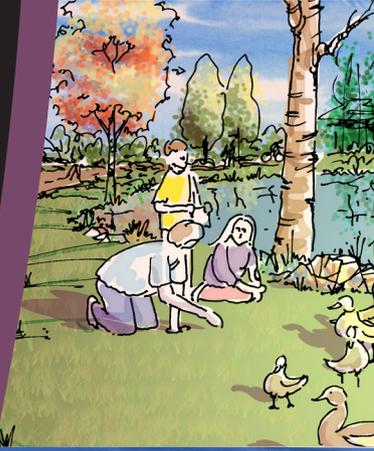




City of Albany

Waterfront Visioning Project

January 25, 2008



COMMUNITY | CIVIC & PUBLIC SAFETY | RECREATION | EDUCATION | URBAN
ARCHITECTS | ENGINEERS | EXHIBIT DESIGNERS | LANDSCAPE ARCHITECTS | PLANNERS | SURVEYORS

January 22, 2008

Ann Chaney
Community Development Director
1000 San Pablo Avenue
Albany, CA 94706

RE: Crafting a Vision for Albany's Waterfront...

Dear Ann:

Nestled on a coastal plain at the base of the East Shore foothills just opposite the Golden Gate, the City of Albany and its spirited citizenry are bound and determined to reconnect the community to its waterfront. At RRM Design Group, we are bound and determined to help you achieve just that.

As one of the firms that responded to your earlier RFQ back in the fall of 2006, RRM is pleased to submit this fresh, new Statement of Qualifications to bring Albany's waterfront back to its community. In providing some new materials with this response – including our approach on how we can help you pursue this project – there are a couple of things that have happened to us that makes our team even stronger than when we originally proposed on this you:

- 1. We have moved our Northern California office to the Bay Area waterfront.** In late 2006, we moved our office from Healdsburg to the waterfront town of Sausalito to better position ourselves to serve our growing body of work in revitalizing and restoring urban waterfront areas. As a result of that move, we have been able to expand our waterfront repertoire to complete a number of high profile waterfront parks and revitalization projects throughout California, the Pacific Northwest, and Europe. Our closeness to Albany should assure you that we can readily meet your needs in a responsive, timely, and cost effective manner.
- 2. We have strengthened our leadership in environmental planning in the East Bay Area.** In the summer of 2007, Lynette Dias, a former Principal of LSA and Associates joined RRM Design Group's Sausalito office as became our lead Principal. With her 8 years of expertise in providing CEQA compliance services in the urban environment of the East Bay Area, Lynette will bring her extensive experience establishing a reliable foundation for future CEQA compliance activities on your waterfront, as well as her experience in educating school children in the East Bay through ULI programs.

Combined with the skills and attributes presented in our previous submittal, these changes bode well for RRM as an excellent fit for Albany in tackling this exciting and challenging project and for crafting a vision that will resonate with your citizens, civic leaders, and your future generations. Should you have any questions regarding our firm, our skills, or our commitment to make your project the best it can be, please do not hesitate to give us a call. Otherwise, we will look forward to the opportunity to interview with you to show you what we can truly do for you in Albany, creating an imaginative, responsive, and achievable vision for your waterfront.

Sincerely,
RRM Design Group



T. Keith Gurlee
Principal

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Project Understanding

At the elemental edge where the land meets sea is an environment that supports a unique variety of flora and fauna, and that innately attracts human activity that is coveted for maritime areas and by those who want to own such a limited resource. It is a place where people can playfully interact with the liquid that sustains us while enjoying the solace of nature and the songs of the sea. Such is certainly the case with Albany's Waterfront.

For communities fortunate enough to have one, it is their waterfront that often defines them. It is the source of their beginnings, the roots of their heritage, and the symbol of their yearning to be close to nature.

Yet for Albany, its waterfront has been a source of frustration. Fueled by its present ownership and the physical and legal barriers to its public use, the community knows that making its waterfront an integral and defining part of Albany's urban fabric will be no small challenge. Indeed, the community has tried time and again to engage the underlying land owners of its waterfront and its citizenry in multiple efforts to plan for its future use and to create the connections and uses needed to make Albany's waterfront a defining element of this East Bay community.

On August 15, 2006, the City of Albany released a Request for Qualifications to seek professional consultants to assist the community in developing a vision plan for Albany's waterfront area. With the vast majority of this property controlled by Magna Entertainment Corporation (MEC), the private company that owns and operates the Golden Gate Fields race track, which consumes most of the Albany waterfront planning area, the City has struggled with how to address planning and development of this area. To be sure the subject of resolving the future uses associated with its waterfront, in general, and the Golden Gate Fields property, in particular, have been the subject of continuous community debate for decades, and that debate has divided the community and influenced elections for many years.

As a full service planning, design, and public outreach firm that specializes in visioning processes for waterfront areas, RRM Design Group submitted a Statement of Qualifications on October 18, 2006. Yet shortly after submitting our qualifications, it became apparent that the politics of the community were not quite ready to consider such an effort. The fact that the RFQ was issued shortly after MEC in a joint venture with Caruso Affiliated had withdrawn its application for development of the site coupled with the local November 2006 elections that saw those who favored more of a park and open space approach to its waterfront area than one involving development verified this fact.

As an outcome of that election, community leaders decided to refocus their efforts to better define how it wanted to deal with its waterfront planning. After engaging another independent consultant to assist the community in identifying and evaluating its options, the City chose to pursue a visioning process for its waterfront. Rather than proceeding with a formal Specific Plan effort, or leaving the initiative to the underlying land owner, or pursuing a design competition, community leaders felt the visioning approach was the most appropriate at this time.

Thus, the City issued a second Request for Qualifications to pursue Option III as presented by Neuwirth and Associates that would have its City Waterfront Committee take the lead in a visioning effort to resolve a plan for its waterfront. The City has also openly decided to pursue this endeavor without the active involvement of the underlying property owner. Rather, the City feels that the community should decide what is best for this property and be prepared to pursue the resultant vision once MEC decides to disengage from all or a portion of its land holdings in the planning area.



Project Understanding

In view of the history of planning on this site and the Request for Qualifications issued on December 13, 2007, the City made clear the following points:

- That it wants to pursue this planning process despite the noninvolvement of MEC as the largest landowner in the area.
- That it wants a first class park and a system of open spaces that will capture the imagination of the community while honoring the environmental and cultural sensitivities of the site.
- That it wants an innovative, transparent, and energetic public outreach process that will intimately engage the citizens of Albany in the planning and visioning process.
- That it wants a significant educational component about the environmental, economic, cultural, traffic, and aesthetic issues presented by this effort as an integral part of the public outreach process.
- That it wants to promote an understanding of the cultural, historical, and environmental values of the site and what it means to Albany as part of an interpretive planning approach to this site.
- That it wants to continue to enjoy the tax benefits associated with the presence of the Golden Gate Fields race track, while minimizing the future development potential of the remainder of the property held by MEC.
- That it wants to indelibly connect upland Albany by penetrating the barrier of the highways to create inviting pedestrian friendly gateways to the edge where the water meets the sea.
- That it wants its waterfront to be planned as a significant gateway to East Shore State Park.
- That it wants to avoid the complications of dealing with the City of Berkeley in pursuing this planning process.

Given its frustration over the years with the development proposals of MEC and the City's inability to engage that landowner in a planning process that will benefit the City, Albany's apparent decision to proceed without the involvement of the landowner is an intriguing challenge.

While the process the City has outlined will stop short of any major entitlement process -- and hence of any potential CEQA battles that might lie in the future with a landowner hostile to what the City might conceive -- developing plans for someone else's property without involving them may invite trouble that could render this effort and the public expenditures in support of it a risky venture.

It would also be our strong recommendation that any approach to the master planning of this property has to involve some level of landowner involvement in the planning process, despite their indication that they do not want to be involved in that process. Even if this effort were to make a noble attempt at involving the landowners only to fail in doing so, it will serve to galvanize the community's vision for its waterfront in a way that would be tough for the present landowners to ignore in any future development activities they may choose to undertake on the property.

Therefore, in addressing the vision planning of Albany's waterfront area, there are number of issues that will need to be analyzed, addressed, and conclusively resolved to ensure that this waterfront planning effort will be a successful one. The following are a few of the issues and our thoughts on solving them:

1. Resolving the Planning Area

While the Request for Qualifications seems to be limited to the 53 acre Fleming parcel within the City of Albany's jurisdiction, remarks made by the public to the Selection Committee at its October 5, 2006 meeting clearly revealed other changes. The planning area may need to be expanded to the east, and possibly to the south, in an effort to connect and fuse together upland Albany with waterfront Albany areas that are currently divided from each other by the superstructure of Highway 80 and Highway 580 overpasses. We would propose to resolve a primary and secondary planning area boundary at the outset of the process.

2. Working with the City Waterfront Committees

Also at the outset, we would meet with the Albany Waterfront Committee that would meet on a regular basis throughout the process, host the public workshops, and ensure that the waterfront planning process is meeting the goals and aspirations of the City of Albany and its citizens.

3. Providing a "Breakthrough" Facilitation

The City can not afford to have another "ground hog day" failed attempt in planning its waterfront. Therefore, it will need a public facilitator and a proven consensus builder who can listen to, understand, and build trust within the community. It needs a facilitator who on one hand can inspire the imagination and creativity of the community, while achieving consensus on a vision for this key site. Therefore, it will take someone who can move beyond the entrenched positions on the proposals of the past to produce a plan that will be fresh, exciting, and sensitive

to its environmental context, providing a breakthrough design solution that will bring the community together on its waterfront area.

4. Expanding Eastshore State Park

Past community outreach processes have revealed that there is strong support within the region and the community of Albany to expand Eastshore State Park on the Fleming Point parcel. Some would have the entirety of the parcel devoted to this use, while others would support some tasteful development on the property in return for a strong park and open space component. In any event, one thing is clear: the plan must include a strong parks and open space component if this process is to succeed.

5. Engaging the Landowners

The past and present tensions between the landowners, the community, and its constituent groups have been palpable. MEC, as the owner of the Fleming parcel, is known for their pursuit of aggressive development proposals, including a casino on the property, which has generated strong opposition from many constituent groups who want to expand Eastshore State Park. If the City does not have the funding or the access to funding to acquire the property from the present owner, a final effort must be made to engage the landowners in resolving an achievable plan for its waterfront area.

6. Understanding that Nobody Will Get Everything That They Want, but Everybody Will Get Something That They Want

If the community is to move beyond the past conflict, we will need to find the golden equation of a design solution that can bring people together instead of tearing them apart. Now that the City of Albany is seizing the initiative and taking control of the planning process, instead of the landowners and developers, the credibility of this approach with the community gives Albany its best chance of reaching a successful conclusion to finally resolve what to do with this spectacular waterfront area.



Project Understanding

7. Finding a Firm Who Can Really Pull This Off

The City of Albany has been clear about the challenges this process faces, particularly with respect to the public involvement component of this planning effort. In order to be successful, the consultant selected by the City will need to be experienced. It will take someone with the determination to listen to all sides of the issue, someone who is committed to learning about the community and listening to its hopes, aspirations, and fears about its waterfront. It needs someone with stamina and thick skin who can keep an acute focus on the end goals of this endeavor. It needs someone who is objective, reasonable, and communicates with people of all points of view throughout this process. It needs someone who can engage the community on multiple levels in learning about, informing, educating, and inspiring a community. Finally, it will take someone with a proven track record of doing similar projects in highly-contentious, politically challenging climates who has created award-winning and successful installations in ways that found consensus in a community where few thought it possible before.

8. Knowing that Failure is Not An Option

There is probably no bigger project the City of Albany has ever done or will ever do than the development of a vision plan for its waterfront area. It cannot fail, and we at RRM Design Group will not let it fail. We will be fully committed to finding an inspiring solution that will bring success and togetherness on Albany's waterfront.

9. Creating the End Result

The final product of this effort must result in a detailed vision plan that addresses a mix of land uses, open spaces, circulation networks for automobiles, pedestrians, and bicyclists that can then be molded into a project statement for CEQA and NEPA analysis purposes. It will also be essential that the document gains strong public support from the various interest groups and individuals in the community.

Project Team Overview

To address the unique needs of the Albany Waterfront Visioning Process, RRM Design Group has formed a top notch team to pursue and successfully conclude this multi-faceted planning effort that is so important to the future of Albany. Leading the team will be the multi-disciplinary RRM Design Group (RRM) team supported by our key subconsultants:

- Economics Research Associates (ERA) - Economics
- Whitlock & Weinberger Transportation, Inc. (W-Trans) - Traffic and Circulation Planning
- Mags Harries & Lajos Heder - Waterfront Public Art.

RRM Design Group - The Project Lead

RRM Design Group was founded in 1974 on California's Central Coast in San Luis Obispo, CA. RRM is a multidisciplinary design firm of 160 professionals, offering planning, public facilitation, urban design, landscape architecture, architecture, civil engineering, surveying, and CEQA analysis.

With four offices in California, including our Bay Area office in Sausalito, California — just across San Francisco Bay from Albany. Our Sausalito office will lead RRM's effort in assisting the community of Albany in developing a lasting and achievable vision for its waterfront.

Two of our six service groups will work on the Albany Waterfront Visioning Process:

- **Urban Revitalization Group** that contains our Waterfront Group that specializes in award-winning design solutions to revitalizing and restoring urban waterfronts.
- **Parks, Trails, and Open Space Group** that specializes in the development of master plans, parks, trails, and open space uses including waterfront promenades, greenways, and parks ranging in size from tot lots to regional parks in the thousands of acres.

Leading the Albany Waterfront Visioning Team is **T. Keith Gurnee**, a Principal and leader of RRM's Waterfront Group, who will serve as Principal-in-Charge and Lead Public Facilitator for this endeavor. Keith is an expert in waterfront visioning processes and an award-winning urban designer. Time and again, Keith has unlocked the true potential of waterfront sites in contentious political environments, creating designs that have captured the essence of the communities. Keith is also a skilled public facilitator who has overseen most of RRM's complex public outreach and facilitation processes and who has been able to craft a strong consensus in waterfront communities where few thought it possible before.

Dave Javid, LEED AP, a Senior Planner at RRM, will serve as Project Manager on the Albany Waterfront Visioning Process. Dave is also an expert in public facilitation and will offer his knowledge of sustainability to this project. He will be primarily responsible for preparing many of the end products for the Albany Waterfront Revitalization Plan.

Keith will also be assisted by three (3) internal teams that will meet all of the needs associated with the Albany Waterfront Visioning process:

- The Urban Design Team
- The Restoration and Education Team
- The Technical Team.

These teams are depicted in further detail in the organizational chart on the following page.

Project Team
Overview



Project Team Overview

The Urban Design Team will be led by **Debbie Rudd, AICP**, a Principal at RRM who has teamed often with Keith in crafting waterfront plans in challenging political jurisdictions with spectacular results. Debbie will play a key role in assisting the public outreach and facilitation process and will oversee the Urban Revitalization component of the waterfront visioning plan. Debbie will also be assisted by the following individuals:

- **Donald Sibbett, RLA**, will bring his award-winning urban design and interpretive planning skills to this project. He will ensure that the waterfront planning effort will tell stories that connect people to the special place of Albany's waterfront.
- **Dierdre Callaway**, Senior Planner, will assist the team in developing alternative concepts and final concepts for the Waterfront Visioning Plan and will be responsible for overseeing the production of all graphic work products.
- **Mags Harries & Lajos Heder**, a public art firm will bring their award-winning experience to the Urban Design Team in designing amazing waterfront public art installations and experiences that have truly placed the waterfronts they have served on the map.

The Resource and Education Team will be led by **Lynette Dias, AICP**, Principal and leader of RRM's Sausalito office. Lynette will bring her extensive skills in resource analysis and CEQA and NEPA analysis to the team. She will also bring her unique educational abilities that she has been able to impart through her voluntary work in educating high school students in the East Bay Area through programs administered by the Urban Land Institute. In leading the Resource and Education team, Lynette will conduct an in-depth analysis of the resource sensitivities and the unique features associated with this waterfront site and develop an educational program that will be utilized in a series of public workshops in developing a public understanding amongst the community as to these issues and how they should influence the planning effort.

Ann Baker, ASLA, is a Landscape Architect who will be assisting Lynette. Ann has unique experience and skills in the development of waterfront parks and creek restoration planning. Ann's recent work to complete the Oroville Riverfront Improvements Plan on the Feather River in Northern California and on the Selby Creek Restoration Plan will ensure that the City of Albany will receive a strong restoration focus as part of the visioning effort.

The Technical Team will be led by **Dierdre Callaway**, Senior Planner with RRM, who will conduct all land use analyses associated with this effort, interact with the Urban Design Team and the Restoration and Education Team, and oversee the activities of all subconsultants. Together this expanded team will work seamlessly with the Waterfront Committee and the City of Albany staff in developing a vision for Albany's waterfront that will be compelling, achievable, and that will resonate with both the citizens of Albany and the landowner.

Joining the RRM Technical team as subconsultants are::

- **Economics Research and Associates**, led by Steve Spickard will bring their extensive experience in analyzing economic and market conditions associated with waterfront revitalization and park plan master planning projects. They will find the right economic keys to demonstrate how a preferred vision for Albany's waterfront can be achieved by outlining a road map of strategic steps to ensure its achievement.
- **Whitlock & Weinberger Transportation, Inc**, with whom RRM has teamed on for more than 20 successful projects, will address the circulation, parking, traffic, and pedestrian/bicycle circulation components. Led by Cal graduate Steve Weinberger, this MBE firm has been involved in developing plans for the round-about at Gilman Avenue in Berkeley and evaluating the traffic impacts associated with the recreational improvements to be developed at the end of Gilman just to the east of the Golden Gate Fields property, will bring his inside knowledge and experience to ensure that the vision for Albany's waterfront will result in a strong pedestrian, bicycle, and connectivity between upland Albany and its waterfront area.



Project Team Why The RRM Team?

1. We are a regular professional presence in the Bay Area. With an office on the Sausalito waterfront, we can readily serve Albany in a responsive, timely, and cost effective manner.
2. Urban revitalization and restoration of waterfronts is at the core of what we do. We have a group of professionals dedicated to waterfront revitalization and restoration that is led by T. Keith Gurnee, leader of our Waterfront Group who has overseen most of the firm's complex waterfront projects. Keith was recently appointed to the Board of Directors of the Waterfront Center, a national organization dedicated to the beautification, enhancement, and use of waterfront areas.
3. Experienced public facilitators, we find consensus on waterfront projects where few thought it possible before. RRM has been universally successful in engaging citizens of waterfront communities and crafting a strong public consensus.
4. We thrive in the coastal zone. RRM has a strong working relationship with the California Coastal Commission and its staff and has a perfect track record of obtaining Coastal Commission clearances on a wide variety of public and private projects. Our work on the Bay Point Waterfront Strategic Plan in Contra Costa County allowed us to become intimately familiar with the workings and policies of BCDC.
5. We understand the educational component associated with this work. Lynette Dias, AICP will clearly communicate the environmental, cultural, and economic sensitivities to the public.
6. We enjoy a strong working relationship with the California Coastal Conservancy. RRM has worked on multiple occasions with the California Coastal Conservancy — both directly with the organization and indirectly for local governments under grants with the Coastal Conservancy — to implement coastal plans we have helped them prepare for their jurisdictions. This relationship could go a long way towards assisting in the implementation of Albany's plans for its waterfront.
7. We are award winning designers in trails, greenway, and creek enhancement and restoration projects. With the presence of a stretch of scenic creek and wetland on the north side of the Albany waterfront site, RRM can provide creek enhancement, revitalization, and restoration. This includes design and installation of interpretive exhibits that creatively inform the public about these important features of its creek systems.
8. We have designed and planned many sections of the California Coastal Trail, including Pismo Beach, Avila Beach, San Pedro, Ventura, Crescent City, Morro Bay, Cambria, Fort Bragg, Pacifica, and Monterey. Our work to successfully conclude the conservation transaction on the 83,000 acre Hearst Ranch in San Simeon, CA is leading to the installation of nearly 17 miles of coastal trail from San Simeon to Ragged Point in northern San Luis Obispo County, CA.
9. We have retained a creative traffic planning and engineering consultant who fully understands the vehicular, bicycle, and pedestrian traffic impinging upon the streets serving the site. W-Trans has recent experience in the design of the roundabout on Gilman Avenue and on the EIR for the recreational improvements on the site immediately to the south of Gilman from the Golden Gate Fields.
10. Harries Heder Collaborative, Inc., public artists out of Boston who have won multiple awards from The Waterfront Center, will use art to engage the public and connect people with the waterfront.
11. We think we can bring Magna Enterprises to the table. With Magna Entertainment's apparent decision to deliberately disengage from the planning process, it will be important to select a consultant who knows how to talk the language of these private landowners to engage them in the planning process and enhance the reliability and achievability of the outcome of this effort.

T. Keith Gurnee

Principal-in-Charge / Lead Public Facilitator

37 Years of Experience

Education

Bachelor of Science, City and Regional Planning, California
Polytechnic State University, San Luis Obispo, CA

Affiliations

The Waterfront Center, Board Member, 2007 - Present
California Planning Roundtable, Member, 1997-2002
American Planning Association (APA), Member
Urban Land Institute, Member, #15121, San Francisco District
Association
San Luis Obispo City Council, 1971-1977
San Luis Obispo Planning Commission, 1989-1991

Presentations

- "Keeping the Funk in Your Waterfront," 2003, The Waterfront Center Conference, Montreal
- "Getting the Most out of Your Open Space Preservation Efforts," 2003, Livable Communities Conference, San Diego, CA
- "When Your Waterfront is a Brownfield," 2002, CRA, Anaheim, CA
- "Prince Memorial Greenway," 2001, Urban Streams Conference, San Luis Obispo, CA
- "Bishop's Peak: A Case Study of Open Space Preservation," 2000, American Planners Association, Bakersfield, CA
- "Open Space Preservation Techniques," 1996, American Planners Association, Modesto, CA
- "Limited Development Options to Protect Open Space," 1995, Land Trust Rally, Monterey, CA
- "Open Space Preservation Techniques," 1994, Land Trust Rally Conference, Chattanooga, TN
- "Pismo Beach Waterfront Revitalization Plan," 1986, American Planners Association, Palm Springs, CA

Related Project Experience

Port of Los Angeles Community Consensus Process, San Pedro, CA
Keith was Principal-in-Charge in an effort by the Port of LA to find common ground between the Port and its adjacent communities on issues facing the largest port in the Western Hemisphere and the busiest navigable channel in the Country.

Marina Beach Strategic Plan III, Marina del Rey, CA

Keith served as the Principal-in-Charge and Lead Public Facilitator in an effort to improve and revitalize the Marina/Mother's Beach area of Marina del Rey, the largest small craft harbor in the world.

Prince Memorial Greenway, Santa Rosa, CA

As Principal-in-Charge for the award-winning Prince Memorial Greenway (a creek restoration and revitalization project connecting Santa Rosa's historic Railroad Square with its downtown core), Keith facilitated four public workshops, resulting in a design for multi-use paths, lush landscaping, pedestrian bridges, plazas, and public art.

Venice Beach Oceanfront Walk, Venice Beach, CA

Keith served as Principal-in-Charge of this ambitious project to refurbish the entire two mile Oceanfront Walk stretching from Venice Pier to Santa Monica. With heavily attended workshops on the beach, this eclectic community (the second most visited location in California next to Disneyland) chose an urban design plan that dramatically improved the appearance, functionality, and durability of public beach elements.

Others

- Pismo Beach Waterfront Urban Design Plan, Pismo Beach, CA
- Umag Waterfront Revitalization Plan, Umag, Croatia
- Morro Bay Waterfront Revitalization Project, Morro Bay, CA
- Crescent City Harbor Master Plan, Crescent City, CA
- Harford Pier Master Plan, Avila Beach, CA
- Marina Beach Strategic Plan, Marina del Rey, CA
- Agoura Hills Open Space Plan, Agoura Hills, CA
- Arguello Park Renovation Master Plan, San Carlos, CA
- Bay Point Waterfront Strategic Plan, Contra Costa County, CA
- Sonoma Open Space Acquisition, Sonoma, CA



Project Team Resumes

Dave Javid, LEED AP
Project Manager

11 Years of Experience

Education

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo, CA

Bachelor of Arts, Urban Studies and Planning, University of California, San Diego, CA

Accreditations

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

Affiliations

American Planning Association (APA)
LEED-ND Corresponding Committee
ULI

Presentations

- “The Planner’s Guide to Implementing Green Principles,”
October 2007, CCAPA Conference, San Jose, CA

Related Project Experience

Camarillo Commons Strategic Plan and Public Outreach, Camarillo, CA
As Urban Designer and Public Outreach Coordinator, Dave developed methods to engage the general public and over 50 property owners in working toward a common Vision for the Strategic Plan area.

San Luis Obispo Pedestrian Transportation Plan, San Luis Obispo, CA
As Project Manager, Dave led the RRM team in establishing guidelines to encourage safe and inviting pedestrian paths throughout the city.

Scotts Valley Town Center Specific Plan and EIR and Public Outreach, Scotts Valley, CA

As the Urban Designer, Dave has been leading the RRM Team in incorporating input from the public, City Staff, and potential developers to draft a comprehensive Vision Plan, supported by illustratives and sustainable design principles, and a Specific Plan document

West Downtown Visalia Vision Plan, Visalia, CA

As Project Manager, Dave has been leading the RRM Team in developing a Vision Plan that accommodates the needs of residents, students, and hospital employees in close proximity to this urban infill project.

Others

- Pismo Beach Promenade IV, Pismo Beach, CA
- Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
- Agoura Village Specific Plan, Agoura Hills, CA
- Coalinga General Plan Update, Coalinga, CA
- Lompoc General Plan Update and EIR, Lompoc, CA

Project Team Resumes

Debbie Lagomarcino Rudd, AICP
Urban Design Team Leader

20 Years of Experience

Education

Bachelor of Science, Interior Architecture/Space Planning, Kansas State University, Manhattan, KS

Affiliations

American Planning Association (APA)
American Institute of Certified Planners (AICP)
Morros Advisory Committee
Slovene National Benefit Society
LEED-ND Corresponding Committee

Certifications

American Institute of Certified Planners (AICP)

Presentations

- "The Planner's Guide to Implementing Green Principles," October 2007, CCAPA Conference, San Jose, CA
- "Project Analysis Session: Creating a "There," There -- Scotts Valley, California" May 2007, ULI Spring Conference, Chicago, IL
- "Improving Public Perception of Redevelopment through Education and Awareness," CRA Conference, March 2007, Long Beach, CA
- "When Your Waterfront is a Brownfield," October 2002, California APA Conference, San Diego, CA
- "Pedestrian and Bike Paths Along Urban Streams," March 1999, Urban Streams Conference, San Luis Obispo, CA

Related Project Experience

Port San Luis Master Plan, Avila Beach, CA

Debbie's responsibilities on this project included public workshops, consensus building between multiple agencies, the County, Port San Luis Harbor District, and the neighboring community. Debbie also worked with RRM team to produce a high quality Master Plan document.

Avila Beach Front Street Enhancement Plan, Avila Beach, CA

As Project Manager and Designer, Debbie was responsible for bringing multiple agencies and community groups to consensus on the design and rebuilding.

Prince Memorial Greenway, Santa Rosa, CA

As Project Manager and Urban Designer, Debbie played a leading role in revitalizing this once-neglected, concrete-lined urban stream into a restored parkway with paths, plazas, and a creek walk. Debbie led the community participation efforts through to the evolution of an award-winning design plan. The project included a public outreach program, conceptual design, design development plans, and construction documents for the Prince Memorial Greenway.

Venice Beach Oceanfront Walk, Venice Beach, CA

Debbie organized the public workshops and also lead design efforts to develop the approved master plan.

El Centro Downtown Revitalization, El Centro, CA

Debbie was the Project Manager during conceptual designs and design guidelines phases, providing public outreach for this project.



Project Team Resumes

Dierdre E. Callaway
Senior Planner

25 Years of Experience

Education

Bachelor of Arts, City and Regional Planning, California
Polytechnic State University, San Luis Obispo, CA
Associate of Arts, Liberal Arts, Canada College, Redwood City, CA

Affiliations

Sonoma County Alliance
Santa Rosa Chamber of Commerce

Civic/Community Service

Sonoma County Historic Museum
Sonoma County Museum of Contemporary Art (MIOCA)
Sonoma County Land Paths

Related Project Experience

Avila Beach Front Street Enhancement Plan, Avila Beach, CA
Dierdre assisted in plaza design for public events and circulation linkages, and prepared final illustratives for the Avila Beach Front Street Enhancement Plan.

Bay Point Waterfront Strategic Plan, Contra Costa County, CA
Dierdre prepared the residential land use design study component of this Waterfront Strategic Plan.

East West Ranch Public Access and Resource Management Plan, Cambria, CA
Dierdre prepared for public workshops, conducted correspondence with teams and client, as well as prepared the Management Plan & Open Space Easement Agreement.

Hearst Ranch Conservation Easement and Coastal Trail Plan, San Luis Obispo County, CA
Dierdre worked on the site analysis & site planning for San Simeon Village and prepared colored illustratives for alternatives. She prepared golf course resort site plans including coastal access trails.

Venice Beach Oceanfront Walk, Venice Beach, CA
Dierdre assisted in the preparation of final illustrative exhibits for approval documents for the Venice Beach Oceanfront Walk.

Project Team Resumes

Donald Sibbett, RLA
Urban Design Team Member

25 Years of Experience

Education

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

Registrations

1989, Landscape Architect, CA No. 3022

Affiliations

American Association of Museums
National Association of Interpretation
National Association for State and Local History

Related Project Experience

Vallejo Waterfront Master Plan, Vallejo, CA

Prior to joining RRM, Donald teamed-up with Wallace Roberts & Todd to develop a master plan that reconnects the City of Vallejo with its historic waterfront. When fully implemented, the waterfront will promote the cultural richness of the area, educate townspeople about local ecology and reintegrate the waterfront with downtown. The centerpiece of the project is Unity Plaza, which includes inspiring words and thought provoking quotes that reflect Vallejo's cultural diversity.

Waikiki Master Plan, Honolulu, HI

(Prior to RRM) - With Wallace Roberts & Todd, Donald developed the Waikiki Master Plan. The plan improved pedestrian connections, increased open space and promoted building designs that are human scale and reflect Hawaiian culture. The plan was organized around a lush walkway that traverses the length of Waikiki and provides linkages to beaches, parks and open spaces.

Port of San Francisco Port Walk, San Francisco, CA

Prior to joining RRM, Donald worked with the Port of San Francisco to create a series of sign panels that interpret the cultural landscape of San Francisco's Fisherman's Wharf. With a design inspired by the masts and rigging of Monterey Bay Clipper fishing boats, the mile-long, self-guided interpretive signage program provides a lively and enjoyable orientation to one of San Francisco's best-loved areas.

Grand Canyon Village Master Plan, Grand Canyon, AZ

Prior to joining RRM, Donald teamed up with Pfau Architecture to developed an Interpretive Master Plan for 50,000 sq-ft of historically significant buildings located on a 7-acre campus near Grand Canyon's South Rim. For the first time ever, visitors will have an opportunity for expansive, in-depth learning that complements their experiences at the Grand Canyon.

Others

Redondo Beach Pier & Boardwalk, Redondo Beach, CA
Redondo Beach Pier - Phase II, Redondo Beach, CA



Project Team Resumes

Lynette Dias, AICP

Consulting Principal – Environmental & CEQA

19 Years of Experience

Education

Bachelor of Science, City and Regional Planning, California
Polytechnic State University

Registrations

American Institute of Certified Planners (AICP)

Affiliations

American Institute of Certified Planners (AICP)
American Planning Association (APA)
Association of Environmental Professionals (AEP)
San Francisco Planning & Urban Research Association (SPUR)
Urban Land Institute (ULI)

Presentations

- “Staffing Trends: Making Contract Planners a Seamless Extension of City Staff,” October 2007, CCAPA Conference, San Jose, CA
- Facilitator and Juror, 2005 - 2007 ULI’s Urban Plan Program
- “Elements of Successful Public/Private Partnerships,” 2005, APA National Conference, San Francisco, CA
- “CEQA Workshop: CEQA Trends,” 2004, AEP, Oakland, CA
- “CEQA Workshop: Understanding the California Environmental Process,” 2002-2003, 2005, AEP Oakland, CA

Related Project Experience

Northern Waterfront Specific Plan, Alameda, CA

Lynette prepared a Specific Plan for the City of Alameda’s Northern Waterfront area. This planning process addressed community concerns about recent changes and proposed new development in the area and provided a comprehensive plan for the area’s future.

Wavecrest Village Specific Plan, Half Moon Bay, CA

Lynette prepared an EIR for the Wavecrest Village Draft Specific Plan, which involved three public/private partnerships between different entities for individual components of the project. Also responsible for processing the associated development applications and negotiating a development agreement for the City of Half Moon Bay.

Thomas Berkley Square EIR and Project Entitlements, Alameda County, CA

For Alameda County Community Development Agency and SUDA, Lynette directed the preparation of an EIR and prepared all necessary staff reports, conditions, resolutions and findings.

Alameda Point (formerly the Alameda Naval Air Station) General Plan Amendment, Alameda, CA

Lynette assisted City with Amendments to the City of Alameda General Plan which consisted of policies and diagrams to guide reuse of the former Naval Air Station (NAS) Alameda, now referred to as Alameda Point. Defined the Plan’s potential buildout and prepared an EIR that analyzed the Plan’s potential adverse impacts.

Project Team Resumes

Ann Baker, ASLA
Lead Landscape Architect

12 Years of Experience

Education

Bachelor of Arts, Harvard University
Masters of Landscape Architecture, University of California
Berkeley

Registrations

Landscape Architect, OR No. 510
Landscape Architect, CA No. 5006

Affiliations

American Society of Landscape Architects
US Green Building Council

Presentations

- “The visual impacts of development on aesthetics of the Oregon coast” 1998, ASLA Annual Conference, Portland, Oregon
- “Rainwater Gardens” 2003, Sustainability Conference, Portland Oregon
- “Insectary Hedgerows” 2006 Sustainable Winegrowers, Napa California

Related Project Experience

Oroville Riverfront Improvements, Oroville, CA

Ann lead the construction documents design phase and the construction administration. Ann designed the gardens on the site, the site plantings and many of the custom site elements.

Golden Gate Park Erosion Control and Natural Area Restoration Specialist, San Francisco, CA

Prior to joining RRM, Ann created an Erosion Control Manual that included the design and implementation of erosion control plans for 32 park areas, a native plant propagation program for the park, and trail restoration projects that included natural paving materials.

Napa River, Selby Creek, and Spring Creek Restoration, Napa County, CA

Ann has worked on several creek restoration projects in Napa County CA and is currently working on the Selby Creek Restoration Project. She is involving the local landowners in the project, developing the revegetation plans, coordinating research of the native plant and animal species of the sites, and assisting in the preparation of grant proposals for the design implementation.

Project Team Resumes



Economics Research Associates is an international consulting firm focused on economic analysis for the entertainment and leisure industry, real estate development, public-policy analysis, tourism, and economic development. Since its founding in 1958, ERA has completed over 15,000 assignments yielding unmatched experience in land use economics. In the process, the firm has made important contributions to some of the world's most innovative and successful development projects. Our projects span the globe and range from repositioning single land uses to New Towns planned over 30 years.

In broad terms, ERA assists private developers and public agencies in assessing the future economics and outcomes of real estate projects and economic development plans. ERA offers a diverse array of economic analysis and tools to answer complex problems.

- Market and Financial Feasibility Analysis
- Concept and Development Programming
- Project Definition and Pricing
- Business Organization and Marketing Strategies
- Repositioning and Disposition
- Economic Development Plans
- Demand Assessment for Public and Cultural Facilities
- Public-Private Partnerships
- Transportation and Joint Development
- Economic and Fiscal Impact

Steven E. Spickard
Economic Analysis Consultant

28 Years of Experience

Education

Bachelor of Arts in Economics, Cum Laude, University of California Berkeley

Master in Civil and Regional Planning, University of California Berkeley

Related Project Experience

Downtown Waterfront Mixed-Use Development

Steve conducted an evaluation of a proposed 16-acre waterfront mixed-use development including office, retail, industrial/technology, historic preservation, and cultural arts components for the Port of San Francisco.

Downtown Riverfront Attractions

Steve conducted feasibility, operations and impacts of six proposed private projects on public land along the riverfront in Portland, Oregon, including restaurant, retail, market hall, art center, and recreational uses for the Portland Development Commission.

Adaptive Reuse on San Francisco Waterfront

Steve conducted a highest and best use market analysis and a financial pro forma analysis for the historic Haslett Warehouse resulting in a mix of private hotel and public museum uses on the San Francisco waterfront

Riverwalk Development Potential

Steve analyzed market opportunities for private real estate enhancement by public improvements and potential for private funding of same for the San Antonio River Authority in Texas



... Providing progressive traffic operation, safety and design services

Whitlock & Weinberger Transportation, Inc. (W-Trans) provides professional traffic engineering and transportation planning services based in Northern California. At W-Trans their strength and focus is on community-based traffic issues. W-Trans is a firm that has the creativity to envision more innovative transportation solutions involving traffic calming, pedestrian friendly operations, and livable street endeavors, while also being well-grounded in technical traffic engineering theories and analyses.

W-Trans are traffic engineering practitioners with strengths in traffic operation, traffic safety, and transportation facilities design. Their staff has applied their skills to a variety of projects ranging from traffic collision reduction programs, traffic signal design and operation to successful downtown revitalization and streetscape planning efforts. They take a holistic approach to traffic engineering realizing that solutions can't be developed in a vacuum; they must be sensitive to the context of the surrounding land use and community setting to have any chance for success.

Stephen J. Weinberger, P.E., PTOE
Traffic & Transportation Engineer

Education

Bachelor of Science in Civil Engineering - University of California, Berkeley, 1982

Masters in Transportation Engineering - University of California, Berkeley, 1984

Registrations

Professional Engineer in California:

Civil Engineer - Certificate No. 43159

Traffic Engineer - Certificate No. 1440

Professional Traffic Operations Engineer - Certificate No. 342

Affiliations

- Institute of Transportation Engineers (ITE) - Member
- ITE Transportation Safety Council
- ITE Pedestrian and Bicycle Task Force - Current Member
- Association of Pedestrian and Bicycle Professionals

Technical Experience

- Context Sensitive Traffic Engineering and Planning
- Pedestrian Facilities Planning and Safety
- Traffic Calming
- Downtown Circulation
- Parking
- Areawide Transportation Planning
- Roundabout Planning and Design
- Staff Services
- Neighborhood Traffic Management
- Development of Standards



Project Team Resumes



Mags Harries and Lajos Héder formed Harries/Héder Collaborative in Cambridge, MA in 1990 and have worked together on all major public commissions since then. Mags brings to the collaboration her training in sculpture, teaching and 20 years of work in public art and Lajos, in addition to working as an artist, is experienced in community projects, urban design, site planning, architecture and construction. We regularly collaborate with other designers, landscape architects, engineers and fabricators to realize our large-scale, complex projects.

Mags Harries' public art projects have received national recognition and have won many awards. They are also popular and accessible. She observes the small things that, like DNA, reveal all that is important to know about a place. She looks for the charged image, the jolt of electricity that often lies dormant, but can be released to energize a public place and the community. Some of her older projects, such as Asaroton '76 cross walk at Boston's Haymarket and Glove Cycle at the Porter Square, Cambridge MA, subway station, have become landmarks for communities

Lajos Héder is an environmental artist with a background in architecture and urban design. Throughout his career he has been designing and building public places for inspired community use. He believes that art derives from the specific place where it happens and from common interests in life, death, sunlight, water, sex, food, friendship, stories, etc., not so much from other art. His strengths are the understanding of urban scale and activity, visualizing architectural spaces from drawings and meshing artworks into the process of design and construction.



Lajos Héder

Environmental Artist and Urban Designer

Education

Harvard University, B.A.,
Harvard Graduate School of Design, M. Arch. + M. Arch. in Urban Design
Frank Knox Traveling Fellow of Harvard University - in Great Britain.

Current Waterfront Projects

A 1.5 acre Tidal Park and Fishermen's monument on the Portland ME waterfront
A 2 mile trail by the Highline Canal in Phoenix

Environmental Art Projects

- A Moon Garden, Portland, ME – the design of a waterfront park on Portland Harbor
- San Jose, CA Trails – Comprehensive art program for the River Trail System throughout the City
- The Benefit of Mr. Kite. Port of San Diego, CA - Topiary figures, and landscape designed to bring people from the City to the Waterfront near the Convention Center
- National Park Service – Temporary Environmental Art Projects, Rivers and Trails Program, Bronx River, NY, Kenduskeag Stream, ME, Merrimac River, Lawrence, MA
- New Charles River Basin and Reclamation Art - open space treatment and Art-park proposal for section of river connecting the Basin with Boston Harbor with Reclamation Artists.

Recent Urban Design Work

- Artists' Cooperative Live-Work Studio Projects - Designed and helped develop 6 different projects, ranging from 4 to 60 studios in the Boston Area.
- South Boston Seaport: Pro-bono urban design work on a major new city district on the waterfront
- The Urban Ring: Pro-bono Urban design work on a major new community building initiative in the Boston area

Mags Harries

Public Artist

Education

1968 - 70 Southern Illinois University, Carbondale, ILL Master of Fine Arts
1963 - 67 Leicester College of Art and Design, UK. Diploma in Art and Design.

Publications

New York Times, "Risks and Rewards of Art in the Open"
Landscape Architecture, Feb '05 "Uncovered Landscape"
The Boston Globe, "For these resourceful artists, it's water, water, everywhere"
Landscape Architecture March '02 "Creating a 'There' there"

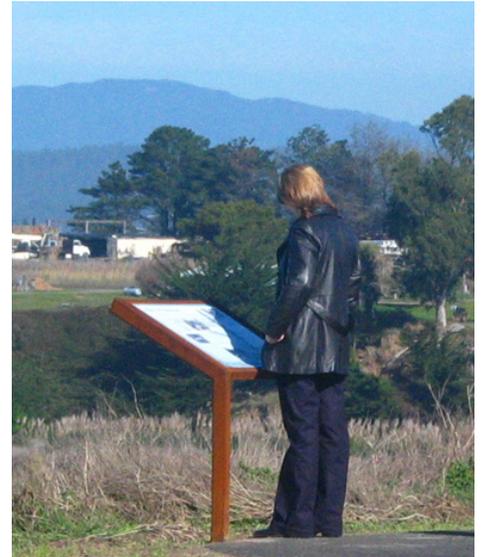
Exhibits

Center for Architecture, NY. "City Art" celebrating launch of book City Art.
CAC Gallery, Cambridge, MA. "Reaching Water" Mags Harries/Lajos Héder Solo
University of California, Santa Cruz- "Public Projects" Solo
Cardiff Bay Art Trust - "Changing Places - Part 2" - Mags Harries, Solo show.
Rose Art Museum, MA - "Contemporary Sculpture and Sculptors' Drawings"
Institute of Contemporary Art, Boston, MA - "Public Intervention"
Museum of Fine Arts, Boston "The Modern Art of the Print", Torf Collection.

Current Waterfront Projects

A 1.5 acre Tidal Park and Fishermen's monument on the Portland ME waterfront
A 2 mile trail by the Highline Canal in Phoenix

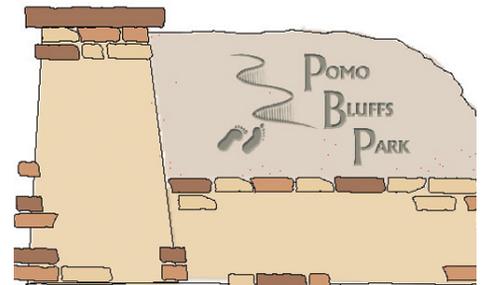
Related Project Experience



Pomo Bluffs Park

Fort Bragg, CA

RRM Design Group served as landscape architects and interpretive planners for the passive use park and native plant restoration project. The project location was on a bluff overlooking the mouth of the River in this Mendocino Coastal Town. Improvements to the Park included a trail system with interpretive exhibits, extensive native plants, as well as a restroom and parking area for park visitors. The Park was completed in 2005 based on the plans prepared by RRM.



Contract Date: 2004

Completion Date: 2005

Client Reference: Linda Ruffing - P: (707) 961-2827 x108

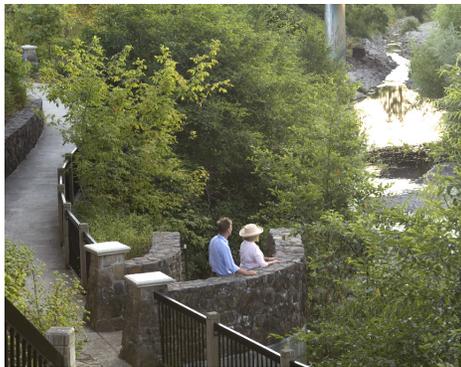
Related Project Experience



Prince Memorial Greenway

Santa Rosa, CA

Enlisting widespread community participation, RRM Design Group completed the Master Plan, design development plans, and construction documents for the award-winning Prince Memorial Greenway project. Serving as lead urban designers and landscape architects, RRM collaborated with a team of civil engineers, hydrologists, biologists, and public artists to revitalize a ¾ mile former concrete drainage channel into a lush greenway and trail system connecting Santa Rosa's Downtown core with its historic Railroad Square area. After extensive public collaboration, the design of the project emerged: a parkway with urban design, restoration, and recreation elements, including a multi-modal bike and pedestrian path, parks and plazas, public sculptures, extensive restoration landscaping, and a naturalized creek bottom. Recently featured in the national Landscape Architecture magazine, and with completion of its final phase of Gateway Park in August, 2006 the Greenway is a spectacular success of thriving corridor of trails, parks, and public art in the center of Santa Rosa's urban fabric.



Awards and Recognition

League of California Cities, Helen Putnam Award for Excellence, Public Works, Infrastructure, Transportation, 2004

American Planning Association (APA), California Chapter, Northern Section, Planning Project Award, 2001

California Park & Recreation Society, Facility Design & Park Planning, Park Planning-Special Purpose Award, 2001

Western City Magazine, League of California Cities, Featured Article, "Santa Rosa Transforms an Eyesore Into a Lush Greenway" February 2005

Contract Date: 1996

Completion Date: 2007

Client Reference:

City of Santa Rosa

Wayne Goldberg, Director Community Development Department

Phone: (707) 543-3220



Related Project Experience



Avila Beach Front Street Enhancement Plan

Avila Beach, CA

Through a community-driven process, RRM Design Group provided the Coastal Development Plans (conceptual design through complete construction) for the rebuilding of downtown Avila Beach, a waterfront community that suffered from significant subsurface contamination. The Town's remediation process required demolition; State, County, and stakeholder consensus; and cost effective scheduling. The Plan includes a plaza area, a seawall, a memorial overlook deck, a neighborhood park, a lifeguard/first aid station, an amphitheater, public art, streetscape, beach access, and public restrooms. The innovative design prioritizes accessibility, reflects the flowing contours of the beach and lapping tide, captures the Town's eclectic charm, and uses indigenous materials.

Contract Date: 1999

Completion Date: 2000

Client Reference: Archie McClaren - P: (805) 544-1285

"Thank you for the superb work your RRM team is doing in Avila Beach...your project team has demonstrated that miracles can happen...the difficult tasks tackled have brought agencies, the public, and Unocal together in a timely manner to facilitate the rebirth of a town. It's an amazing feat deserving of special recognition. I knew your company would do a good job, but I never thought it would be so outstanding!"

~Jay Elder, Harbor Manager
Port San Luis Harbor District



Related Project Experience



Venice Beach Oceanfront Walk

Venice Beach, CA

RRM Design Group provided the planning, construction documents, bid services, cost estimates, and construction administration for the award-winning renovation of the 1.7 mile Venice Beach Oceanfront Walk, the busiest public park in Los Angeles and the second most visited place in California. The project required extensive public outreach, including a series of interactive public meetings, workshops, newsletters, and written and camera surveys, working with various community groups and City agencies. Within this divided community, RRM was able to precipitate a consensus by using design solutions that maintained the City's flair. The design itself proved vandal resistant, safe, low maintenance, innovative, artistic, and attractive. The plan refurbished six restrooms, added four new restrooms, and provided the conceptual design plans for plazas, performance areas, recreational facilities, basketball courts, paths (bike, skate, and pedestrian), public art, gateway monuments, street furniture, and children's play areas. The City of Los Angeles and the California Coastal Commission unanimously adopted the Venice Beach plans, and RRM's work won a statewide American Planning Association Award of Excellence.



Contract Date: 1997

Completion Date: 2001

Client Reference: Mike Bonin - P: (213) 473-7011

Awards:

Southern California Development Forum, Community Enrichment Award, 2001

American Institute of Architects (AIA), California Central Coast Chapter, Award of Merit, 1996

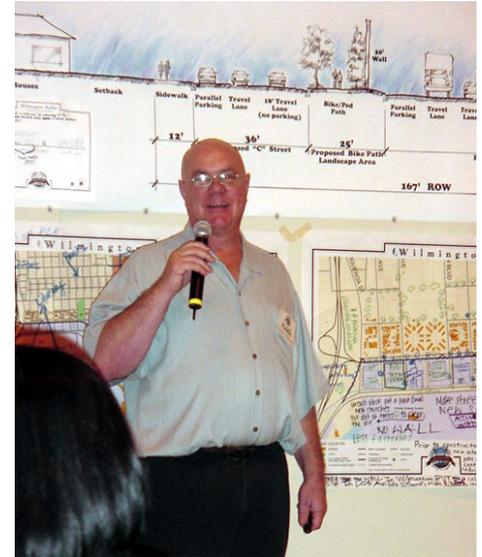
American Planning Association (APA), California Chapter, Focused Issue Award, Alliance for Survival, 1997



"The ability to research, listen and interpret, through design, solutions to the concerns, problems and challenges of the Venice Beach Area was clear in the plan you and your staff provided for our wonderful regionally significant recreational facility. The plan provides for cost effective, safe, improved and expanded recreational facilities at Venice Beach which not only meets the goals of my Department, but the goals of Proposition A as well."

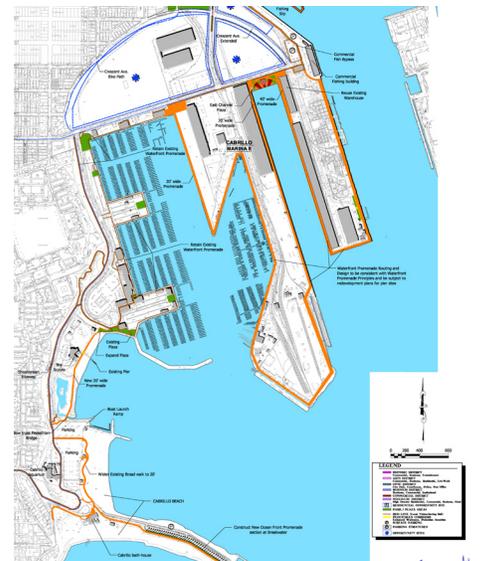
~Jackie Tatum, General Manager
Department of Recreation & Parks, City of Los Angeles

Related Project Experience



Port of Los Angeles Community Consensus Process San Pedro, CA

Retained by the Port of Los Angeles (the largest port in the Western Hemisphere) the Los Angeles Community Redevelopment Agency, and the Mayor's office of the City of Los Angeles, RRM Design Group worked with the Port and the communities of Wilmington and San Pedro to develop strategic urban design plans for the waterfront area covering approximately 43 miles of waterfront (7500 acres, 3300 of which is water; 4200 is land) of the Port of Los Angeles and 700 acres of the community of San Pedro. Integrating the port's industrial, commercial, and recreational properties with San Pedro's downtown business community, the plans strive to increase public access, community waterfront connections, and win/win development strategies for both the Port and its adjacent communities. RRM shaped community consensus through a series of workshops involving key stakeholders, the Port, the City of Los Angeles, the communities of San Pedro and Wilmington, and the Community Redevelopment Agency.



Contract Date: 2000
 Completion Date: 2002
 Client Reference: John Wentworth - P: (310) 732-2301

"I am delighted that you continue to be involved in the development of San Pedro's commercial waterfront, especially through this process. Your expertise certainly plays an important role in the momentous work ahead in developing a first class waterfront for the Harbor community."

~Janice Hahn, Councilwoman, 15th District
 City of Los Angeles



Related Project Experience



Cloisters Dune and Wetlands Restoration Project

Morro Bay, CA

To preserve scenic views and sensitive dune habitat, RRM Design Group created the Master Plan, design guidelines, and construction documents for an 84 acre, 120 lot residential coastal property in Morro Bay. The site fronts 22 acres of environmentally sensitive coastal dunes and wetlands, calling for comprehensive restoration, re-vegetation, and monitoring focused on eradicating invasive species and restoring native species (with special consideration to the threatened Western Snowy Plover, the indigenous Morro Bay Blue Butterfly, and its host plant, the dune lupine). The Plan includes interpretive exhibits, habitat fences, a boardwalk, and trails for coastal access. RRM Design Group coordinated all approvals and permits through the City, the California Department of Parks and Recreation, the California Regional Water Quality Control Board, and the California Department of Fish and Game.

Contract Date: 1990

Completion Date: 1999

Client Reference: France Merat - P: (415) 567-6579



Awards:

American Society of Landscape Architects (ASLA), Southern California Chapter, Quality of Life Merit Award, 2003

Pacific Coast Builders Conference, Gold Nugget Award of Merit - Best Community Site Plan 100 acres or less, 1992

American Society of Landscape Architects (ASLA), Southern California Chapter, Merit Award, 1992



"RRM's ability to deal with sensitive habitat areas and revegetation issues has been a must on our project. If you have a need for a [consultant] that understands the natural as well as built environment, RRM will serve you well."

~France Merat, President
The Cloisters

Related Project Experience



Ventura River Estuary Enhancement Plan

Ventura, CA

Working with the California Coastal Conservancy and Ventura County, RRM Design Group devised an award-winning plan for the restoration and enhancement of the Ventura River Estuary. The enhancement included riparian restoration along the river, its floodplain, and the surrounding dunes; mosaic re-creation of habitat types in a cohesive dune system; habitat protective fencing; and trail soil stabilization (by mixing a product with native soil, creating a hard surface to allow for infiltration of water while preventing damage to the paths during heavy storms). The plan, which received unanimous endorsement by the California Coastal Commission for its implementation in 1996, won an Award of Excellence from the SCC American Society of Landscape Architects.

Contract Date: 1996

Completion Date: 1997

Client Reference: California Coastal Conservancy - Brenda Bruxton - P: (510) 286-0753

Awards:

American Society of Landscape Architects Award of Excellence 1995



Related Project Experience



El Corazon Community Park Master Plan

Oceanside, CA

The City of Oceanside retained RRM Design Group to prepare a Park Master Plan and a Land Use Concept Plan and for the 465 acre El Corazon property. The 160 acres of park facilities include an aquatic center, a recreation center, 20 athletic fields, a softball complex, a little league complex, a plaza, a bandstand, and 9 miles of multi-use trails circling the perimeter and connecting to the central pedestrian corridor running through the middle of the park. The Land Use Plan also includes 150 acres of habitat, a docent center, educational interpretive exhibits, a 19 acre Village Commercial Center (to generate revenue), 2 visitor hotels, a commercial service site, a community green waste recycling center, a senior center, and a cultural and community center. RRM facilitated monthly planning sessions with the El Corazon Planning Committee (a 15 member City Council-appointed citizen group) and City staff to cover public outreach, programming, design, financing, and implementation. The City Council approved the Master Plan in August 2005.



Contract Date: 2004

Completion Date: 2005

Client Reference: Michelle Skaggs-Lawrence, Deputy City Manager - P: (760) 435.3072

"Thanks to you [RRM], we hit a home run on the El Corazon project. Best wishes-----HUGH"

~ Hugh O. La Bounty, Chair
El Corazon Planning Committee

Related Project Experience



MoonTide Garden

International Ferry Terminal, Portland, ME

The boulders of MoonTide Garden have been coated in aluminum leaf to mark the line at which the highest tide, the monthly moon tide. Once a month the tide comes in, flooding the garden up until that line. Between moon tides the water only reaches part way to the silver line. The shining aluminum leaf acts as a memory of the water. Eel grass plantings radiate out from the pier that overlooks the garden.

Project Date: 2008

Material: Aluminum leaf on boulders, trees, marsh vegetation, boardwalk.

Size: 2 acres.

Client Reference: Susan Moreau - (207) 624-3239



Related Project Experience



Terra Fugit - Miramar Regional Park

Broward County, FL

Explorations of nature, time, and human development come together in the design of this 4-acre portion of park for completely new community. Terra Fugit explores geological time with the use of large fossil-rich coral rock - a waste product of the excavations turned into a resource. The Preserve slows down the pace of change and interprets what existed throughout the site just a few years ago. The Butterfly Bank and Path deal with shorter animal, plant and human cycles.

Material: Earthwork, preserved planting, coral rock, planting, seating, path, viewing boardwalk and interpretive rail, floating landing and water bladder to create annular lings in the water.

Size: 4-acre section of a 200-acre park.

Contract Date: 1996

Completion Date: 2006

Client References: Claire Garrett, Broward County Public Art – (954) 684-1062

In addressing the unique needs of the Albany Waterfront Visioning Project, we will utilize multiple techniques that have been successful in previous waterfront visioning efforts. We will specifically address the planning, economic, and design sensibilities unique to the community of Albany. Critical to the success of this endeavor will be the public outreach process that is tailored to address the needs of the Albany Waterfront Vision Plan.

It should be understood that our public workshop process is an informative, educational, and interactive one that is both entertaining and result-oriented. At the conclusion of each workshop, the attendees will be able to see the results, understand what the logical next steps will be, and know what their opportunities are for further feedback throughout the process. Among the tailored features of the Albany Waterfront Visioning Process, RRM will conduct the following in the public outreach process:

- Hold initial meetings to resolve the design and timing of the Albany Waterfront Visioning Plan public outreach process and the boundaries of the planning area.
- Research past studies and plans for the planning area and resolve planning area boundaries.
- Conduct interviews with key stakeholders, including elected and appointed City representatives, commissions, City staff, property owners, waterfront interest groups, operators of Eastshore State Park, other neighborhood organizations and interest groups, and individuals who have an interest in the waterfront.
- Develop baseline information on biological and cultural resources, traffic, and economics, and create an opportunities and constraints analysis.
- Hold monthly meetings of the Albany Waterfront Committee to provide direction and monitor progress.
- Conduct four (4) public workshops during the course of the process, including one to resolve goals, objectives, and the extent of the planning area; a second to identify and prioritize issues and facilitate design brainstorming by the community; another to present alternative concepts and provide feedback on those concepts; and yet another to present a preferred concept and obtain further feedback for refinement.
- Publish quarterly community newsletters to keep the community informed about progress on activities on the waterfront planning process.
- Construct and maintain a website as a link on the City's website to keep residents up to date on the process and its progress.
- Hold regular touch-base meetings with key stakeholders through the course of the project.
- Proceed to take the Final Plan to the City's decision makers in order to commence the CEQA/NEPA process.

In terms of activities anticipated, and the sequence of those activities, we anticipate the three general phases of work as outline below:

Phase I: Getting to Know Albany and Its Waterfront

At the outset of this task would be the need to resolve the final design of the public outreach process, resolve communications protocols, and establish a firm and reliable schedule to which the consulting team would adhere in completing the Albany Waterfront Vision Plan. It would also involve initial base mapping, an opportunities and constraints analysis, and a visual biological reconnaissance to make us as familiar with the site and its



Project Approach

sensitivities as possible. We will also conduct key stakeholder interviews, candid one-on-one sessions with elected and appointed officials, City staff, organizations and interest groups with a stake in the waterfront, the landowners, and the operators of Eastshore State Park, staff of the Bay Area Conservation and Development Commission (BCDC), neighborhood organizations, interest groups, and individuals with an interest in the waterfront.

During this phase, we would also anticipate holding the first of four (4) public workshops devoted to discussing and resolving the extent of the desired planning area and goals and objectives that will guide the master planning effort

Phase II: From Alternatives to a Preferred Concept

At the outset of this phase, a second public workshop would be held to identify and prioritize issues and facilitate a community design charette where the community would provide their own brainstorming of design ideas for the future of the Golden Gate Fields property.

Based on the outcome of the second public workshop, our team would prepare a range of alternative concepts with high impact graphics depicting the optional approaches that could be explored on the site and its expanded planning area. These alternatives and their themes, features, and implications would be presented to a third public workshop to obtain close-grained feedback as to preferences for overall alternatives and the features contained in those alternatives. Based on the feedback received, we would then prepare a Preferred Concept Plan that would be presented to a fourth public workshop for more feedback and refinement. During this phase, focused studies would be prepared on the likely economic, traffic, and environmental impacts associated with the alternatives and the Preferred Concept Plan.

Phase III: Finalizing the Albany Waterfront Plan

Following the fourth public workshop, a Draft Final Concept Plan and Plan Report will be prepared using a blend of graphics and text to fully convey underlying themes, features, and implications of the Albany Waterfront Vision Plan. This draft would then be taken to the City's commissions and the City Council for direction and refinement before preparing the Final Plan graphic and report. The Final Report will also lay out a strategy for achievement, including phasing and implementation recommendations. At the conclusion of this phase, RRM would present the Final Plan for approval before the Planning Commission and City Council thereby setting the stage for a subsequent phase of CEQA analysis for final approval of the Plan.

Hourly Rates & Reimbursables

If selected, the RRM Team would negotiate a detailed scope of work with tasks, deliverables, budgets, and target dates to deploy our resources in the most deliberate, cost affective manner to achieve Albany’s goals and objectives for its Waterfront Vision Plan based on the hourly compensation rates outlined below and on the following page:

RRM Design Group - Hourly Rates

Admin Support	\$45 to \$60	Party Chief	\$90 to \$117
Administrative Assistant	\$55 to \$85	Planning & Landscape Architecture Associate	\$82 to \$110
Agency Coordinator	\$75 to \$120	Planning & Landscape Architecture Assistant	\$65 to \$100
Architect	\$95 to \$155	Planner	\$70 to \$130
Associate Exhibit Planner	\$90 to \$115	Principal	\$135 to \$310
Associate Planner	\$85 to \$110	Principal Exhibit Planner	\$125 to \$165
CAD Designer I	\$45 to \$100	Principal Landscape Architect	\$125 to \$165
CAD Designer II	\$70 to \$120	Principal Planner	\$130 to \$175
CAD Designer III	\$80 to \$125	Project Manager	\$105 to \$170
Construction Inspector	\$100 to \$130	Runner	\$45 to \$60
Corporate Graphics Specialist	\$75 to \$100	Senior Civil Designer	\$100 to \$140
Designer	\$70 to \$120	Senior Construction Administrator	\$145 to \$190
Engineer I	\$85 to \$110	Senior Designer	\$125 to \$165
Engineer II	\$95 to \$125	Senior Engineer	\$100 to \$135
Intern	\$55 to \$85	Senior Planner	\$95 to \$140
Job Captain	\$80 to \$140	Senior Landscape Architect	\$95 to \$155
Landscape Architect	\$85 to \$120	Senior Party Chief	\$105 to \$140
Manager of Planning	\$130 to \$190	Supervisor of Surveying	\$110 to \$145
Manager of Surveying	\$120 to \$160	Survey Technician I	\$55 to \$85
Manager of Engineering Services	\$130 to \$170	Survey Technician II	\$70 to \$100
Manager of Public Safety Services	\$165 to \$240	Survey Technician III	\$100 to \$130
Office Coordinator	\$65 to \$100		

* RRM’s Hourly Rates are subject to change in March of each year at an average of 5%

Hourly Rates & Reimbursables

Economics Research Associates - Hourly Rates

Executive Vice President	\$300 - \$339
Senior Vice President	\$239 - \$283
Vice President	\$250 - \$275
Principal	\$246 - \$268
Senior Associate	\$153 - \$212
Associate	\$121 - \$149
Senior Analyst	\$95 - \$105
Analyst	\$91 - \$95
Support/Technical	\$69 - \$73

* All rates are subject to change effective January 1st of each year, depending on annual performance reviews.

W-Trans - Hourly Rates

Principal	\$300 - \$339
Senior Associate	\$239 - \$283
Associate	\$250 - \$275
Senior Engineer/Planner	\$246 - \$268
Transportation Engineer/Planner	\$153 - \$212
Assistant Engineer/Planner	\$121 - \$149
Drafter	\$95 - \$105
Technician/Administrative	\$91 - \$95
Field Technician	\$69 - \$73

* These rates are valid for any work initiated prior to December 31, 2008. New work initiated after January 1, 2009 and any subsequent year may be billed at the revised rates established for that year.

Harries Heder Collaborative Inc. - Hourly Rates

Principal	\$145
Assistants	\$39 - \$65

Hourly Rates & Reimbursables

RRM Design Group - Reimbursables

Subconsultant Expenses

The fee for subconsultants of RRM Design Group shall be actual cost plus 10% to cover RRM Design Group's overhead and administrative expenses. RRM Design Group shall not be responsible for subconsultants' data, interpretations, and recommendations.

Reimbursable Expenses

Clients shall reimburse RRM Design Group for incidental expenses incurred by RRM Design Group, or any subconsultant it may hire to perform services for the Project, at actual cost plus 10% to cover its overhead and administrative expenses. Reimbursable expenses shall include, but are not limited to, reproduction costs, postage, shipping and handling of drawings and documents, long distance communications, fees paid to authorities having jurisdiction over the Project, the expense of any additional insurance requested by Client in excess of that normally carried by RRM Design Group or its subconsultants, travel expenses (transportation / automobile / lodging / meals), renderings, and models. Reimbursable automobile travel mileage will be billed at the current IRS business standard mileage rate.

RRM Design Group Reproductions

Photocopies shall be charged at a rate of \$.20 per copy. All other types of RRM Design Group reproductions including, but not limited to, blueprinting, process camera, typesetting, printing, and plotting, shall be billed at RRM Design Group's internal price sheet or, in the case of work sent to outside vendors, at the local vendor's current rate plus 10% to cover RRM Design Group overhead and administrative expenses.

Fees and Payments

Fees for employee rates, subconsultant expenses, reimbursable expenses, and RRM Design Group reproductions shall be billed to Client on an "as-performed basis," unless otherwise agreed by the parties in advance. PAYMENT SHALL BE DUE AND PAYABLE UPON PRESENTATION. In order to defray carrying charges resulting from delayed payments, a finance charge at 1.5% (or the maximum rate allowed by law, whichever is less) per month shall be added to the unpaid balance after thirty (30) days from the date of RRM Design Group's invoice. RRM Design Group, without any liability to Client, reserves the right to withhold services and work product pending payment of Client's outstanding indebtedness or advance payment as required by RRM Design Group.