for this effort to achieve input that reflects the various City departments, we recommend representatives from the City Manager, Development Services, Public Works, and Finance departments participate in the kick-off meeting.

#### *Task 1.2 Project Administration*

De Novo principal, Beth Thompson, will be the dedicated project manager who will be hands-on for the development of the streamlined General Plan Update. We will closely coordinate with the City through each part of the process. Steps we take to assure timely performance include: regular project calls with the City, monthly status reports, and a project task list that we update each month with the status of each task and deliverable. This approach ensures open lines of communication, transparency in our work effort, and accountability. We are committed to completing this project on schedule and within budget and will take all appropriate steps to ensure that the project is managed effectively. The De Novo team will be available for regular meetings with City staff, either at City Hall or via conference call, to discuss the project, address the tasks that are underway, and to provide assistance with memos, letters, and materials related to the update.

#### **Deliverables:**

- » Kick-off Meeting Summary (digital PDF)
- » Final Work Plan (digital PDF)
- » Final Project Schedule (digital PDF, 3 print copies)
- » Monthly status reports (digital PDF)



*Consulting with the community at open houses is a useful way to share information and get feedback on ideas, including the land use alternatives.*

## PHASE 2 COMMUNITY ENGAGEMENT

Community engagement will occur throughout the General Plan Update process and will occur concurrently with Phase 3. De Novo will prepare presentation materials and memos for each community meeting and hearing. Our public participation program described below is more robust than envisioned in the City's RFP; we anticipate this level of effort will encourage community input throughout the process as well as the community's understanding of the final product.

### *Task 2.1 Community Workshops*

At the outset of the General Plan process, two Visioning Workshops will be held. The Visioning Workshops will introduce the community to the project and will focus on communicating the intent of the General Plan Update to the public and inviting public input and identifying the community's vision and core values that will guide the General Plan Update.

Following completion of the Public Review Draft General Plan, a community open house will be held to present the community with the draft update. The intent of this last series of workshops is to highlight the "big ideas" of the General Plan, answer any questions the public may have, and take notes on the public's feedback in order to share it with City Council as they consider the project's approval.

Maps and exhibits are crucial to conceptualizing design, placemaking, and mobility options. To this end, we will make extensive use of maps and exhibits to identify focus areas and preferences throughout the City. The intent of these visioning workshops is to identify issues that the City needs to address, opportunities that the General Plan should pursue, specific land uses that the community wishes to attract or retain, enhancements desired by the community, and the vision for the City. Participants will be presented with handouts, maps/exhibits, and materials as needed to provide complete information and to facilitate meaningful participation.

### *Task 2.2 City Council Work Sessions*

#### **City Council Kick-off**

We suggest engaging the City Council very early in the process to establish a strong working relationship and hear from each Councilmember what they hope will

be achieved as a result of the streamlined General Plan Update. This first-level of consultation can be achieved during a study session. The study session will serve as a "General Plan 101" with a brief overview of the General Plan Update process, including the focused approach being provided to achieve a streamlined update, and will address key steps in the process and opportunities for public involvement. This session will also be used to identify the Council's vision for the General Plan Update and any specific issues or opportunities that councilmembers would like to see addressed.

#### **City Council Work Sessions**

Based on our experience, we anticipate three focused City Council work sessions, one to address the vision identified by the community, the second to address climate change and environmental justice, and the third to address mobility.

Prior to each meeting we will provide the City with a White Paper that addresses each General Plan topic to be discussed at the meeting, as discussed under Task 3.1.

### *Task 2.3 City Staff & Stakeholder Coordination*

#### **City Staff Working Meetings**

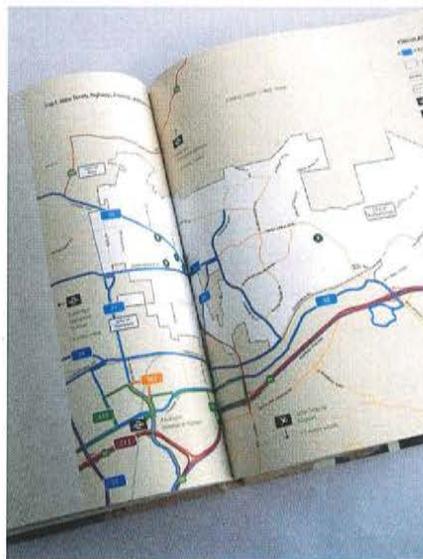
We anticipate three working meetings with City staff during the General Plan Update process. The first meeting will review the recommended revisions to the General Plan to address environmental justice and climate adaptation. The second meeting will review the recommended revisions to the General Plan to address circulation and mobility. The final working meeting with City staff will review the complete administrative draft of the streamlined General Plan Update. Following the final meeting, we will present City staff with a screencheck copy of the Public Review Draft General Plan to ensure that all City comments have been fully addressed prior to issuance of the Public Review Draft General Plan.

#### **Stakeholder Coordination**

The De Novo team will periodically consult and meet with stakeholders and technical agencies throughout the General Plan process. We will refine the list of stakeholders and agencies following the project kick-off meeting with City staff, but we anticipate meeting with the following groups, at a minimum: the Chamber



*De Novo has a deep toolkit of ways to engage with the community; we welcome the opportunity to think outside the box and develop custom engagement programs.*



of Commerce, senior services and youth services providers, business and downtown associations, and the school districts. We will also coordinate with representatives from Contra Costa County Transportation Authority, Caltrans, California Geological Survey of the Department of Conservation, Office of Emergency Services, and utility and ser-

vice providers, as necessary. We anticipate that City staff will notify Native American tribes of the opportunity to consult pursuant to SB 18 and AB 52; De Novo will participate in any requested consultation.



*De Novo will facilitate an engaging online presence for easy and consistent connections to the community.*

### *Task 2.4 Online Presence*

#### **Social Media**

De Novo will develop content for the City to post on the City's website and social media platforms to increase public interest and participation. We understand that the City maintains active Facebook pages, a Twitter account, a Nextdoor account, and e-mailing lists.

#### **Online Community Surveys and Polls**

Community surveys and polls will be made available on the website to allow the public an opportunity to participate in the process. De Novo anticipates a general survey to ascertain the community's general concerns and interests to inform the streamlined General Plan Update. The survey can be distributed via the General Plan website and the City's social media presence, as well as hard copies provided at City Hall.

## **PHASE 3 STREAMLINED GENERAL PLAN UPDATE**

The De Novo team is committed to providing the City a General Plan Update of the highest quality and will actively engage the community to develop a vision for the General Plan Update, revise the policy document to reflect the desires of the City for the focused update areas, and create implementation actions that are consistent with the City's vision for the future. De Novo's team of principal-level staff are experts in preparing General Plans and will ensure that this update complies with all legislative requirements and addresses planning best practices.

The General Plan Update will focus on addressing changes to State law, including requirements to address environmental justice (SB 1000), complete streets and VMT (SB 743), and climate change adaptability (SB 379), and will revise all appropriate sections of the General Plan to bring it into compliance with to State law. In order for the streamlined General Plan Update to remain within the proposed budget and schedule, the changes to the General Plan will not include changes that would increase the intensity or density of development, thus avoiding costly CEQA analysis. The De Novo Team will develop updated goals, policies, and actions to fulfill the City's vision, address opportunities, challenges, and legal requirements, and be compatible with the City's adopted land use map. The Administrative Draft General Plan Update will be developed in two phases.

In the first phase, we will prepare a series of White Papers that identify background conditions, regulatory requirements related to the primary topics to be addressed in the update, and recommended revisions to the General Plan. A White Paper will be prepared for each of the following topics: Vision and Opportunities, Mobility, Environmental Justice, Climate Change. Following review of each White Paper with City staff and the City Council, De Novo will update the related section of the General Plan.



conducting various studies as an on-call transportation consultant for the city. The recommendations will focus on the following:

**Complete Streets:** The Complete Streets Act requires that jurisdictions update the Circulation Element of their General Plans in order to plan for a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways. Additionally, cities and counties seeking funding through the Metropolitan Transportation Commission’s (MTC) One Bay Area Grant (OBAG) Program are expected to show compliance with Complete Streets policies. TJKM will summarize the city’s current complete street policies, existing street classifications and street design standards, and provide recommendations to update and enhance the city’s street policies and standards and address local mobility and transportation desires and goals.

**Vehicle Miles Traveled (VMT)/CEQA Thresholds:** jurisdictions statewide must shift from LOS to VMT for CEQA impact analysis purposes by July 2020. The shift

from LOS to VMT as a performance metric is intrinsically intertwined with regional policies, including the establishment of significance thresholds and baselines. TJKM will collaborate with the City to explore methods to implement VMT thresholds that address the requirements of SB 743 and use VMT as a meaningful tool for Oakley to evaluate traffic impacts under CEQA. In addition, TJKM will provide recommendations concerning multi-modal impact thresholds (i.e., impacts to bicycle, pedestrian, and transit circulation).

**Circulation Map & Typical Road Section Recommendations:** TJKM will provide recommendations for changes to adopted maps that accompany the Circulation Element, including potential updates to the city’s circulation plan map and street classifications, and the addition of a bikeway network map to codify a desired citywide bikeway network for 2040 buildout. In addition, the inclusion of complete streets components would include potential changes to typical road sec-



**PROJECT BACKGROUND**

A general plan is a “constitution” or “blueprint” for the future physical and economic development of a county or city. All future planning decisions and project approvals must be consistent with the general plan, including, but not limited to Area Plans, Master Plans, subdivisions, public works projects, public services, and zoning decisions. A general plan has four defining features, as described on the following page.

**General**

As the name implies, a general plan provides general guidance for future land use, transportation, infrastructure, environmental, and resource decisions.

**Comprehensive**

A general plan covers a wide range of social, economic, infrastructure, and natural resource issues. There are seven State-mandated topics that general plans must cover including: land use, circulation, housing, conservation, open space, safety, and noise. The Campbell General Plan Update will include goals, policies and implementation programs to address the seven state-mandated topics and a range of optional topics, including economic and fiscal sustainability, community services and facilities, community health and wellness, sustainability, and implementation.

**Long-Range**

A general plan provides guidance on achieving a long-range vision of the future for a city or county. To reach this envisioned future, the general plan includes goals, policies, and implementation programs that address both near-term and long-term needs. The City of Campbell General Plan Update will look ahead approximately 20 years.

**Integrated and Coherent**

The goals, policies, and implementation programs in a general plan must present a comprehensive, unified program for development and resource conservation. A general plan uses a consistent set of assumptions and projections to assess future demands for housing, employment, public services, and infrastructure. A general plan has a coherent set of policies and implementation programs that enables citizens to understand the vision of the general plan, and enables landowners, businesses, and industry to be more certain about how future planning decisions will be made and implemented.

**DEMOGRAPHICS**

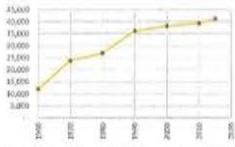
In 2016, Campbell has a population of approximately 42,000 people. Campbell’s population doubled during the 1960’s, slowed down in the 1970’s, and grew again in the 1980’s. Between 1980 and 1990, the City’s population increased by 33 percent, a level of growth unmatched by nearby communities. While all of Santa Clara County was also growing at this time, the growth in Campbell represented a much higher rate of increase compared to rest of the County, which only grew by 15% during that same time period. After 1990, Campbell’s growth rate—like the rest of the County—started to slow, until 2010 which it picked back up following new investment after the Great Recession (both the City and the County’s population grew by approximately 8% from 2010 to 2016).

The median age of Campbell residents in 2015 was 38.5 years old, which is two years older than the median age of Santa Clara County residents and three years older than the state-wide median. Like the County and the state, the profile of the City’s residents is generally getting older; the average median age for Campbell residents in 2000 was 35.2.

With an average household size of 2.52 persons per household in 2016, the City’s average household size is smaller than the County’s average of 3.02. The average household size for both the City and County is trending upwards, albeit at a relatively low pace.

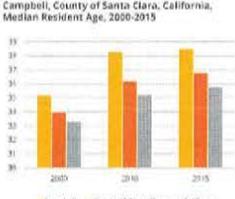
Campbell has a diverse range of housing types. Single family homes are the most prevalent home type (46%); the remaining housing types include single family attached (13%), duplexes, triplexes, and fourplexes (11%), multi-family apartments with five or more units (29%), and mobile homes (2%). When compared to Santa Clara County, Campbell has a slightly smaller share of single family homes (46% for the City versus 53% for the County), and a higher share of all other homes types except mobile homes, which means that the City’s housing stock is more diverse than the County. Both the City and the County have a strong occupancy rate of around 95%.

**Campbell, Population Growth, 1950-2015**



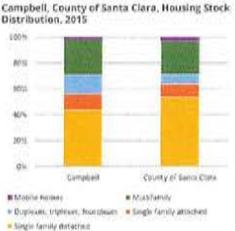
Source: U.S. Decennial Census, 1950-2010; Community Survey 2010-2015

**Campbell, County of Santa Clara, California, Median Resident Age, 2000-2015**



Source: U.S. Decennial Census, 2000, 2010; Community Survey 2010-2015

**Campbell, County of Santa Clara, Housing Stock Distribution, 2015**



Source: U.S. Census Community Survey 2010-2015

6 | Campbell Community Profile

**DEMOGRAPHICS**

7 | Campbell Community Profile

The White Papers series are more than a technical document; they set the stage for future policy recommendations and ensures all stakeholders have a clear understanding of baseline conditions. White Papers will be prepared in an easy to read format, like shown for Campbell above.

tions (currently shown in Figures 3-4 to 3-9 of the Circulation Element).

### **Climate Change and Adaptation**

This White Paper will identify the City's vulnerability to climate change risks, including sea level rise, streamflow, fire hazards, extreme temperatures, and water supply changes, using the Cal-Adapt tool, the California Adaptation Planning Guide, the Adapting to Rising Tides assessment performed for eastern Contra Costa County, and other existing research and modeling tools, including any local data or mapping that has been prepared. Future scenarios will be described for each type of climate change risks. Where appropriate, populations that may be sensitive to climate change impacts will be identified. Legal requirements to address climate change will be presented, along with recommended adaptation and resilience goals, policies, and programs to address adaptability and resilience in response to climate change.

### **Environmental Justice**

The Environmental Justice White Paper will identify disadvantaged communities within the City, existing conditions related to environmental justice, and the relevant regulatory setting. Disadvantaged communities will be identified based on guidance in the SB 1000 Toolkit, using the CalEnviroScreen 3.0 and California Air Resources Board Priority Population Investment Areas maps. Environmental justice determinants affecting Oakley, including pollution and hazards exposure, air quality, water quality and supply, access to public facilities and services, including parks, transit, and civic facilities, opportunities for physical activity, including bicycle and pedestrian components of the transportation system, access to healthy foods, safe and sanitary housing, physical health indicators, and opportunities for civic and community engagement. Goals, policies, and programs to address environmental justice issues will be recommended.

### **Optional Task: Economic and Fiscal White Paper**

In this task, New Economics will conduct research to assess the City's position in regard to economic constraints and opportunities. This assessment will consider broad, regional socioeconomic market trends as well as local information. A retail leakage gap analysis, based on third party data, will identify key retail markets where the City's supply exceeds local demand and retail markets where the City's supply does not meet the demand (leakage); this information will be provided in conjunction with sales tax data published by the Board of Equalization. The report will include an overview of current market indicators (inventory, occupancy, net absorption over the last year, and rental rates) for the office, retail, and industrial/flex markets, based on data from CoStar and stakeholder interviews. New Economics will reach out to up to 10 stakeholders to identify perceptions and concerns associated with economic development and will prepare a summary of findings. This effort will address the City's current supply of employment-generating and residential land and will include recommendations and strategies to achieve the best fit of high-quality employment-generating uses and desired types of residential development.

### **The Complete Streets Act of 2008**

The Complete Streets Act of 2008 requires the Circulation Element to plan for a balanced, multi-modal transportation network that meets the needs of all users of streets, roads, and highways. Funding applications to Metropolitan Transportation Commission's (MTC) One Bay Area Grant (OBAG) Program must show compliance with Complete Streets policies. TJKM will summarize the city's current complete street policies, existing street classifications and street design standards, and key constraints and opportunities, and provide recommendations to further enhance the city's complete street policies, including emphasizing connectivity to ensure pedestrian and bicycle mobility throughout Oakley, and standards as part of the update.

### Task 3.2 Administrative Draft General Plan Elements

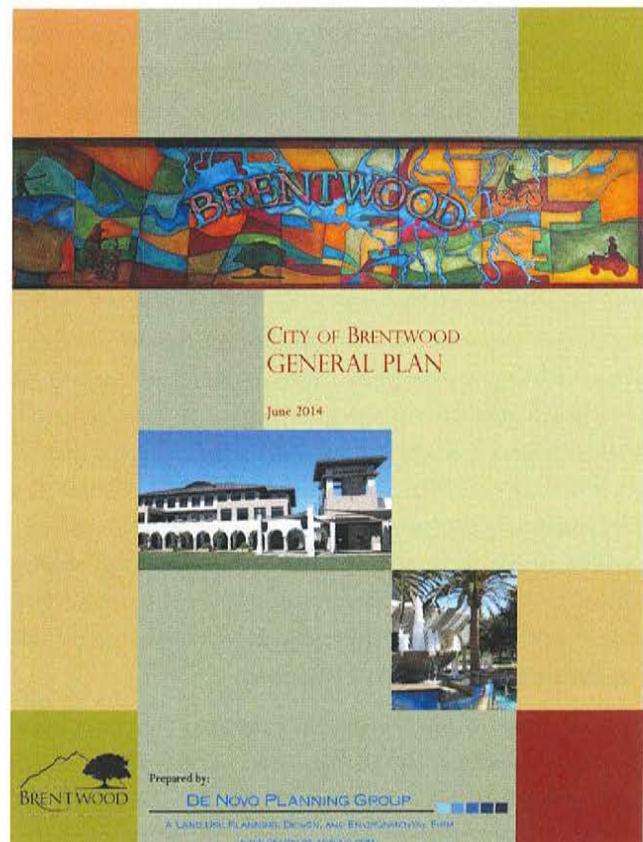
In addition to addressing revisions required by State law, the current General Plan will be thoroughly reviewed to determine components that should be carried forward and to identify areas where new goals and policies are needed to address the community's desires as well as changes to conditions since the General Plan was last amended. An important component of the update will be to identify changes in conditions requiring new or updated policies and programs, specific programs or actions that have been completed and should be removed, and where new programs or actions are needed to help the City achieve its vision and goals. An Implementation Element will be prepared that identifies all programs, the appropriate City department to implement the program, and the timing of the program. This will ensure that the City is actively implementing the General Plan and will provide for transparency to the public regarding the City's commitment to realize the General Plan vision. In preparing the goal, policy, and action sets for the General Plan Update, the De Novo team will prepare each element to ensure that all goals, policies, and actions:

- » Support the community's vision and values;
- » Address requirements of state law;
- » Continue to avoid or mitigate potential environmental impacts;
- » Are grounded in recent and sound community planning and conservation trends; and
- » Are internally consistent.

As part of the development of the General Plan Update, we will strategize with City staff and our team to identify any current implementation issues and potential strategies will be revised and/or refined and organized around the main goals of the City. Following City review of the initial White Papers, De Novo will provide a comprehensive Administrative Draft General Plan for City review. We anticipate meeting with City staff to review comments on the Administrative Draft General Plan and reach agreement on how to address potentially conflicting comments. We will incorporate the City's comments on the Administrative Draft General Plan Update to create a



*The team will regularly coordinate with key stakeholders, resources and responsible agencies throughout the process to ensure their values and priorities are thoughtfully considered.*



Public Review Draft General Plan. Please note that the Housing Element will be updated separately under Task 4.

### Safety Element



The Safety Element will be revised to include a vulnerability assessment that identifies the risks climate change poses to Oakley. A new goal, policy, and action set will be prepared to address the City's potential exposure to climate change impacts, consistent with the requirements of Government Code Section 65302(g,4,A), and to identify methods to avoid or minimize climate change impacts, and address climate change adaptation and resilience.

Following a City Council study session to review climate change issues, De Novo will update the Safety Element to include a new goal, policy, and program set to address the City's potential exposure to climate change impacts, consistent with the requirements of Government Code Section 65302(g,4,A), and to identify methods to avoid or minimize climate change impacts and address climate change adaptation and resilience. The update will address location of essential public facilities and infrastructure in at-risk areas, approach to working with relevant governmental agencies, and identification of natural infrastructure and ecosystems, such as wetlands, floodplains, and urban forests, that may be used to reduce climate change risks.

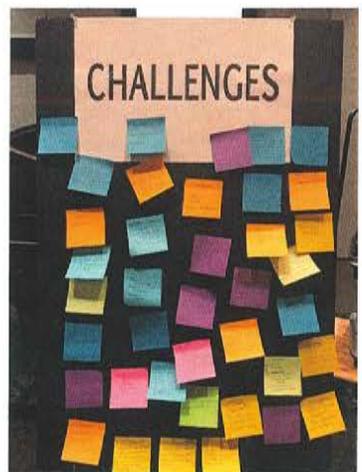
### Circulation Element



TJKM will update the Circulation Element to provide a greater emphasis on multi-modal transportation, including bicycle, motor vehicle, pedestrian and transit circulation. The Circulation Element is a critical part of a comprehensive planning framework. Streets are the places where residents and visitors interface with local businesses and interact with each other. The design of a street defines the character of a community as much as the design of its storefronts and parks. The element will address the following:

**Complete Streets & Refinements to Roadway Classifications.** A major component of this element revolves incorporating the city's complete street goals, and further refining those goals, with respect to current best practices, particularly in the context of multimodal planning, "Complete Streets", and emphasis on non-motorized transportation safety and access. Like many cities, Oakley's current roadway classification definitions focus primarily on the "function" of each street primarily for purposes of carrying motor vehicle traffic. The Circulation Element provides an opportunity to refine its current street classifications (i.e., Arterial, Collector and Local streets) to more directly incorporate multi-modal components, and provide a range of "subtypes" and mode priorities that can vary by neighborhood and land use context.

**Mobility Vision & Multi-modal Priorities.** This Circulation Element update presents the city with an opportunity to refresh the vision of how the movement of goods and people should be prioritized in the community. It presents an opportunity to revisit the careful balancing act between the competing needs of street



*Early in the process we will kick-off a series of Visioning Workshops to best understand the community's vision for the future and what it values for the next 20 years.*



users, such as the need to maintain efficient vehicular circulation and the need to provide a safe walking and biking environment for the most vulnerable users.

**Goals, Policies & Programs and Performance Measures.** The element will include updated goals and policies to incorporate complete streets components; and performance measures for assessing the transportation impacts of future development, consistent with SB 743 which shifts the focus to VMT for CEQA analysis purposes.

**Circulation Plan.** The Circulation Element will include updates to the circulation plan map, incorporating any changes to street classifications and planned improvements, and the addition of a bikeway network map. Where appropriate, the Circulation Element would include updated street cross-sections applicable to typical road sections.

#### Environmental Justice Element



The City is required to prepare an Environmental Justice Element to address State requirements regarding environmental justice and disadvantaged communities (Government Code Section 65302(h)). Oakley has areas that are considered a disadvantaged community by the California Environmental Protection Agency.

Following a City Council study session to review environmental justice issues, De Novo will prepare a new set of goals, policies, and programs set to address en-

vironmental justice issues, consistent with the requirements of Government Code Section 65302(h), including approaches to review development and infrastructure projects for potential impacts on disadvantaged communities and developing methods to increase access to public facilities and services, nutritious foods, and opportunities for physical engagement, provide a safe and healthy environment, and encourage all segments of the community to participate in important decisions.

#### Economic Development Element

If the City opts to include the optional Economic and Fiscal White Paper, the project team will update the Economic Development Element to incorporate the strategies and recommendations discussed by the City Council in response to the White Paper, as well as to update the element to address current concerns related to the economic and fiscal vision for Oakley.

#### Other General Plan Elements

The City's existing Land Use, Growth Management, Open Space and Conservation, Parks & Recreation, Health and Safety, and Noise Element provide an excellent approach to maintaining the City's small-town character, family-friendly environment, and quality of life.

The De Novo team will review each of these elements for potential revisions to address the vision and issues articulated by the community, which are anticipated to include opportunities to encourage economic growth and ensure high-quality shopping, dining, and services needed to serve the community, during the Visioning

Workshops and identified by City staff and the City Council. De Novo anticipates that the revisions will serve to refresh the elements to reflect current conditions, remove any outdated language, and reflect current development practices and will not require a comprehensive or significant re-write of the elements.

It is anticipated that any changes to the land use designations and Land Use Map would be limited to revisions that do not increase the intensity of growth within the City and would not result in any significant increase in the anticipated buildout of the General Plan. This assumption is critical to ensuring that the General Plan Update project avoids the need for significant technical analysis as part of the CEQA documentation, avoids the need for significant revisions to the Housing Element requiring approval from the State Housing and Community Development Department (HCD), and stays within budget and schedule.

#### **Housing Element**

It is noted that minimal changes to the Housing Element are anticipated and that the Housing Element will not be updated to reflect current conditions as the Housing Element is not currently due for a comprehensive update under the State Housing Element update schedule. Any changes to the Housing Element will be minor changes to goals, policies, or programs that will be provided in strikethrough-underline format as cut sheets to identify the changes and to focus State review on only the necessary revisions.

#### **Implementation Element**

General Plan implementation is necessary to achieve the vision laid out by the General Plan. De Novo will prepare a separate implementation section that provides feasible, practical implementation methods that ensure the General Plan does not "sit on the shelf" but instead achieves the goals it sets out. This section will help ground the General Plan in reality and assist in ensuring that it produces real results. The implementation program will identify how each implementation measure will be implemented, including the City department responsible for implementation, the funding source(s), and timing of implementation. The De Novo team will work closely with City staff to prepare this section.

#### **Administrative Draft General Plan**

De Novo will prepare an Administrative Draft General Plan that includes the above-described elements and work effort for City staff review and comment.

#### *Task 3.3 Public Review Draft General Plan*

Following City staff's comments on the Administrative Draft General Plan Elements, De Novo will prepare a Screencheck Draft for staff review. The Public Review Draft General Plan will then be prepared for public review/comment and use during the City's review and approval process. The Public Review Draft General Plan Update will be prepared in printed and electronic form;

The Public Review Draft General Plan will be provided to the City for distribution to the public and appropriate agencies and posting on the City's website. The Public Review Draft General Plan will be presented to the public at a community open house (Task 3.2) and will be considered by the City Council (Task 5.1).

#### *Task 3.4 Final General Plan*

We anticipate that a series of public hearings will be held by the City Council to consider adoption of the General Plan. As changes are requested by the Council, we will prepare modified General Plan text in custsheet format that will be provided as attachments to the staff report for Council's consideration. If desired, we will prepare a City Council Review Draft General Plan that incorporates public comments and Council direction prior to the final hearing for the General Plan.

Based on Council's direction at the adoption of the General Plan, De Novo will prepare the final General Plan consistent with any revisions approved by the City Council.

#### *Deliverables:*

- » Vision and Opportunities, Environmental Justice, Climate Change, and Mobility White Papers (digital Word and PDF, 10 print copies)
- » Administrative and Screencheck Draft General Plan (digital Word and PDF documents)
- » Public Draft General Plan (digital and 10 hard copies)
- » Final General Plan (digital and 10 hard copies)

## **PHASE 4 CEQA CLEARANCE**

We anticipate that the General Plan Update will require a Negative Declaration. Our scope of work anticipates

that the environmental document will not require technical analysis except for the calculation of VMT for existing conditions and with project implementation. It is anticipated that the General Plan Update would not result in changes that would significantly increase the density or intensity of growth throughout the City or on any particular sites. Further, we anticipate that revisions to the General Plan to address environmental justice, climate change, and mobility will serve to reduce or lessen environmental impacts. Should the City wish to make significant changes to its land use map and/or land use designations, De Novo can provide a scope of work for the supplemental planning and CEQA effort.

De Novo will prepare an Initial Study that describes the proposed changes to the General Plan, describes the project's characteristics within the context of CEQA requirements for environmental review, and provides analysis of the City's approach to addressing VMT as a threshold of significance, including existing and future scenarios on a per capita and service population basis. The Initial Study is anticipated to be used in support of a Negative Declaration. De Novo will prepare the Notice of Intent to Adopt a Negative Declaration and will assist the City in identifying the appropriate agencies for distribution.

#### *Deliverables:*

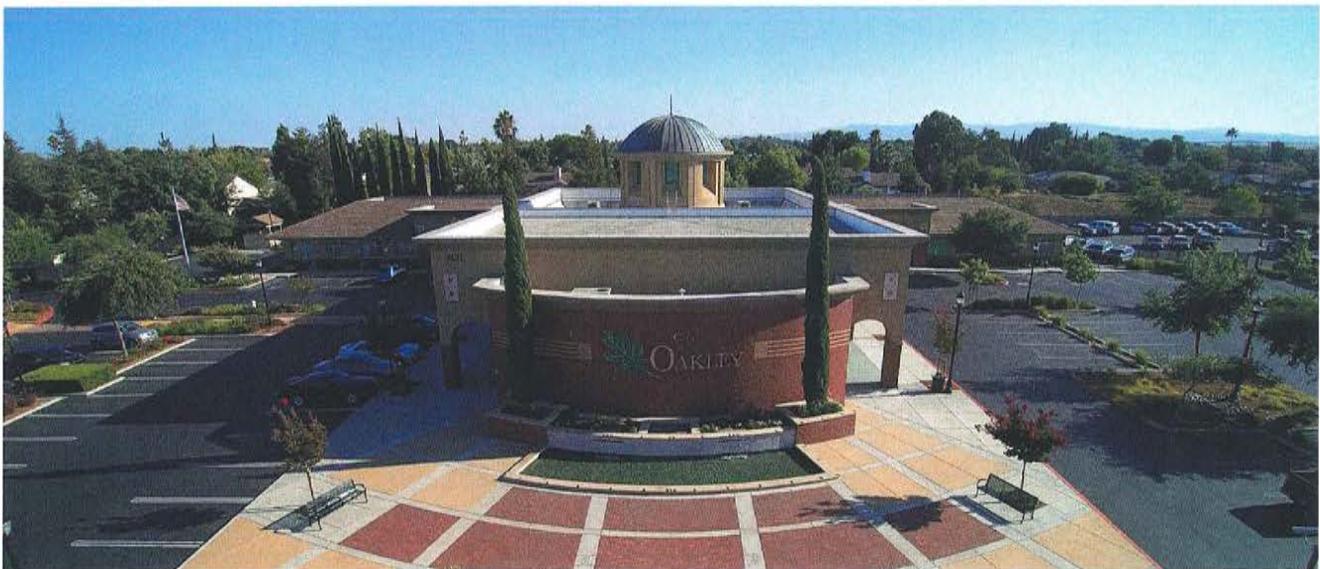
- » Administrative and Screencheck Initial Study (digital Word and PDF documents)
- » Notice of Intent/Initial Study (digital and 3 hard copies)

## PHASE 5 ADOPTION

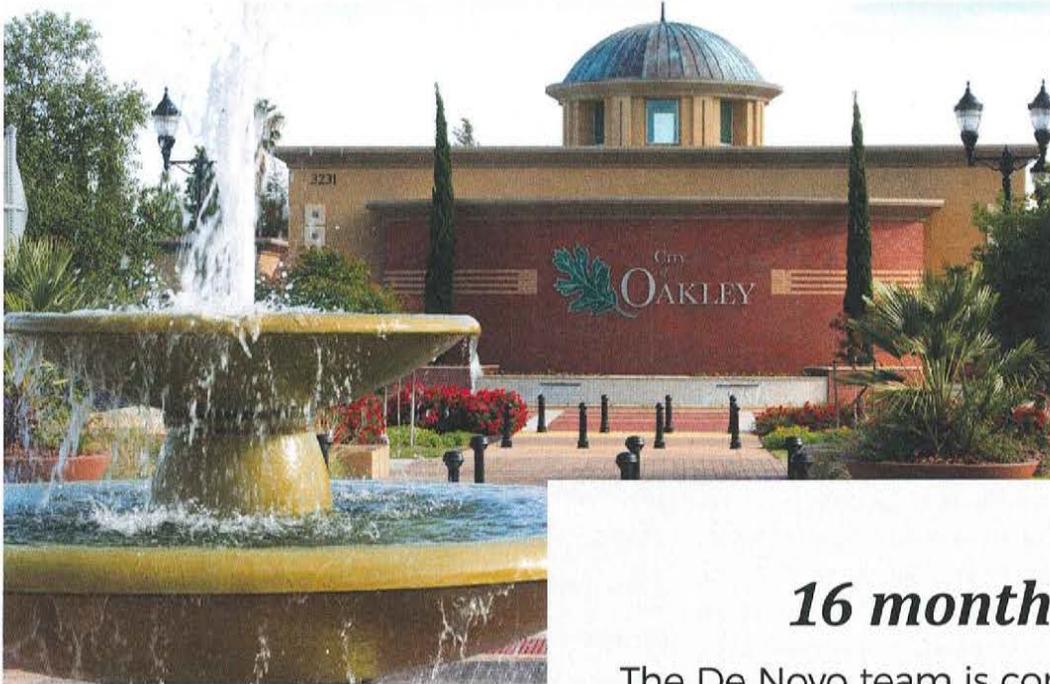
### *Task 5.1 Adoption Hearings*

De Novo will present the General Plan Update, including a summary of feedback from the Community Open House, at two public hearings with the City Council to review the Draft General Plan and CEQA document and consider adoption of the General Plan Update. Following City Council direction regarding changes to the General Plan, De Novo will prepare a final General Plan that incorporates all City Council comments (see Task 3.4).

*Throughout the General Plan Update, De Novo will provide City staff with full support in preparing presentations for community meetings and City Council hearings, facilitating community workshops, developing information, including memos, that describe the process and present information regarding the General Plan Update, and will provide all documents in the formats requested in the RFP.*



# SCHEDULE



## 16 months

The De Novo team is committed to completing the Oakley General Plan Update in 16 months.

Our team is committed to completing the General Plan Update and EIR in time to bring these documents before the City Council within 16 months. The schedule on the following page, while aggressive, is realistic based on our recent experience completing comparable projects. We anticipate that the City will complete review of all administrative draft documents within two weeks and all screencheck draft documents within one week. City staff review of draft presentations, meeting agendas and materials, etc. is anticipated to occur within two to four working days, unless the materials are exceptionally lengthy. This commitment will help ensure that the process moves forward on schedule and that the momentum of the project continues uninterrupted from start to finish.

**PROJECT SCHEDULE: January – July 2019**

**Meetings & Events**



- Team/TAC Meeting
- Deliverable
- Outreach Materials
- City Council/Planning Commission
- Community Workshop

# SCHEDULE

Months

Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
<b>PHASE 1: PROJCT INITIATION AND MANAGEMENT</b>																	
Task 1.1: Kick-off Meeting	■																
Task 1.2: Project Administration	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>PHASE 2: COMMUNITY ENGAGEMENT</b>																	
Task 2.1: Community Workshops and Open House		💡	💡								💡						
Task 2.2: City Council Work Sessions		✳️				✳️	✳️	✳️									
Task 2.3: Stakeholder Consultation			✳️			✳️				✳️							
Task 2.4: Online Presence	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>PHASE 3: GENERAL PLAN UPDATE</b>																	
Task 3.1: White Papers	■	■	■	■	■ #1	■ #2	■ #3	■ #4									
Task 3.2: Administrative Draft General Plan										📄	■	■	■	■			
Task 3.3: Public Review Draft General Plan												📄	■	■	■		
Task 3.4: Final General Plan																📖	■
<b>PHASE 4: CEQA DOCUMENTATOIN</b>																	
Task 4.1: Initial Study/Negative Declaration																	
<b>PHASE 5: ADOPTION</b>																	
Task 5.1: City Council Hearings																	

■ De Novo Work   
 ■ City Review   
 ■ Public Review   
 💡 Community Workshop  
📖 Public Review Document   
 📄 Staff Review   
 ✳️ City Council

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# COST PROPOSAL

TASK/ACTIVITY	Project Manager/ Principal Planner		Associate Planner		GIS and Graphics		De Novo Subtotal		Traffic	Direct Costs	ACTIVITY
	hours	\$140	hours	\$100	hours	\$85	TOTALS		TJKM	Printing	TOTALS
							hours	Fee			Fee
<b>PHASE 1: PROJECT INITIATION AND MANAGEMENT</b>											
Task 1.1: Kick-Off Meeting	4	\$560	4	\$400	0	\$0	8	\$960	\$1,000	\$100	\$2,060
Task 1.2: Project Administration	40	\$5,600	0	\$0	0	\$0	40	\$5,600		\$0	\$5,600
<b>PHASE 1: SUBTOTAL</b>	<b>44</b>	<b>\$6,160</b>	<b>4</b>	<b>\$400</b>	<b>0</b>	<b>\$0</b>	<b>48</b>	<b>\$6,560</b>	<b>\$1,000</b>	<b>\$100</b>	<b>\$7,660</b>
<b>PHASE 2: COMMUNITY ENGAGEMENT</b>											
Task 2.1: Community Workshops (3)	22	\$3,080	22	\$2,200	6	\$510	50	\$5,790	\$1,000	\$300	\$7,090
Task 2.2: City Council Work Sessions	22	\$3,080	18	\$1,800	0	\$0	40	\$4,880	\$1,500		\$6,380
Task 2.3: Stakeholder Coordination	16	\$2,240	10	\$1,000	0	\$0	26	\$3,240			\$3,240
Task 2.4: Social Media	6	\$840	6	\$600	0	\$0	12	\$1,440		\$100	\$1,540
<b>PHASE 2 SUBTOTAL</b>	<b>66</b>	<b>\$9,240</b>	<b>56</b>	<b>\$5,600</b>	<b>6</b>	<b>\$510</b>	<b>128</b>	<b>\$15,350</b>	<b>\$2,500</b>	<b>\$400</b>	<b>\$18,250</b>
<b>PHASE 3: GENERAL PLAN UPDATE</b>											
Task 3.1: White Papers	132	\$18,480	120	\$13,600	24	\$2,040	276	\$34,120	\$19,000		\$53,120
<i>Vision &amp; Opportunities</i>	48	\$6,720	28	\$2,800	6	\$510	82	\$10,030			\$1,030
<i>Environmental Justice</i>	36	\$5,040	50	\$5,000	8	\$680	94	\$10,720			\$10,720
<i>Climate Change</i>	36	\$5,040	50	\$5,000	8	\$680	94	\$10,720			\$10,720
<i>Mobility</i>	12	\$1,680	8	\$800	2	\$170	22	\$2,650	\$19,000*		\$22,000
Task 3.2: Administrative Draft General Plan	200	\$28,000	206	\$20,600	60	\$5,100	466	\$53,700	\$16,000		\$69,700
<i>Environmental Justice</i>	20	\$2,800	40	\$4,000	8	\$680	68	\$7,480			\$7,480
<i>Climate Change</i>	20	\$2,800	40	\$4,000	10	\$850	70	\$7,650			\$7,650
<i>Circulation/Mobility</i>	20	\$2,800	10	\$1,000	10	\$850	40	\$4,650	\$16,000*		\$4,650
<i>Review/Revise Other Elements</i>	120	\$16,800	100	\$10,000	22	\$1,870	242	\$28,670			\$28,670
<i>Formatting</i>	20	\$2,800	16	\$1,600	10	\$850	46	\$5,250			\$5,250
Task 3.3: Public Draft General Plan	24	\$3,360	20	\$2,000	2	\$170	46	\$5,530		\$1,000	\$6,530
Task 3.4: Final General Plan	40	\$5,600	36	\$3,600	6	\$510	82	\$9,710		\$1,000	\$10,710
<b>PHASE 3 SUBTOTAL</b>	<b>396</b>	<b>\$55,440</b>	<b>382</b>	<b>\$39,800</b>	<b>92</b>	<b>\$7,820</b>	<b>870</b>	<b>\$103,060</b>	<b>\$35,000</b>	<b>\$2,000</b>	<b>\$140,060</b>
<b>PHASE 4: CEQA CLEARANCE</b>											
Task 4.1: Initial Study/Negative Declaration	60	\$8,400	90	\$9,000	8	\$680	158	\$18,080	\$9,000	\$90	\$27,170
<b>PHASE 4 SUBTOTAL</b>	<b>60</b>	<b>\$8,400</b>	<b>90</b>	<b>\$9,000</b>	<b>8</b>	<b>\$680</b>	<b>158</b>	<b>\$18,080</b>	<b>\$9,000</b>	<b>\$90</b>	<b>\$27,170</b>
<b>PHASE 5: ADOPTION</b>											
Task 5.1: City Council Hearings	16	\$2,240	16	\$1,600	6	\$510	38	\$4,350	\$2,500		\$6,850
<b>PHASE 5 SUBTOTAL</b>	<b>16</b>	<b>\$2,240</b>	<b>16</b>	<b>\$1,600</b>	<b>6</b>	<b>\$510</b>	<b>38</b>	<b>\$4,350</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$6,850</b>
<b>Subtotals</b>	<b>582</b>	<b>\$81,480</b>	<b>548</b>	<b>\$56,400</b>	<b>112</b>	<b>\$9,520</b>	<b>1,242</b>	<b>\$147,400</b>	<b>\$50,000</b>	<b>\$2,590</b>	<b>\$199,990</b>
<b>TOTAL FEE</b>											<b>\$199,990</b>
<b>Optional Economic and Fiscal White Paper: New Economics &amp; Advisory</b>											<b>\$17,500</b>

Subconsultants and Direct Costs are billed at no markup.

Additional meetings are billed on time and materials basis.

De Novo Planning Group reserves the right to reallocate budget between various consulting team members and between tasks, provided the overall budget does not increase.

\*Budget includes initial VMT modeling (using the Contra Costa Transportation model to derive a "Oakley vs region" per capita VMT comparison) to inform the discussion of VMT thresholds and initial map & street cross-section recommendations.

\*\*Environmental document budget includes a comparison of VMT per capita under 3 scenarios (Existing, Future Baseline with Existing GP, Future with Updated GP)

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## City Staff Tasks

As requested in the RFP, we have identified the following tasks for City staff to complete to reduce the overall cost of the project:

- » SB 18 and AB 52 outreach to Native American tribes. We anticipate that City staff will conduct the initial outreach and mailing and that De Novo will participate if consultation is requested by a Native American tribe.
- » Submittal of draft General Plan and CEQA documentation to public agencies for required review. De Novo will assist the City in identifying review agencies and review requirements.
- » Preparation of staff reports for City Council and Planning Commission meetings
- » Preparation of minutes for City Council and Planning Commission meetings
- » Participation in review of the White Papers and the draft General Plan documents by staff representing all disciplines/areas of expertise addressed by the General Plan Update

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**De Novo Planning Group**

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