

Prepared for:
The City of Fresno

City of Fresno
Development and Resource Management Department
ATTN: Rodney L. Horton, Planner
2600 Fresno Street, Room 3065, Fresno, CA 93721



WEST AREA SPECIFIC PLAN ENVIRONMENTAL IMPACT REPORT & INFRASTRUCTURE FINANCING PLAN

Submitted February 4, 2019 by:

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm



In Association With: Economic & Planning Systems, Kittelson & Associates, Inc.,
West Yost Associates, MD Acoustics, and Cogstone Cultural Resources

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Subject: Proposal to Provide Consultant Services for the West Area Specific Plan Environmental Impact Report and Infrastructure Financing Plan



Speaking on behalf of the entire De Novo Planning Group team, we would like to thank you for the opportunity to submit this proposal to prepare a Program-Level Environmental Impact Report and Infrastructure Financing Plan for the proposed West Area Specific Plan. Based on our review of the RFP, understanding of unique challenges associated with similar project, and experience working on program level environmental documents for Specific Plans throughout California, we are confident we can provide the necessary services to assist the City of Fresno with this work.

De Novo has extensive experience providing environmental consultant services for large specific plan projects for clients throughout California. Our team will provide the City of Fresno with an energetic and dedicated group of principal-level professionals with exceptional skills and qualifications. We are confident that our experience, record of success, and Principal-level attention to the project will prove to be extremely valuable to the City. We encourage you to contact our references regarding our ability to provide our services at the highest level of legal adequacy. The enclosed proposal includes all of the information requested in the RFP, including the qualifications of our team, a detailed scope of work for the requested project deliverables, a streamlined schedule, and competitive budget.

OUR TEAM

We have assembled a carefully-selected team of experienced environmental and infrastructure financing practitioners to work the City of Fresno and key stakeholders to prepare the necessary analysis and documents. 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 of Fresno with a legally-defensible EIR and clear IFP.

De Novo Planning Group will serve as the prime consultant for this contract with the City. Our team is led by De Novo Principal Steve McMurtry and Principal Planner Amanda Tropiano, who will serve as Co-Project Managers. Mr. McMurtry is an officer with the firm, and is authorized to negotiate on the firm's behalf. Mr. McMurtry and Ms. Tropiano have managed numerous Environmental Impact Reports and we have developed a highly successful approach to similar projects.

We are joined by our talented team of subconsultants, including, **Economic & Planning Systems** (lead of the infrastructure financing plan work program), **Kittelson and Associates, Inc.** (traffic analysis and circulation improvement cost estimating), **West Yost Associates** (infrastructure, water assessment, and utility cost estimating), **MD Acoustics** (noise analysis), and **Cogstone** (cultural resources). Although not specifically identified in the RFP, we have included the preparation of a stand-alone infrastructure background report and noise study to carefully evaluate and address the community's concerns related to these special topic areas. De Novo Planning Group will address the topics of air quality, greenhouse gas emissions, and biological resources in-house to round out preparation of the technical reports.

As explained in greater detail in this proposal, our team has excellent qualifications and experience preparing legally-defensible Program-Level EIRs for similar projects throughout California while remaining on-schedule and on-budget. We strongly recommend that you contact all of our team's references to inquire about the quality of our work, our responsiveness, and the success of the process. **All team members are ready to start work immediately upon the City's notice to proceed.**

OUR VALUE PROPOSITION

The enclosed proposal includes all of the information requested in the RFP, including the qualifications of our team, a detailed scope of work, a project timeline, and budget. As described in our proposal, **we will complete the CEQA process—including all technical studies—for \$303,289 and the Infrastructure Financing Plan for \$96,437**, resulting in a total project budget of \$399,726.

We achieve cost savings in a variety of ways. First and foremost, we have specifically reduced our Principal-level billing rates for this project by over 30% given our strong desire to work with the City of Fresno. This reduction will save the project money, while also offering our most experienced and senior staff to this project. We do not markup our subconsultants like other firms, and we do not charge travel costs. We maximize the use of electronic documents, which minimizes wasteful printing costs.

Our Principals came from some of the largest 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. These large firms tend to carry cumbersome over-head costs, which results in the need for higher hourly billing rates and frequent contract modifications. Our clients will attest to the fact that we take tremendous pride in not making contract modifications while offering Principal-level attention to projects with reduced rates.

STATEMENT OF COMMITMENT

The offer contained in this proposal is valid for a minimum of 90 days. No team member has any personal, financial, and/or organizational conflict of interest with completing this project. All required forms as specified by the RFP are included as part of this proposal.

We look forward to the opportunity to further discuss our proposal and approach to the preparation of your EIR and IFP. If you have any questions regarding this submittal, please do not hesitate to contact me at (916) 580-9818 or at smcmurtry@denovoplanning.com.

Sincerely,



Steve McMurtry

Principal



Amanda Tropiano

Principal Planner

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FIRM EXPERIENCE

DE NOVO PLANNING GROUP

De Novo Planning Group is a land use and environmental planning firm specializing in community planning, environmental studies, design, and development services. For the past 10 years, De Novo Planning Group has successfully operated in the Sacramento, Greater Bay Area, Central Valley, Tahoe Basin, and northern California regions, and in 2017, opened an office in Orange County—led by Principal Planner Amanda Tropiano—to serve southern California clients. The firm's principal-level staff have successfully completed over 350 projects consisting of environmental impact reports, negative declarations, initial studies, NEPA analyses, comprehensive general plans, specific plans, housing elements, climate action plans, biological assessments, wetland delineations, and development projects throughout California.

Our team is well experienced with managing complex program-level Environmental Impact Reports for a range of development projects including residential, industrial, mixed use, alternative energy, hospitals, schools, and parks. De Novo has prepared numerous General Plan EIRs and Specific Plan EIRs over the past decade and we understand the unique challenges that come with preparing program-level EIRs for long-range policy documents like the proposed West Area Specific Plan. Our Principals are experts in CEQA and have worked with the Attorney General's Office to develop statewide guidance on addressing climate change in General Plans. Our EIR projects are managed by a two-person Principal-level management team who will be in attendance at all public and stakeholder meetings and will be intimately involved in every aspect of the project. This approach provides an exceptional level of quality control so that products reviewed by the City are technical accurate and complete.

ECONOMIC & PLANNING SYSTEMS

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization. EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services. Since 1983, EPS has provided consulting services to hundreds of public- and private-sector clients in California and throughout the United States, including cities, counties, special districts, multijurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

EPS has deep experience contributing to the preparation of specific plan documents for cities and counties in California. Among other emphases, EPS supports clients with the following components of area and specific plan financing and policy objectives:

Preparation of Financing Plans. As implementation plans, specific plans are required to include proposals for financing infrastructure required by development in the specific plan area. While such financing plans vary in detail, they must, at a minimum, outline the infrastructure and public facility costs and the source(s) of funding for these costs. EPS prepares financing plans for area and specific plans that incorporate detailed cost estimates provided by planning team engineers and other facility planners. These costs are allocated to specific funding mechanisms and tested for incidence of cost and impact on project feasibility. Actions necessary to implement proposed financing mechanisms are defined.

Implementation of Financing Mechanisms. Area plans and specific plans commonly mandate implementation actions, particularly those related to infrastructure financing. EPS is often involved in follow-up assignments (concurrent or following plan adoption) to actually create the financing mechanisms, including area development impact fees (pursuant to Government Code Section 66000), Mello-Roos Community Facility Districts, assessment districts, development agreements, tax increment financing, and land and development right exchanges.

KITTELSON AND ASSOCIATES, INC.

Kittelsson and Associates, Inc. (KAI) provides comprehensive transportation engineering, planning, and research services to government agencies and private organizations. Founded in 1985 in Portland, Oregon, and incorporated in 1988, KAI comprises 20 offices and a staff of over 190. United by collective expertise, KAI's team of skilled professionals and national experts offer decades of progressive research, technological innovation, and a diverse portfolio of industry-leading work.

KAI's staff brings a demonstrated understanding of transportation and circulation requirements, travel demand modeling, and regional knowledge developed through more than 30 years of project experience in California. KAI's staff is particularly knowledgeable about California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance, and the recent changes to the CEQA-required transportation analyses. Our staff approaches each project by building an understanding of client and project needs and jurisdiction requirements, tailoring work to assist clients in successfully fulfilling environmental requirements in an efficient and cost-effective manner.

WEST YOST ASSOCIATES

West Yost Associates (West Yost) is a consulting engineering firm with 11 offices in California and Oregon, including Irvine, Carlsbad, Davis, Pleasanton, Sacramento, Santa Rosa, Sunnyvale, Turlock, and Walnut Creek, California; as well as Eugene and Portland, Oregon. West Yost was formed in 1990 to provide a high level of client service around a focused area of technical expertise. West Yost's focus is exclusively on water: potable water, groundwater, wastewater, recycled water, and stormwater. Our sole objective is to utilize our expertise, highly qualified technical staff, and greater efficiency, creativity, and value in addressing infrastructure planning, design, program management, and construction management challenges. With over 130 staff members, West Yost's in-house team offers a full service approach to water supply and distribution, wastewater collection and treatment, and stormwater services. The City will benefit from the intrinsic value that our design and construction experience brings to the master planning process.

MD ACOUSTICS

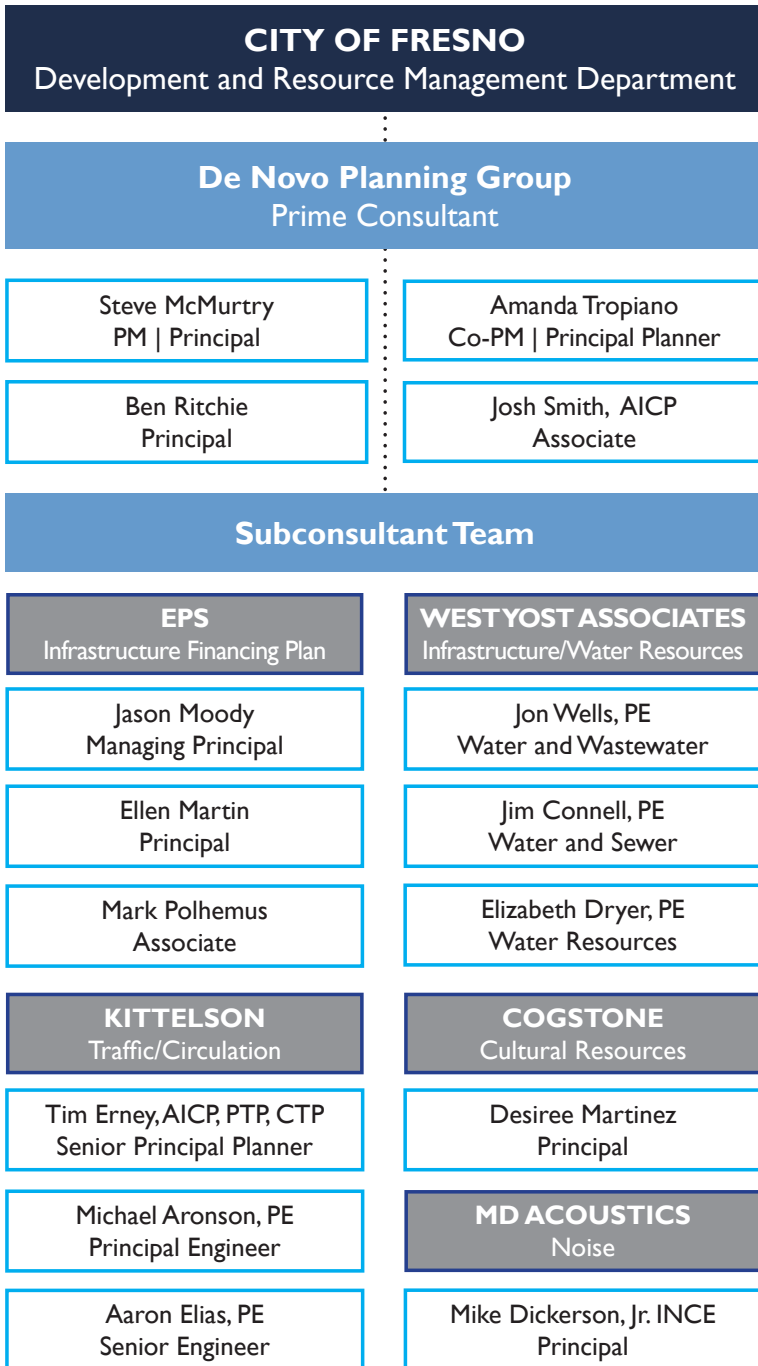
MD Acoustics, LLC provides acoustical consulting services for all facets of noise/vibration engineering, audio control and air quality and greenhouse gas evaluations. Located in Phoenix, AZ and Simi Valley, CA our clients range from the aerospace industry to municipalities to private land developers. MD has completed numerous acoustical engineering assessments and designs throughout the California and western U.S. MD was founded in 2012 by Mike Dickerson. MD incorporates engineering expertise and professionalism with innovative problem solving. The result is an acoustical engineering firm that provides accurate, timely and cost-effective solutions. This innovative approach allows us to provide a wide array of services to our clients, which include: aerospace engineering firms, private developers, local and regional municipalities and other agencies. Each client receives what MD Acoustics is known for...on time, on target, on budget professional service.

COGSTONE

Cogstone Resource Management Inc. (Cogstone) is a California corporation formed in 2001, specializing in paleontology, archaeology and history. Cogstone is a certified DBE/SBE/WBE firm headquartered in Orange. Its principal investigators are certified archaeologists, architectural historians, and paleontologists. Cogstone has 34 employees. Cogstone has been in business for fifteen years, is financially stable, and maintains a strong balance sheet, cash flow statement, and diversified client base. Cogstone has a strong project history supporting municipalities and developers. The firm's experience includes conducting cultural and paleontological resources assessments, built-environment evaluations, third-party peer review of technical studies and proponent's application documents, and preparing mitigation plans. Services include technical studies and preparation of cultural resources chapters for CEQA compliant EIR/IS/MND documents for project-level and program-level Specific Plans, General Plans, Master Plans, and Zoning Amendments for mixed-use, residential, commercial and industrial developments. Cogstone's key personnel are well versed in the compliance requirements for federal, state, and local regulations, including CEQA, NEPA, SB 18, and AB 32.

PROJECT TEAM EXPERIENCE

The chart below identifies the key personnel assigned to the project. Steve McMurtry and Amanda Tropiano will serve as Co-Project Managers. A brief description of the team's experience is provided on the pages following the chart and full resumes are provided in the Appendix. 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.



Steve McMurtry Principal, De Novo

Steve is responsible for project management, preparation of environmental documents, land use plans, air quality modeling, biological assessments, LESA 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. McMurtry has extensive experience preparing environmental documents and obtaining regulatory permits for state and federally funded projects, including projects within the State Highway System. Because of his expertise, he has been called on for litigation support and expert witness testimony relative to environmental and CEQA issues.

Amanda Tropiano Principal Planner, De Novo

Amanda Tropiano is a principal planner with De Novo Planning Group and is responsible for leading the firm's Southern California practice. Amanda has successfully managed a wide variety of land use and environmental planning projects for public and private sector clients, including numerous General Plans, specific plans, corridor plans, strategic plans, sustainability programs, visioning projects, transit-oriented development plans, zoning documents, outreach programs, and CEQA projects. Amanda also supports the due diligence efforts of clients throughout southern California and assists with navigating public agency planning procedures, reviewing existing regulatory direction, facilitating the entitlement process, and serving as a liaison between public agencies and private developers.

Ben Ritchie
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. Mr. Ritchie is very adept at leading and facilitating the public outreach, visioning, and consensus building process required for a successful long-range policy plan.

Ellen Martin
Principal, EPS



Ellen Martin has professional experience in the areas of real estate market and development feasibility, public finance, fiscal impact analysis, and land use planning. Over the course of her career at EPS, Ellen has developed a keen interest in analyzing how the built environment relates to local economies and how land use policies, development incentives, and other mechanisms can be deployed to complement, catalyze, and sustain increased levels of economic activity.

Josh Smith, AICP
Associate, De Novo



Josh 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. 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.

Mark Polhemus
Associate, EPS



Mark Polhemus has 8 years of experience in land use planning services, with more than 4 years of experience consulting in the areas of public finance, real estate development feasibility, real estate market analysis, and fiscal analysis. Since joining EPS, Mark has gained significant experience in preparing infrastructure and public facility finance plans, nexus study reports and development feasibility studies.

Jason Moody
Managing Principal, EPS



Jason has 20 years of experience developing comprehensive financing plans to support the provision and on-going operation and maintenance of public infrastructure, facilities, and services, including transportation, park, recreation, open space, and other community amenities. He has also served as the lead economist on numerous land use plans (e.g. General, Specific, Precise, and Master Plans). Jason has substantial experience in Fresno, working for both the City and other regional entities.

Tim Erney, AICP, PTP, CTP
Senior Principal, Kittelson



Tim is a certified transportation planner with more than 20 years of experience with planning and engineering projects throughout California. His experience includes detailed technical analyses of local and regional roadway facilities, including traffic forecasting, modal split analyses, traffic diversion, and operational analyses. He has extensive experience coordinating with local and regional transportation and environmental agencies throughout California.

Michael Aronson, PE
Principal Engineer, Kittelson



Mike Aronson has more than 30 years of experience in all aspects of transportation planning and traffic operations analysis. He has managed transportation studies for general plans, major corridor studies, rail transit extensions, Caltrans highway project development, and many types of development master plans. Mike has worked on travel demand models using all major software programs and has led staff training programs in travel modeling and computer applications.

Aaron Elias, PE
Senior Engineer, Kittelson



Aaron Elias has a wide range of transportation experience, with particular expertise in traffic operations for Complete Streets, multimodal level of service, and safety. Aaron has worked on a wide range of large-scale traffic studies for environmental impact reviews in California and has been involved in numerous safety studies looking at both vehicle safety and pedestrian safety in California.

Jon Wells, PE
West Yost Associates



Jon is a consulting engineer with a focus on water and wastewater system hydraulic modeling and master planning. He brings extensive experience in wastewater hydraulic modeling using a wide variety of software applications. Additionally, Jon has experience in developing flow monitoring plans, interpreting and analyzing flow monitoring data, and using flow monitoring data to develop dry weather and wet weather flow components for collection systems.

Jim Connell, PE
West Yost Associates



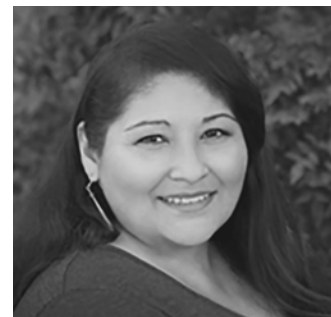
Jim Connell has 28 years of experience in water and sewer master planning and design, including condition assessments, flow monitoring, computer modeling, rehabilitation planning, cost estimating, and capital improvement program development. He has extensive experience in planning and design of municipal infrastructure systems and has completed successful designs for a variety of facilities.

Mike Dickerson Jr. INCE
Principal, MD Acoustics



Mike Dickerson has a passion for the science of sound and vibration and has worked professionally in acoustical engineering since 2002. Mr. Dickerson's versatile experience includes leading and assisting in the design and review of many facets of acoustical engineering projects, including but not limited to air/noise assessments, ceiling/floor assembly design, architectural design, acoustical product design, vibration analysis and noise mitigation strategies.

Desiree Renee Martinez
Principal, Cogstone



Ms. Martinez is a qualified archaeologist with 21 years of experience in archaeological fieldwork, research, and curation. She has expertise in the planning, implementation, and completion of all phases of archaeological work and has participated in archaeological investigations as a principal investigator, crew member, and tribal monitor. Ms. Martinez has managed technical assessments and prepared cultural resources sections for EIR, EIS, and PEA documents.

RELEVANT PROJECTS AND REFERENCES

De Novo | Brentwood PA-1 Specific Plan and EIR | City of Brentwood, CA | \$550,000

The De Novo team recently completed the Priority Area 1 (PA-1) Specific Plan and EIR for the City of Brentwood. The project site presents a unique opportunity for the City, in that it includes approximately 400 acres of undeveloped land within the City limits, with excellent freeway access and visibility. The Specific Plan was crafted to facilitate the development of a high-quality jobs center complimented by high density residential development and a transit village, centered around an emerging multi-modal transit station. The City worked closely with many stakeholders, including BART, during preparation of the Plan, with the overall goal of facilitating an extension of the eBART system further into Contra Costa County and correcting the existing jobs-housing imbalance in Brentwood. As part of this work effort, the De Novo team prepared a detailed and robust program-level EIR, which was structured to provide CEQA streamlining of all subsequent development projects within the Plan Area. This was done in furtherance of the City's goal to make the Plan Area "shovel ready" for new projects.

Outcome: Adopted and completed on-time and on-budget. No legal challenges exist.

Reference:

Casey McCann, Community Development Director, Brentwood, City of Brentwood
(925) 516-5195 | cmccann@brentwoodca.gov

De Novo | South Lathrop Specific Plan EIR | City of Lathrop, CA | \$158,656

De Novo completed the EIR for the South Lathrop Specific Plan (SLSP). The SLSP provides a comprehensively planned industrial-focused development of approximately 315 acres including a plan for systematically constructed infrastructure and services to adequately and responsibly support development. Land use designations within the Plan Area include limited industrial (222 acres), commercial office, (10 acres), open space (31.5 acres), and related public facilities (51.5 acres). The project anticipates development of 4M square feet of employment-generating uses. All CEQA checklist environmental factors were identified to have the potential for significant impact. The EIR comprehensively analyzed all topic areas and identified unique mitigation measures that best meet the needs of the City, applicant, and environment.

Outcome: Adopted and completed on-time and on-budget. No legal challenges exist.

Reference:

Rebecca Schmidt, AICP, Community Development Director, City of Lathrop
(209) 941-7267 | rschmidt@ci.lathrop.ca.us

De Novo | PC-3 Specific Plan EIR | Town of Truckee, CA | \$228,899

De Novo completed the Planned Community-3 Specific Plan EIR for the Town of Truckee. The Specific Plan outlined six separate zoning districts dispersed over the 67-acre Plan Area, each with specified targeted uses and site development standards. Allowable uses in the Specific Plan area were intended to serve the needs of the local community as well as visitors to the area while complementing the uses and special services offered in Downtown Truckee. The project includes the development of a specific plan that includes a mix of uses, including approximately 100 residential units and several hundred thousand square feet of commercial and industrial uses. The project site is in the vicinity of the Truckee Airport, and key project issues addressed in the EIR include noise and hazards associated with nearby airport operations, and traffic impacts to regional roadways, including Highway 267. The EIR includes visual simulations that depict post-development site conditions and a full analysis of potential impacts to water quality and biological resources. During preparation of the Final EIR, the specific plan underwent revisions and the De Novo team was able to adapt and prepare revisions to the EIR analysis while keeping the project on schedule.

Outcome: Adopted and completed on-time and on-budget. No legal challenges exist.

Reference:

Denyelle Nishimori, Planning Manager, Town of Truckee
(530) 582-2934 | dnishimori@townoftruckee.com

Economic & Planning Systems | Sacramento Central City Specific Plan | Sacramento, CA | \$126,000 (EPS only)

After emerging from the Great Recession, the Downtown and Midtown areas of Sacramento, collectively referred to as the Central City, began experiencing a major renaissance, drawing increased private investment as exemplified by the Golden1 Center, and construction of new hotels and apartment buildings. With the objective of building on and sustaining this momentum, the City of Sacramento engaged a multidisciplinary team to prepare a Central City Specific Plan and Environmental Impact Report.

Unanimously approved by the City Council, the Central City Specific Plan provided a planning framework to add up to 13,400 residential units and more than 3.5 million square feet of office and commercial uses to Sacramento's central core. The benefits of the plan include streamlined environmental and development review for housing and mixed-use development; strategies for financing utility, transportation, and other public improvements; programmed goals for affordable housing development; and significant upgrades to the Central City's transportation system to prioritize walking, cycling, and transit usage.

As a key member of the multidisciplinary consulting team, EPS prepared the Central City Public Facilities Finance Plan (Finance Plan), which established City of Sacramento policies governing the financing of backbone infrastructure (e.g., roads, sewer, water, and drainage) and public facilities (e.g., police and fire stations, libraries, and parks and recreation) needed to serve projected levels of Central City growth. Key issues confronted by the Finance Plan included identifying the appropriate share of costs to be funded by new development considering existing infrastructure upgrade needs and other service-level deficiencies, integrating funding mechanisms with the recently completed update to citywide development impact fees, and calibrating the financing program with consideration to the financial feasibility of new development and avoiding prohibitive cost burdens on new development.

Outcome: On April 19, 2018, the Sacramento's City Council unanimously approved the Central City Specific Plan, including the Finance Plan and establishing a Central City Impact Fee to fund the design, construction, installation, improvement, and acquisition of transportation, water, storm drainage, sewer, police, and fire public facilities needed to serve new growth in the Central City. The City of Sacramento and the Project Team, including all project consultants, were awarded the 2018 American Planning Association California Award for Economic Planning and Development. No legal challenges exist.

Reference:

Greg Sandlund, Principal Planner, City of Sacramento
(916) 808-8931 | gsandlund@cityofsacramento.org

Kittelson & Associates, Inc. | Fresno Blackstone/Shaw Activity Center, Fresno COG | Fresno, CA | \$155,000

As part of a multidisciplinary team, Kittelson is leading the traffic analysis for the development of community-based complete streets strategy for the area surrounding the intersection of Blackstone Avenue and Shaw Avenue in Fresno, along the Fresno Area Express (FAX) Q bus rapid transit (BRT) service corridor. Kittelson is identifying feasible complete streets improvements that will address first-mile/last-mile access to the BRT and safe and convenient crossings for pedestrians while taking into account the importance of vehicle operations along the corridor. A key component of the analysis will be to determine appropriate signalization improvements within the study area and ensure safe and comfortable facilities for all road users. In addition to conducting a feasibility and simulation analysis to understand traffic impacts and travel changes, Kittelson is participating in a stakeholder-driven charrette process to help determine urban design and multimodal improvements along the corridor that are consistent with the vision of Fresno's General Plan and that increase comfort, accessibility, and safety for the community. The project will develop a complete streets strategy and recommended approach to improve accessibility and mobility for all modes within the Blackstone-Shaw Activity Center.

Outcome: The project is on budget, and will be completed on schedule, June 2019. No legal challenges exist.

Reference:

Peggy Arnest, Senior Regional Planner, Fresno Council of Governments
(559) 724-9218 | parnest@fresnocog.org

West Yost Associates | WSA for Tracy's Ellis Specific Plan and Holly Sugar Sports Park | Tracy, CA | \$50,000

West Yost prepared a Water Supply Assessment, in accordance with the requirements of California Senate Bill 610, for the City of Tracy's proposed Tracy Ellis Specific Plan and Surland Development Agreement, Tracy Downtown Specific Plan, Holly Sugar Sports Park. The proposed projects include a mix of residential, commercial, and recreational uses covering approximately 320 acres. This projects included preparation of estimates of the projected water demand for the proposed project and, together with the City's other projected water demands, comparison to the City's anticipated available supplies under normal, single dry, and multiple dry year hydrologic conditions. This comparison was then used to determine the sufficiency of the City's available water supplies (including surface water supplies purchased from the Bureau of Reclamation, treated surface water purchased from the South San Joaquin Irrigation District's South County Surface Water Supply Project, and local groundwater) to meet the projected water demands of the City's existing and future customers (consistent with the City's Urban Water Management Plan and General Plan) and the proposed project under normal, single dry, and multiple dry years through the year 2030.

Outcome: The project was successfully completed and not legally challenged.

Reference:

Mr. Steve Bayley, Project Specialist, City of Tracy
(209) 831-6356 | Steve.bayley@cityoftracy.org

MD Acoustics | Vista Del Agua Specific Plan - Noise Impact Study | City of Coachella Valley, CA | \$7,900

The 275 acre site consisted of mix of uses including, single-family residences, multi-family residential, commercial/retail and open space. The noise study evaluated three (3) alternatives and scenarios: 1) Existing (with and without project), 2) Project Competition Year 2022 (with and without project); and 3) Year 2035 (with and without project). The report evaluated the noise to and from the specific plan area and provided mitigation measures to comply with the City's noise requirements.

Outcome: The project is still under review.

Reference:

Matthew Fagan Associates
(951) 265-5428 | matthewfagan@roadrunner.com

Cogstone | General Plan Update | Pasadena, CA | \$18,893

The proposed General Plan Update included an update to the city of Pasadena General Plan focusing on changes to the Land Use and Mobility Elements and Land Use Diagram. The update also included the consolidation of optional elements (cultural and recreational, historic and cultural, public facilities, scenic highways, social development, and economic development) into required elements of the General Plan. The Land Use and Mobility Elements, together with the other General Plan elements, would guide the overall physical development and circulation of the entire City through horizon year 2035.

The project intended to establish new development caps in the City and its specific plan areas. Spanning 14,802 acres, plan amendments planned to allow for approximately 11,603 net-new housing units and approximately 10,569,111 net-new square feet of non-residential development.

Cogstone conducted a cultural resources report, which included a record search of historic archaeological and paleontological resources. Supplemental research on geological mapping, formations, previous paleontological studies and online paleontological databases were also performed. A CEQA record search for sacred lands was performed and Cogstone assisted the City in the SB18 consultation process. The programmatic level report included regulatory setting including significance criteria, background contexts, and resources known to be present, generalized impact analysis and mitigation recommendations.

Outcome: The project was approved and no legal challenges exist.

Reference:

Nicole Vermilion, Senior Planner, PlaceWorks
(714) 966-9220 | nvermilion@placeworks.com

PROJECT UNDERSTANDING AND APPROACH

Our understanding and approach to the project are outlined below. We welcome the opportunity to discuss these components with you in further detail to ensure that we best meet your needs.

Project Understanding

The City of Fresno is seeking a qualified environmental planning consultant team and infrastructure financing specialist to assist the City with evaluation of the proposed West Area Specific Plan (WASP). Initiated by the City of Fresno (City), the WASP will refine the vision for future growth and development for an approximately 7,000-acre area consisting of roughly 40 percent existing developed uses and 60 percent of vacant or underutilized land. Initial guiding principles developed by community stakeholders indicate the WASP should encourage desired uses along active commercial corridors, such as retail establishments, high-density residential, parks, and civic amenities; a quality transportation network to accommodate active transportation users and transit riders, and abundant parks that incorporate the region's agricultural heritage.

The City is now ready to move forward with the preparation a Program EIR for the proposed project. This EIR must carefully consider the potential impacts associated with the proposed Specific Plan project and rely on new technical studies to support the CEQA analysis and findings. Issues of special concern in the project area include water resources, transportation and circulation, air quality, greenhouse gas emissions, noise, housing and public facilities. We are prepared to address all CEQA topics in order to provide the City with a top-tier program-level CEQA document to streamline future project implementation and compliance. This careful analysis will result in preparation of a legally-defensible EIR which will be presented to the City Council for review and consideration.

As part of this effort, the City is also requesting preparation of an Infrastructure Financing Plan (IFP). The IFP will be critical to identify the cost, timing, and funding of backbone infrastructure and public facilities to serve existing and future WASP residents and employees. Importantly, we will evaluate the City's existing infrastructure and public facility financing mechanisms (e.g., development impact fee programs) to discern to the degree to which other or new sources of funding will be required to fund desired improvements. Our team will work with the City and the consulting engineer to preliminarily distinguish infrastructure and public facility needs based on existing deficiencies and needs to serve increased demand generated by new residential and nonresidential development. The IFP will identify a set of recommended funding mechanisms to fund needed infrastructure, including consideration of existing and new impact fees, land secured financing, emerging tax increment mechanisms, State and federal grant funding, and other potential sources of infrastructure funding.

Project Approach

Our approach to this project involves the following key considerations:

■ ■ ■ Compliance with State Legislation

The De Novo team is well-versed in the CEQA Statute (Public Resources Code Section 21000-21189) and the CEQA Guidelines (California Code of Regulations, Title 14, Division 6, Chapter 3, Sections 15000-15387). The firm's Principals regularly lecture on CEQA and have been asked to prepare and provide expert testimony on complex environmental topics on projects throughout California. The firm maintains a keen understanding of future legislation which has the potential to impact CEQA and environmental documents and works with clients to prepare for future changes to the CEQA statute and/or guidelines, such as upcoming changes to measuring traffic impacts via vehicle-miles-traveled versus level of service. The EIR analysis will analyze environmental impacts associated with implementation of the proposed project in light of existing conditions and will also analyze the project's contribution to significant cumulative environmental impacts. Analysis of the existing plus project condition is required by CEQA Guidelines Section 15126.2(a). This approach to analysis was affirmed by the decisions in Madera Oversight Coalition, Inc. v. County of Madera (2011) and Sunnyvale West Neighborhood Association v. City of Sunnyvale City Council (2010).

■ ■ ■ Close Coordinate with Stakeholder, Resource, and Responsible Agencies

Given our experience in preparing environmental documents, we understand the strong need for early and on-going coordination with stakeholders and resource agencies as well as other agencies that regulate and/or permit activities within the City (e.g., Caltrans, LAFCO, ALUC, EPA, FAA etc.). Our team will consult all relevant resource and regulatory agencies as part of any project, as well as during the Notice of Preparation review and during the preparation of the draft documents. Multiple consultations assure that the agencies have considered the direction of the project and have provided input to the analysis and mitigation measures presented in the document. We will also prepare draft tribal consultation letters for the City to distribute in compliance with Assembly Bill 52 and Senate Bill 18 and we will manage the schedule to ensure all consultation timeframes are adhered to.

■ ■ ■ Quality Control Process

Coordinating closely with Fresno staff, De Novo's management team will ensure that our deliverables address regulatory requirements and are completed in a timely and professional manner. Our internal quality control review includes review of our environmental documents by a Principal Planner and Technical Editor.

The first stage of review includes verification of the technical adequacy of the analysis, that the document addresses the format and content requirements of the client, technical information, and that all components of the project, as described in the project description and analyzed throughout the document, are correct. This review is intended to ensure document accuracy as well as consistency between policy documents and the information in the environmental document. The second stage of review consists of a comprehensive, detailed review of the document by an individual knowledgeable about CEQA, other applicable laws, and applicable court cases. This review involves senior staff not directly involved in the project to provide a clean set of eyes and encompasses all sections of the document.

■ ■ ■ Adhere to Project Schedule and Budget

Our strategy includes dedicated co-project managers and principal planners who will be hands-on for the development of the EIR. 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.

Our project team is fully committed to bringing our projects to public hearings as quickly and effectively as possible while always delivering products of exceptional quality. 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 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 technical analysis, and the allocation of staff time and resources beyond the levels identified in our proposal, at no extra charge to the City.

■ ■ ■ Act as 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 staff reports, meeting and presentation materials, and continuous project update reports throughout the process. **We understand and appreciate the burdens placed on City staff during complex environmental review projects, and our goal is to make the process a pleasant and rewarding experience for City staff members.**

SCOPE OF SERVICES

We have prepared the following work plan in response to the City's Request for Proposals and our experience working on Program EIRs throughout California. 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.

Phase 1 Project Initiation

The first phase of work involves the consultant team getting up to speed on work completed to-date, setting the scope for the environmental analysis, and managing the project to a successful conclusion.

Task 1.1 Kickoff Meeting

Within one week of project commencement, the De Novo team will meet with City staff to kick-off the project and provide a project overview, including a schedule for completion of the project, with clear deadlines and specific action items identified for each task and phase. A site visit is also included in this task.

Deliverables:

- » Meeting agenda, data needs list, summary notes, project schedule/work plan with major work milestones

Task 1.2 Notices

De Novo will prepare the required notices for the Environmental Impact Report in accordance with the requirements of CEQA, including the Notice of Preparation, Notice of Availability, Notice of Completion, and Notice of Determination. De Novo will deliver notices to the State Clearinghouse out of our Sacramento office.

Deliverables:

- » Required notices including Notice of Preparation, Notice of Availability, Notice of Completion, and Notice of Determination

Task 1.3 Scoping Meeting

The project will require a public scoping meeting, and De Novo will prepare presentation materials and facilitate the meeting. The scoping meeting will include an overview of the project and the environmental review process, as well as identification of environmental issues that will be addressed in the EIR. After completion of the scoping meeting, De Novo will provide a summary of environmental issues raised. In addition, De Novo (in coordination with the City) will seek one-on-one meetings with key local, regional, and state agencies if necessary.

Deliverables:

- » Administrative Draft Meeting Materials (PowerPoint presentation, handouts, boards, media releases, etc.), Final Meeting Materials, Administrative Draft Scoping Meeting Summary, Final Scoping Meeting Summary

Task 1.4 Project Description

The project description will include, at a minimum, the following information:

- » The precise location and boundaries of the proposed project shown on the following nine maps/figures: Regional Map, Project Vicinity, Topo Map (USGS 7.5-minute quadrangle), APN Map, Aerial Photo, General Plan Land Use, Zoning Map, Proposed Land Use, and Proposed Infrastructure Plan.
- » A statement of the project's objectives.
- » A general description of the project's technical, economic, and environmental characteristics, considering the primary engineering plans and supporting public service facilities required.
- » The name of the proposed project and the name and address of the project proponent.
- » A brief description of the existing and proposed land uses, Zoning Map classifications, and General Plan Land Use designations, including maps/figures.

Deliverables:

- » Administrative Draft, Screencheck Draft, and Final Project Description

Task 1.5 Project Management

De Novo Planning Group will provide overall project management for this work effort and be available to discuss the project on a regular basis with other consultant team members and City Staff as needed.

Deliverables:

- » Up to twenty (20) one-hour conference calls, ongoing project management

Phase 2 Technical Studies

Based on our understanding of the proposed project, we have included a series of technical studies to support the CEQA analysis. Staff will be provided with Administrative and Screencheck Drafts of all technical studies. Based on Staff's feedback, final copies of all technical studies will be prepared and included as attachments to the EIR.

We understand that the City specified the need to prepare an Air Quality/GHG Analysis, Infrastructure Cost Analysis and Funding Matrix, Transportation Impact Analysis, Biological Resources Assessment, Water Supply Assessment, and Cultural Resources Study as part of this project. In addition, we have also included preparation of a Noise Analysis and Infrastructure Background Report. We strongly believe that these technical studies are necessary to support the analysis of the CEQA document.

Deliverables:

- » Administrative and Screencheck Drafts and Final Copies of all Technical studies (electronic copies)

Task 2.1 Air Quality/Greenhouse Gas Emissions

De Novo will utilize our in-house Environmental Scientists to prepare an Air Quality and Greenhouse Gas Emissions analysis for this project. The analysis will be prepared consistent with San Joaquin Air Pollution Control District (SJVAPCD) and state and federal guidelines using the latest version of CalEEMod software (version 2016.3.2). The analysis will include a comparison of the proposed project's construction and operational emissions with SJVAPCD's air quality thresholds of significance for criteria pollutants, consistent with SJVAPCD's Guidance for Assessing and Mitigating Air Quality Impacts. De Novo will also analyze the potential for health risk and odor impacts on nearby receptors.

Greenhouse gas (GHG) emissions will be analyzed in comparison to the State GHG reduction requirements established by Assembly Bill 32 (AB 32) and Senate Bill 32 (SB 32), which require the State of California to reduce overall GHG emissions equivalent to 1990 levels by 2020, and 40% below 1990 levels by 2030, respectively. The GHG analysis will be conducted consistent with the relevant court decision in the Biological Diversity v. California Department of Fish and Wildlife case (i.e. the Newhall Decision). The proposed project's GHG emissions will be analyzed in comparison to a 'service-population' GHG threshold, derived based on the requirements of AB 32 and SB 32, which will ensure project consistency with California's climate change legislation. The proposed project's emissions will also be analyzed in relation to all relevant planning documents, policies, and regulations.

The results of the study will be provided in a "stand-alone" draft technical report. The report will include the methodology for calculating emissions, an analysis of the proposed project's air quality and GHG impacts, a cumulative impact analysis, and a discussion of feasible mitigation measures that should be implemented to reduce impacts on air quality. Specific information from the air quality and greenhouse gas emissions analysis will be incorporated into the EIR to support significance determinations.

Task 2.2 Infrastructure Cost Analysis and Funding Matrix

In this task, West Yost and Kittelson & Associates, Inc. will identify required infrastructure projects and develop cost estimates and EPS will prepare the resulting cost analysis and funding matrix. As outlined in the RFP, this deliverable has been included as part of the Phase 2 Technical Study work program but is a critical step in preparation of the Infrastructure Financing Plan.

West Yost will produce an infrastructure evaluation to serve as the basis of the infrastructure financing plan developed by others. This infrastructure evaluation will include recommendations for capital projects required by the Specific Plan, including those required for repair, rehabilitation, and capacity reasons. The capital projects will include conceptual project costs produced at detail appropriate for the project stage. It is anticipated that the majority of capital project costs will be developed using planning-level units costs applied to planning unit quantities for the projects. The City and Flood Control District have invested significant resources in comprehensive planning documents that identify the infrastructure required for development throughout the City, including the Specific Plan area. These documents include, but are not limited to, those listed in the Infrastructure Background Report. To make the most of that investment, and to meet the resource and time constraints of this project, West Yost will utilize the infrastructure projects identified in these documents as the basis of the infrastructure evaluation. West Yost will synthesize the appropriate projects from the various planning documents into a unified, stand-alone evaluation. West Yost will review and update project costs found in the planning documents as appropriate using Engineering News Record Construction Cost Indices cost escalation.

Where the development identified for the Specific Plan differs from that identified in the planning documents in a manner that may materially impact the required infrastructure, West Yost will make broad adjustments to the required infrastructure and required costs. These adjustments will not include any hydraulic modeling or detailed planning studies.

In their capacity as transportation planners and engineers, Kittelson & Associates, Inc. will identify necessary backbone circulation projects and required improvements and develop cost estimates to be included and analyzed in the Infrastructure Financing Plan. To the extent feasible, Kittelson will rely on relevant cost estimates or real costs identified for other similar improvement projects in the City of Fresno and/or region. Given that the specific improvements have not yet been identified, Kittelson has estimated the following hours by staff classification to support identification of circulation improvements and associated cost estimates: Task Manager: 18 hours; Principal Planner: 28 hours; Senior Engineer: 8 hours; Analyst: 60 hours; Technician: 8 hours. Should the City need analysis or quantification of improvements beyond the level expected and described above, additional time can be billed on an hourly basis as directed by City Staff.

EPS will prepare a matrix identifying the relationship between the infrastructure costs required for WASP growth, identified by Kittelson & Associates, Inc. and West Yost Associates and the various existing funding sources. EPS will estimate available funding from various sources such as existing City, County of Fresno (County), and school district development impact fees; any planned general obligation and revenue bond issues; local, state, and federal grant funding opportunities, and dedication (i.e., private developer funding) requirements. This review will take into consideration any specific financing constraints or requirements.

Work completed in this subtask will result in an inventory of plan area related infrastructure costs that are not funded by existing funding mechanisms and for which potential funding mechanisms (e.g. grant funding sources) are not anticipated. These net costs will provide the basis for development of new financing mechanisms (e.g., impact fees, land-secured financing, etc.) described in Phase 6.

Task 2.3 Transportation Impact Analysis

Kittelsohn will prepare the Transportation Impact Analysis (TIA) to support the environmental documentation and approvals for the project. All work will be done consistent with the standard analysis methodology and guidelines from the City of Fresno, County of Fresno, Fresno COG, and the California Department of Transportation (Caltrans). The TIA will include four major sections: Existing Conditions, which will document the existing roadway, freeway, transit, active transportation, parking, loading, and emergency vehicle conditions in the vicinity of the project area; Project Travel Demand, which will estimate the net-new trips and parking demand associated with the proposed land uses, plus the general origin/destination of each trip; Impact Analysis, which will determine the effect of the project on Existing, Near-Term and Cumulative Year conditions (using output from the Fresno COG travel demand model); and Mitigations, which will identify and evaluate measure to reduce the effect of the project to less-than-significant levels. It is anticipated that the technical analysis will include up to 40 analysis locations (including SR-99 freeway mainlines and on/off-ramps), affects to Fresno Area Express transit ridership and operations, Vehicle-Miles Traveled (VMT) calculations to address SB743 requirements, and consistency with the City's General Plan and Active Transportation Plan.

Task 2.4 Biological Resources Assessment

De Novo will prepare a biological resources assessment for the proposed project. This will include various biological database searches, including a search of the California Natural Diversity Database (CNDDDB), the California Native Plant Society's Electronic Inventory, the California Wildlife-Habitat Relationships database, and the United States Fish and Wildlife Service's list of special-status species with potential to occur in the region. A reconnaissance-level survey of the Specific Plan area will be undertaken to support the Assessment. Protocol-level surveys are not included in this Assessment.

Task 2.5 Water Supply Assessment

West Yost Associates will prepare a Water Supply Assessment (WSA) in accordance with all legislative requirements, specifically SB 610 and SB 221. The purpose of the WSA is to demonstrate the sufficiency of the purveyor's water supplies to satisfy the water demands of the proposed project, while still meeting the water purveyor's existing and planned future uses. Water Code sections 10910 through 10915 delineate the specific information that must be included in the WSA.

West Yost will prepare a potable water demand projection for buildout of the Specific Plan area based on the projected land uses that will be documented in the Zoning Amendment prepared for the Specific Plan and the appropriate water demand factors documented in City's 2015 UWMP, or as provided by the City. West Yost will then prepare an estimate of the current water demand for the Specific Plan area using land uses to be provided by the City. West Yost will then conduct an evaluation of available water supplies to meet the Specific Plan's projected water demands. West Yost will use the City's 2015 UWMP as a basis for determining the available water supplies to meet the demands under normal, single-dry, and multiple-dry year conditions. Based on the evaluation of supply availability, West Yost will identify whether the City has sufficient supplies and supply reliability to meet the water demands associated with the proposed Specific Plan..

West Yost will then prepare a WSA for the Specific Plan in accordance with the requirements of SB 610 as adopted in the California Water Code as Sections 10910-10915. The WSA will be based on the projected water demands for the Specific Plan; the assumed water supplies for the Specific Plan; Specific Plan information provided by the City; the City's existing and future water supply and demand as documented in the City's 2015 UWMP; other identified supplies, if required; and other existing data to the extent that they are available.

West Yost has made the following assumptions regarding the proposed Specific Plan and WSA:

- » The Specific Plan is located within City General Plan Sphere of Influence and the City's water service area, and the project was therefore included in the City's 2015 UWMP.
- » Appropriate demand factors for land uses, and GIS files of existing and buildout land use, will be provided by the City.
- » The WSA will evaluate only buildout of the Specific Plan and will not evaluate phasing.
- » Proposed land use for the Specific Plan would not change during the preparation of this WSA.
- » Information regarding water supply reliability will be available from the City's 2015 UWMP.
- » The WSA Report will not investigate whether there is sufficient infrastructure to deliver water to the Project. The WSA will be based on water supply and demand only. Infrastructure will be evaluated under the task devoted to Infrastructure Evaluation and Cost Estimating for Infrastructure Financing Plan.
- » Confirmation of water supply (SB 221) will not be prepared. This report is typically prepared for specific developments within the Specific Plan area prior to issuance of final permits and corresponds to a "will serve" letter.

Task 2.6 Cultural Resources

Cogstone will prepare a Cultural Resources Report which will include the following tasks:

Cultural Resources Records Search: Cogstone will request a records search for cultural resources within the 7,077-acre Project area from the Southern San Joaquin Valley Information Center (SSJVIC). A review of all relevant archival records (e.g., historic maps and aerials) will be conducted, and all site records will be obtained.

Native American Scoping: Cogstone will request a Sacred Lands File search from the Native American Heritage Commission (NAHC). Cogstone will draft and mail, via US Certified Mail, a project information letter to the recommended Native American individuals, groups or tribes provided by the NAHC.

Assembly Bill 52 (AB 52) Consultation: Cogstone will assist the City in meeting AB 52 requirements by drafting consultation letters to those tribes that have previously requested notification from the City regarding projects within the City's jurisdiction and within the tribe's traditional use area, if requested.

SB 18 Consultation: Cogstone will assist the City in meeting SB 18 requirements by drafting consultation letters and mailing to Tribal Representatives provided by the NAHC and manage the responses, if requested.

Historical Society Consultation: Cogstone will contact local historical societies.

Paleontological Records Search: Cogstone will request a records search for paleontological resources from the Los Angeles County Museum of Natural History (LACMNH).

Background Research: Conduct research to develop brief contexts for cultural and paleontological resources.

A draft paleontological and cultural resources assessment report will summarize the methods, state significance criteria, provide contexts, summarize resources identified through all sources, and prepare programmatic mitigation measures. Separately, any recommendations for changes to City policies will be provided. Cogstone will respond to two rounds of comments from the City and produce the final technical report.

For purposes of this proposal it is assumed that Cogstone will not be required to attend meetings. If attendance at a meeting is required then this will be billed separately at a time-and-material rate plus expenses. Further, the record searches at the SSJVIC will not exceed \$2,160. Two rounds of comments are included. No survey will be performed. All reports will be delivered electronically.

Task 2.7 Noise and Vibration Analysis

MD Acoustics will prepare a technical noise and vibration study that documents the existing noise and vibration environment; identifies the potential airport, railroad, highway and traffic noise impacts to the Plan Area; identifies measures that could reduce those impacts. Impacts associated with the various noise sources throughout the Plan Area will be evaluated both qualitatively and quantitatively.

The team will first review relevant project and site background information, base graphics showing the site vicinity, the proposed project and adjacent land uses. We will then discuss with the Client and the Lead Agency project details including, the Technical Noise Study approach, the existence of any known noise producers within or just outside the Plan Area (e.g. Hwy 99, railroad and/or airports within the vicinity) that need to be addressed within the technical study and the best locations for noise measurements. We will preform one visit to the project site and perform up to three (3) 24-hour noise measurements (long-term) and ten (10) 10-minute noise measurements (short-term) throughout the Plan Area and document baseline conditions. Our report will analyze:

- » Construction noise and vibration
- » Traffic noise
- » Operational noise
- » Airport noise
- » Railroad noise

MD Acoustics will provide a written report that documents the existing noise environment; predicts the future noise environment; and discusses project noise impacts in light of the City of Fresno's General Plan and Municipal Code, and the California Environmental Quality Act (CEQA) significance thresholds as presented in Appendix G of the CEQA Guidelines.

Task 2.8 Technical Infrastructure Background Report

West Yost will prepare an infrastructure background technical report related to the existing potable water, recycled water, wastewater collection/treatment, and stormwater/flood control facilities. With the exception of stormwater/flood control, these facilities are owned and operated by the City. Stormwater/flood control facilities are owned and operated by the Fresno Metropolitan Flood Control District (Flood Control District).

This evaluation will be based on discussions at one (1) meeting/phone call with City staff, one (1) meeting/phone call with Flood Control District staff, and reviewing/summarizing the planning documents listed below, including but not limited to:

- » City of Fresno Water Master Plan (West Yost, 2014);
- » City of Fresno 2015 Urban Water Management Plan (Provost & Pritchard, 2016);
- » City of Fresno Recycled Water Master Plan (Carollo, 2010);
- » City of Fresno Wastewater Collection System Master Plan (Brown and Caldwell, 2006);
- » City of Fresno Sewer System Management Plan 2014 Revision (Department of Public Utilities, 2014);
- » 2016 District Services Plan (Flood Control District, 2016); and
- » GIS mapping of the utilities, to be provided to West Yost by the City and the Flood Control District.

West Yost will prepare four (4) infrastructure maps that show the existing potable water, recycled water, wastewater, and flood control infrastructure using the GIS files received from the City and Flood Control District. We will summarize the lengths of water, wastewater, and storm drain pipelines serving the City, by diameter if that information is readily available in the GIS files. The storm water map will delineate the major watersheds draining the City. The background report will identify and summarize major infrastructure issues, present the infrastructure maps, present charts of past water demands and wastewater flows, and present charts of previously anticipated future water demands, and wastewater flows as reported in the planning documents. No additional analyses will be performed.

Phase 3 Draft Environmental Documentation

Utilizing the work prepared in the prior phases, the De Novo team will prepare a Draft Environmental Impact Report.

Task 3.1 Administrative Draft Environmental Impact Report

The Draft EIR will be prepared consistent with the requirements of CEQA, the CEQA Guidelines, and relevant case law. We will prepare an Administrative Draft for the City's review and comment. The EIR will consist of the chapters described below. Per the specifics of the RFP, we assume one round of City review of the Administrative Draft EIR prior to preparation of the Screencheck Draft.

Deliverables:

- » Administrative Draft EIR (electronic copy)

Executive Summary

This section will provide a concise description of the project, the potential areas of controversy, issues to be resolved, project alternatives, and a summary of impacts and mitigation measures. The intent of this section is to provide the City and the public with a simple and easy to understand overview of the project and related issues, which will be analyzed and discussed much more thoroughly in the contents of the EIR.

Chapter 1: Introduction

The Introduction will serve as an overview of the EIR, describing its purpose and relevant environmental review procedures, the document organization, and the methodology used.

Chapter 2: Project Description

The Project Description section will consist of a detailed description of the project, including the proposed actions, the project goals and objectives, and the relationship of the project to other regional plans and projects. This section will also present the City's and other agency involvement in the project, and the use of the EIR by other agencies, including permits and other approvals. This section will be consistent with the requirements of State CEQA Guidelines Section 15124.

Chapter 3: Environmental Setting, Impacts and Mitigation Measures

The Environmental Setting, Impacts, and Mitigation Measures section will present a detailed discussion of each individual environmental topic. Each discussion will include the following:

- » An environmental setting and environmental baseline conditions (including figures and GIS graphics);
- » The applicable local, state, and federal regulatory setting;
- » The threshold of significance used for each impact determination;
- » The methodology used for conducting the environmental analysis and making significance determinations;
- » An analysis of all identified direct and indirect impacts associated with project;
- » An analysis of the cumulative impacts associated with the project;
- » Identification of mitigation measures to reduce impacts; and
- » A determination of the significance of each impact after mitigation.

De Novo will work closely with City staff to formulate the appropriate mitigation measure language and timing that is appropriate for inclusion in the EIR. Each EIR section will be organized concisely for ease of use and future reference.

Chapter 4: Cumulative Impacts

De Novo will analyze the environmental impacts of the project when viewed in combination with other known, approved, or reasonably foreseeable projects in the region. The cumulative analysis will address each topic covered in the environmental analysis and will identify appropriate mitigation measures for any significant impacts identified. This cumulative analysis will be based on a list of known projects in the region as well as forecasts.

Chapter 5: Other CEQA Requirements

The section will include the other required CEQA sections including issues previously determined to be less than significant, growth-inducing impacts, significant irreversible environmental effects, and a summary of significant and unavoidable impacts.

Chapter 6: Alternatives Analysis

De Novo will coordinate with City staff to formulate up to three (3) alternatives for analysis in the EIR as required by the CEQA Guidelines. Our efforts will result in an EIR that will include an examination of a range of reasonable alternatives that could feasibly achieve the basic objectives of the project.

The CEQA Guidelines require that a “No Project” alternative be analyzed among the range of alternatives. An alternative location must also be analyzed unless it is determined by the lead agency that a feasible alternative location does not exist. If the lead agency determines that an alternative location does not exist, it must disclose the reasons for this conclusion in the EIR.

The alternatives section will provide a description and comparison of the alternatives. Finally, an environmental superior alternative will be selected. From our experience with similar EIRs, we will provide suggested alternatives for City staff to consider. Once the alternatives are initially formulated, they will be presented at the public scoping meeting and refined based on public input. This scope of work assumes that the alternatives analysis will not be conducted to the same level of detail as the analysis of the proposed project. However, if the City wishes to add additional alternatives, or to have any of the alternatives analyzed at a level of detail comparable to the proposed project, we can accommodate this request through a budget and scope modification.

Chapter 7: Report Preparers and References

This chapter would identify all persons assisting in the preparation of the EIR and referenced agencies and materials.

Task 3.2 Screencheck Draft Environmental Impact Report

Based on feedback received on the Administrative Draft EIR, De Novo will generate a Screencheck Draft EIR for a final staff review before we produce the document for public review. Per the specifics of the RFP, we assume one round of City review of the Screencheck Draft EIR prior to preparation of the Public Draft.

Deliverables:

- » Screencheck Draft EIR (electronic copy and one hard copy)

Task 3.3 Public Draft Environmental Impact Report

De Novo will prepare a Public Draft based on feedback received on the Screencheck Draft. After the document is finalized we will publish the document and distribute it with the proper notices (Notice of Completion) to the State Clearinghouse, the County Clerk (Notice of Availability), and a newspaper of regional circulation (Notice of Availability). Additional distribution and/or press releases can be accommodated at the request of City staff. We assume at the City will complete local distribution, unless otherwise requested.

Deliverables:

- » Public Draft EIR (electronic copy and 10 hard copies with technical appendices on CD)

Phase 4 Final Environmental Documentation

Utilizing the work prepared in the prior phases, the De Novo team will prepare a Final Environmental Impact Report.

Task 4.1 Administrative Draft Final Environmental Impact Report

At the conclusion of the Draft EIR public review period, the De Novo team will respond to all written comments received by the City, as well as oral comments received during public hearings. Upon completion, copies of the Administrative Final EIR will be forwarded to the City for review. The Final EIR document, which will be a separately bound, will include the comment letters, responses, and revisions to the Draft (text to be revised will be shown as an excerpt demarcated with underline for new text and strikethrough for deleted text).

With respect to the Final EIR and Response to Comments, the De Novo team anticipates 40 comment letters of normal detail (two to three pages in length), based upon our prior experience with projects of similar scope. Excess comments and/or complex comments that require additional technical analysis will be considered outside of this scope of work and cost estimate.

The Final EIR will include a comprehensive Mitigation Monitoring and Reporting Program (MMRP) pursuant to Section 21081.6 of the Public Resources Code. De Novo will draft the MMRP using the information contained within the environmental analysis, including the specific mitigation measures, and how the mitigation measures will be incorporated into the project.

Per the specifics of the RFP, we assume one round of City review of the Administrative Draft Final EIR prior to preparation of the Screencheck Draft.

Deliverables:

- » Administrative Final EIR/Response to Comments

Task 4.2 Screencheck Draft Final Environmental Impact Report

Based on feedback received on the Administrative Draft Final EIR, De Novo will generate a Screencheck Draft Final EIR for a final staff review before we produce the document for public hearings. Per the specifics of the RFP, we assume one round of City review of the Screencheck Draft Final EIR prior to preparation of the Public Draft.

Deliverables:

- » Screencheck Final EIR/Response to Comments (one hard copy)

Task 4.3 Final Environmental Impact Report

Based on feedback received on the Screencheck Draft Final EIR, De Novo will generate a Final EIR for the project.

Deliverables:

- » Final EIR/Response to Comments (10 hard copies with technical appendices on CD)

Task 4.4 Findings of Fact and Statement of Overriding Considerations

CEQA Findings of Fact/Statement of Overriding Considerations (Findings) will be prepared that identify each potentially significant and significant impact, describe mitigation for the impact, and the resultant level of significance after mitigation. The Findings will identify each alternative and, if the alternative was not selected as the proposed project, identify why the alternative was not feasible and considerations for not selecting the alternative. For each significant and unavoidable impact, the Findings will identify economic, legal, social, technical, or other defensible reasons why the project should be approved in light of the significant effects of the project.

Deliverables:

- » Screencheck Draft CEQA Findings, Final CEQA Findings, Draft and Final Statement of Overriding Considerations (if necessary)

Phase 5 Certification

De Novo Planning Group will lead the necessary public hearings with Planning Commission and City Council to certify the project (please note that the Notice of Determination will be prepared as part of Task 1.2, Notices).

Task 5.1 Planning Commission (2 meetings)

Two Principal-level representatives from De Novo and one Principal-level representative from Kittelson & Associates, Inc. (traffic) will assist with and present at two publicly noticed hearings with the Planning Commission.

Deliverables:

- » Attendance at two Planning Commission Hearings by two De Novo Principals and one Kittelson Principal

Task 5.2 City Council (1 meeting)

Two Principal-level representatives from De Novo and one Principal-level representative from Kittelson & Associates, Inc. (traffic) will assist with and present at one publicly noticed hearing with the City Council.

Deliverables:

- » Attendance at one City Council Hearings by two De Novo Principals and one Kittelson Principal

Phase 6 Infrastructure Financing Plan

New residential and commercial development in the WASP will require a variety of private and public infrastructure and public facility improvements. The overall approach to formulate an Infrastructure Finance Plan (IFP) to fund these improvements in a manner consistent with the requirements of the State of California's (State) planning and environmental review statuses and City objectives will include:

- » Specifying backbone infrastructure and other public facilities to be constructed or acquired in association with development of the proposed specific plan.
- » Identifying the estimated costs and phasing requirements for required backbone infrastructure and other public facilities.
- » Establishing the policy framework for determining financing mechanisms required to fund backbone infrastructure and other public facilities.
- » Identifying funding mechanisms, both existing and new, to fund required backbone infrastructure and other public facilities in a timely manner.
- » Identifying and providing estimated maintenance funding sources for certain backbone infrastructure and other public facilities.
- » Examining the impact of existing and new infrastructure cost burdens on development feasibility and evaluating various funding mechanisms (e.g., plan area fee, land-secured bonding capacity).

Please note that preparation of the Infrastructure Financing Plan will rely heavily on the Infrastructure Cost Analysis and Funding Matrix prepared in Phase 2, Technical Studies (Task 2.2).

Task 6.1 Document Review

EPS will meet with the City and the Project Team to finalize the scope of services, project schedule, and expected work products. EPS will collect and review key documents, including existing fee program nexus studies, the City General Plan, and other preliminary WASP documents, including existing conditions analyses and other background documents. This initial scoping, data gathering, and discussion will focus subsequent technical efforts.

Deliverables:

- » Attendance at IFP kickoff meeting and review of existing documents and materials

Task 6.2 Infrastructure Evaluation

EPS will work with Project engineers and City staff to identify infrastructure and public facility requirements and costs for the Project, including new facilities needed to serve new growth, and repair, rehabilitation, and enhancement of existing infrastructure. The Project Team will work with the City to evaluate the types of infrastructure and public facilities that will be evaluated for purposes of the IFP, which are preliminarily anticipated to include (but are not limited to) the following categories:

- » Roadway improvements.
- » Drainage improvements.
- » Water and sewer facilities/improvements.
- » Recycled water facilities/improvements.
- » Fire and police facilities.
- » Park and community center improvements.
- » Any other public facility improvements required by the Project.

Once obtained, EPS will assemble this information into an infrastructure and public facility cost schedule suitable for analytical purposes. The IFP will include improvement costs for buildout of the WASP. The Project Team and the City should evaluate if the IFP should also include an analysis of Phase 1 or other sub phases, which may require additional budget. These improvement costs will be documented in a spreadsheet-based format, allowing aggregation of cost estimates by type of improvement for structuring the financing analysis.

Deliverables:

- » Infrastructure Evaluation Report

Task 6.3 Preparation of Infrastructure Financing Plan Report

Allocate Improvement Costs

EPS, with the assistance of Project engineers and City staff, will develop a strategy for allocating net improvement costs among the various benefiting land uses in (or beyond) the WASP; such beneficiaries may include WASP residential and nonresidential growth, existing development, and nearby areas of the City. EPS will make cost allocations by land use category on the basis of industry-standard measures of demand for, or benefit from, the different types of improvements. For example, road costs typically are allocated on the basis of trip generation.

Analyze Cost Burdens and Financial Feasibility of the Project

Based on the development projections for WASP buildout, the Financing Plan will evaluate the impact of infrastructure cost burdens on the overall financial feasibility of the private real estate development components of the Project, as well as any proposed financing mechanisms subject to basic municipal financing requirements (e.g., value-to-lien ratio). The analysis will be based on estimates of finished real estate values for private development. In the event that initial cost allocations appear infeasible based on industry standards, alternative allocations and other measures (e.g., cost reductions, phasing) will be evaluated.

Identify New Financing Mechanisms

EPS will identify and evaluate a variety of other funding and financing mechanisms that would be appropriate to fund the net improvement costs and/or defray up-front or advance-funding costs associated with these facilities. These sources and mechanisms may include, but are not limited to, the following tools:

- » Area-specific development fees.
- » Special assessments and taxes.
- » Private contributions and exactions.
- » Tax increment financing mechanisms (e.g., Enhanced Infrastructure Finance District or Community Revitalization and Investment Authority).
- » Statewide Community Infrastructure Program (SCIP) financing.
- » Bond Opportunities for Land Development (BOLD) financing.

EPS, with the assistance of the Project Team, will select financing mechanisms and strategies for the WASP that are based on financing principles; statutory and legal considerations; and industry standards regarding who typically pays for what, the timing of public improvements relative to private development, commitments regarding the availability of public-sector funding, and other relevant factors.

Evaluate Improvement/Development Phasing Concurrency/Land-Secured Bonding Capacity

In concert with selecting financing mechanisms, EPS will consider the phasing program for real estate development and timing of public facilities' construction, based on development triggers if necessary. As part of this process, EPS will consider the feasibility of debt financing in relation to the appreciating land values and property-based revenues available. This feasibility analysis will reference underwriting criteria applied to financing mechanisms by the municipal financing industry. The phasing and debt financing analysis will be based on buildout of the Project. Preliminary evaluations of bonding capacity for any initial development phases will be examined as a percentage of total buildout bonding capacity.

Report Preparation

EPS will prepare a draft of the IFP document, incorporating the technical analysis and narrative describing the proposed project and project land uses, infrastructure and public facility requirements, funding sources, financial feasibility findings, the project financing strategy, maintenance funding sources, and a detailed description of financing strategy implementation and administration. The IFP will identify the land uses and required backbone infrastructure and public facilities for buildout of the WASP.

EPS will complete an Administrative Draft IFP for review by the City and project applicant. After making any revisions required to the Administrative Draft IFP based on a single set of consolidated comments provided by the City and the project stakeholders, EPS will complete a Public Review Draft IFP to be submitted to the City Council for approval. EPS will be available to attend one public hearing regarding the IFP. Attendance at this hearing is included in our budget for this task.

Deliverables:

- » Administrative Draft, Screencheck Draft, and Final Infrastructure Financing Plan

Task 6.4 Financial Evaluation

The steps outlined in Task 6.3 above will be used to prepare a financing strategy that shows the implementation steps required to use existing and to create new proposed financing mechanisms. The financing strategy will specify the financial responsibilities of the public and private participants in development of the Project. EPS will review and, as appropriate, ensure consistency, with previous financing plans prepared for the City. The financing strategy will be circulated to City staff and Project participants to ensure their understanding and to obtain their comments and suggestions.

Deliverables:

- » Administrative Draft, Screencheck Draft, and Final Financing Strategy

SCHEDULE

Task	19-Apr	19-May	19-Jun	19-Jul	19-Aug	19-Sep	19-Oct	19-Nov	19-Dec	20-Jan	20-Feb	20-Mar	20-Apr	20-May
Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14
PHASE 1: PROJECT INITIATION														
Task 1.1 Kickoff Meeting	█													
Task 1.2 Notices		█									█			
Task 1.3 Scoping Meeting		█	█											
Task 1.4 Project Description	█	█												
Task 1.5 Project Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█
PHASE 2: TECHNICAL STUDIES														
Task 2.1 Air Quality and Greenhouse Gas Emissions				█	█	█								
Task 2.2 Infrastructure Cost Analysis and Funding Matrix				█	█	█								
Task 2.3 Traffic Impact Analysis		█	█	█										
Task 2.4 Biological Resources Study		█	█	█										
Task 2.5 Water Supply Assessment		█	█	█										
Task 2.6 Cultural Resources Report		█	█	█										
Task 2.7 Noise Analysis		█	█	█										
Task 2.8 Technical Infrastructure Background Report		█	█	█										
PHASE 3: DRAFT EIR														
Task 3.1 Administrative Draft EIR			█	█	█	█	█	█	█					
Task 3.2 Screencheck Draft EIR								█	█	█	█			
Task 3.3 Public Draft EIR									█	█	█			
PHASE 4: FINAL EIR														
Task 4.1 Administrative Draft Final EIR										█	█	█		
Task 4.2 Screencheck Draft Final EIR											█	█		
Task 4.3 Final EIR												█		
Task 4.4 Findings of Fact and SOC												█		
PHASE 5: CERTIFICATION														
Task 5.1 Planning Commission													✱	✱
Task 5.2 City Council														✱
PHASE 6: INFRASTRUCTURE FINANCING PLAN														
Task 6.1 Document Review				█	█									
Task 6.2 Infrastructure Evaluation				█	█	█								
Task 6.3 Report						█	█	█	1	█	█	2	█	3
Task 6.4 Financial Evaluation														

 Consultant Team Work	 City Review	 Public Review	 Planning Commission	 City Council	1 Administrative Draft IFP
					2 Screencheck Draft IFP
					3 Final IFP

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COST PROPOSAL

TASK/ACTIVITY	Project Manager/ Principal		Associate Planner		Assistant Planner/ GIS and Graphics		Admin		De Novo Subtotal		Traffic	Water	Noise	Cultural	Financing	Direct Costs	ACTIVITY
	hours	\$140	hours	\$115	hours	\$95	hours	\$85	hours	Fee	Kittelson & Associates	West Yost Associates	MD Acoustics	Cogstone	EPS	Printing and Notices	TOTALS
PHASE 1: PROJECT INITIATION																	
Task 1.1 Kickoff Meeting	8	\$1,120	8	\$920	4	\$380	2	\$170	22	\$2,590						\$200	\$2,790
Task 1.2 Notices	0	\$0	4	\$460	0	\$0	0	\$0	4	\$460						\$100	\$560
Task 1.3 Scoping Meeting	8	\$1,120	8	\$920	0	\$0	0	\$0	16	\$2,040						\$100	\$2,140
Task 1.4 Project Description	4	\$560	12	\$1,380	2	\$190	0	\$0	18	\$2,130						\$0	\$2,130
Task 1.5 Project Management	24	\$3,360	0	\$0	0	\$0	0	\$0	24	\$3,360	\$11,233				\$8,845	\$0	\$23,438
PHASE 1 SUBTOTAL	44	\$6,160	32	\$3,680	6	\$570	2	\$170	84	\$10,580	\$11,233	\$0	\$0	\$0	\$8,845	\$400	\$31,058
PHASE 2: TECHNICAL STUDIES																	
Task 2.1 Air Quality and Greenhouse Gas Emissions	8	\$1,120	36	\$4,140	10	\$950	4	\$340	58	\$6,550						\$0	\$6,550
Task 2.2 Infrastructure Cost Analysis and Funding Matrix	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$21,953	\$23,554			\$3,470	\$0	\$48,977
Task 2.3 Traffic Impact Analysis	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$46,593					\$0	\$46,593
Task 2.4 Biological Resources Study	30	\$4,200	0	\$0	0	\$0	4	\$340	34	\$4,540						\$0	\$4,540
Task 2.5 Water Supply Assessment	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0		\$25,136				\$0	\$25,136
Task 2.6 Cultural Resources Report	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0			\$18,832			\$0	\$18,832
Task 2.7 Noise Analysis	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0			\$15,220			\$0	\$15,220
Task 2.8 Technical Infrastructure Background Report	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0		\$21,204				\$0	\$21,204
PHASE 2 SUBTOTAL	38	\$5,320	36	\$4,140	10	\$950	8	\$680	92	\$11,090	\$68,546	\$69,894	\$15,220	\$18,832	\$3,470	\$0	\$187,052
PHASE 3: DRAFT ENVIRONMENTAL IMPACT REPORT																	
Task 3.1 Administrative Draft EIR	62	\$8,680	118	\$13,570	60	\$5,700	16	\$1,360	256	\$29,310	\$3,140					\$0	\$32,450
Task 3.2 Screencheck Draft EIR	20	\$2,800	46	\$5,290	30	\$2,850	8	\$680	104	\$11,620	\$1,530					\$200	\$13,350
Task 3.3 Public Draft EIR	32	\$4,480	60	\$6,900	24	\$2,280	8	\$680	124	\$14,340	\$1,530					\$1,800	\$17,670
PHASE 3 SUBTOTAL	114	\$15,960	224	\$25,760	114	\$10,830	32	\$2,720	484	\$55,270	\$6,200	\$0	\$0	\$0	\$0	\$2,000	\$63,470
PHASE 4: FINAL ENVIRONMENTAL IMPACT REPORT																	
Task 4.1 Administrative Draft Final EIR	28	\$3,920	64	\$7,360	40	\$3,800	4	\$340	136	\$15,420	\$1,530					\$0	\$16,950
Task 4.2 Screencheck Draft Final EIR	16	\$2,240	24	\$2,760	16	\$1,520	4	\$340	60	\$6,860	\$11,950					\$150	\$18,960
Task 4.3 Final EIR	8	\$1,120	12	\$1,380	8	\$760	2	\$170	30	\$3,430						\$1,200	\$4,630
Task 4.4 Findings of Fact and SOC	12	\$1,680	40	\$4,600	4	\$380	4	\$340	60	\$7,000	\$2,850					\$0	\$9,850
PHASE 4 SUBTOTAL	64	\$8,960	140	\$16,100	68	\$6,460	14	\$1,190	286	\$32,710	\$16,330	\$0	\$0	\$0	\$0	\$1,350	\$50,390
PHASE 5: CERTIFICATION																	
Task 5.1 Planning Commission (2)	16	\$2,240	16	\$1,840	4	\$380	0	\$0	36	\$4,460	\$8,653					\$250	\$13,363
Task 5.2 City Council (1)	8	\$1,120	8	\$920	4	\$380	0	\$0	20	\$2,420	\$4,463					\$50	\$6,933
PHASE 5 SUBTOTAL	24	\$3,360	24	\$2,760	8	\$760	0	\$0	56	\$6,880	\$13,116	\$0	\$0	\$0	\$0	\$300	\$20,296
PHASE 6: INFRASTRUCTURE FINANCING PLAN																	
Task 6.1 Document Review	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0					\$3,220	\$0	\$3,220
Task 6.2 Infrastructure Evaluation	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0					\$3,470	\$0	\$3,470
Task 6.3 Report	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0					\$34,480	\$0	\$34,480
Task 6.4 Financial Evaluation	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0					\$6,290	\$0	\$6,290
PHASE 6 SUBTOTAL	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$47,460	\$0	\$47,460
Subtotals	284	\$39,760	456	\$52,440	206	\$19,570	56	\$4,760	1,002	\$116,530	\$115,425	\$69,894	\$15,220	\$18,832	\$59,775	\$4,050	\$399,726
TOTAL FEE (NOT TO EXCEED FEE)																	\$399,726

NOTES:
Subconsultants and Direct Costs are billed at no markup. De Novo Planning Group reserves the right to reallocate budget between various consulting team members and between tasks, provided the overall project budget does not change.

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REQUIRED FORMS



Development and Resource Management

2600 Fresno Street, Third Floor, Room 3043
Fresno, California 93721-3604
(559) 621-8003

Jennifer K. Clark, AICP, HDFP
Director

**ADDENDUM NO. 1
WEST AREA SPECIFIC PLAN EIR/IFP
INVITATION NO. 12142018RH**

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 Post Meridiem (Pacific), on the 4th Day of February, 2019**

All changes and or clarifications will appear in **bold underlined type**.

Six (6) questions provided by interested parties, and answers provided by the City are attached to this document.

City of Fresno

Rodney Horton, MPA
Planner

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum.

Signed:  1/14/19

Company: De Novo Planning Group

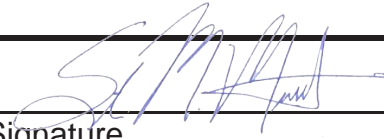
This addendum is being distributed ONLINE only and will not be sent by U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

Addenda to date: 1
January 14, 2019

Agreement Exhibit C
DISCLOSURE OF CONFLICT OF INTEREST
 West Area Specific Plan EIR and Infrastructure Financing Plan

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
* If the answer to any question is yes, please explain in full below.			

Explanation: _____



 Signature **1/14/19**

 Date
Steve McMurtry

 (name)
De Novo Planning Group

 (company)
1020 Suncast Lane Suite 106

 (address) **El Dorado Hills CA 95762**

Additional page(s) attached.

EXHIBIT E - ACCEPTANCE OF INDEMNIFICATION AND INSURANCE REQUIREMENTS

(Submit with Proposal)

Respondent's Name De Novo Planning Group

STATEMENT OF ACCEPTANCE OF THE INDEMNIFICATION AND INSURANCE REQUIREMENTS

FOR: GENERAL PLAN ENVIRONMENTAL IMPACT REPORT

The Respondent shall sign below that the Respondent accepts in whole the Indemnification and Insurance Requirements set forth in the Standard Agreement (Exhibit C). If the Respondent takes exception to some portions, those portions shall be listed here below and the Respondent shall sign that the Respondent accepts all portions of the requirements not listed.

Note: Any exceptions may render the proposal non-responsive.

- ACCEPT
- DO NOT ACCEPT

If "DO NOT ACCEPT" is checked, please list exceptions:

Pursuant to the City’s Addendum No. 1 to the RFP, Question WA04, we would like to reserve the right to negotiate the indemnification language upon contract award consistent with the wording proposed in Question WA04. The intent of this request is to ensure that the indemnification language is consistent with California Senate Bill SB-496.

Signature of Authorized Person

EXHIBIT F - NON-COLLUSION AFFIDAVIT**FOR: WEST AREA SPECIFIC PLAN ENVIRONMENTAL IMPACT
REPORT/INFRASTRUCTURE FINANCING PLAN**

(Submit with Proposal)

Respondent's Name De Novo Planning Group

Respondent declares under penalty of perjury under the laws of the State of California that this proposal is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such proposal is genuine and not collusive or sham; that said Respondent has not directly or indirectly induced or solicited any other Respondent to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any Respondent or anyone else to put in a sham proposal, or that anyone shall refrain from submitting a proposal; that said Respondent has not in any manner directly or indirectly sought by agreement, communication, or conference with anyone to fix the proposal price of said Respondent or of any other Respondent, or to fix any overhead, profit, or cost element of such proposal price, or of that of any other Respondent, or to secure any advantage against the public body awarding the Contract of anyone interested in the proposed Contract; that all statements contained in such proposal are true, and further, that said Respondent has not directly or indirectly submitted his proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid and will not pay any fee in connection therewith, to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof, or to any other individual except to any person or persons as have a partnership or other financial interest with said Respondent in this general business.

The above Non-Collusion Affidavit is part of the proposal. Signing this proposal on the signature page thereof shall also constitute signature of this Non-Collusion Affidavit.

Respondents are cautioned that making a false certification may subject the certifier to criminal prosecution.

APPENDIX RESUMES



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Steve McMurtry

PRINCIPAL



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, LESA 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. Mr. McMurtry has extensive experience preparing environmental documents and obtaining regulatory permits for state and federally funded projects, including projects within the State Highway System. Because of his expertise, he has been called on for litigation support and expert witness testimony relative to environmental and CEQA issues.

EDUCATION

BS, Natural Resources Management,
Cal Poly San Luis Obispo

ORGANIZATIONS

Licensed Real Estate Broker,
#01380263

RELEVANT PROJECT EXPERIENCE

South Lathrop Specific Plan EIR,
City of Lathrop

Truckee Planned Community 3 (Specific Plan 3) EIR,
Town of Truckee

Cannery Park Master Plan EIR,
City of Davis

Crossroads West Specific Plan EIR,
City of Riverbank

PA-1 Specific Plan and EIR,
City of Brentwood

5175 Vincent Avenue Initial Study/MND,
City of Irwindale

Seraphina Initial Study/MND,
City of Temecula

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

Griffin Park Master Plan EIR,
City of Manteca

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

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

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

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

Amanda Tropiano

PRINCIPAL PLANNER



Amanda Tropiano is a principal planner with De Novo Planning Group and is responsible for leading the firm's Southern California practice. With over 11 years of professional planning experience in the region, Amanda has successfully managed a wide variety of land use and environmental planning projects for public and private sector clients, including numerous General Plans, specific plans, corridor plans, strategic plans, sustainability programs, visioning projects, transit-oriented development plans, zoning documents, outreach programs, and CEQA projects. Amanda consistently brings to the table her passion, creativity, and strategic thinking to make sure every project exceeds her client's expectations. Amanda also supports the land use due diligence efforts of clients throughout southern California and assists with navigating public agency planning procedures, reviewing existing regulatory direction, facilitating the entitlement process, and serving as a liaison between public agencies and private developers.

EDUCATION

MA, Urban and Regional Planning,
University of California, Irvine

BA, Urban Studies and Planning,
University of California, San Diego

**BA, Political Science: Comparative
Politics,**
University of California, San Diego

Study Abroad Program,
University of Sussex

ORGANIZATIONS

Urban Land Institute

International Association for Public
Participation

American Planning Association

Congress for New Urbanism

RELEVANT PROJECT EXPERIENCE

General Plan Update and EIR,
City of La Verne

General Plan Update and EIR,
City of Lake Forest

**General Plan Update, Zoning Code
Update, Climate Action Plan, and EIR,**
City of San Jacinto

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

General Plan Update and EIR,
City of Westminster*

General Plan Update and EIR,
City of Menifee*

General Plan Update and EIR,
City of Yucaipa*

General Plan Update and EIR,
City of Clovis*

General Plan Update and EIR,
City of Industry*

5175 Vincent Avenue MND,
City of Irwindale

Seraphina MND,
City of Temecula

**Crafton Hills College Village Overlay
Zone,**
City of Yucaipa*

**Downtown Fontana Transit-Oriented
Development Study,**
City of Fontana*

**SAVI Ranch Land Use and Mobility
Vision Plan,**
City of Yorba Linda*

Vision Plan,
City of Carson*

**Downtown Bellflower Transit-
Oriented Development Specific Plan**
City of Bellflower*

**Envision Alhambra 2035 Public
Outreach Campaign and Phase I
General Plan Update,**
City of Alhambra*

**Irvine Sustainable Operations
Strategic Plan,**
City of Irvine*

**Torrance Strategic Plan Update:
Community Profile and
Environmental Scan,**
City of Torrance*

LDS Church MND,
City of San Juan Capistrano

Springs Specific Plan and EIR,
Sonoma County

**Stanton Plaza Specific Plan
Amendment and EIR Addendum,**
City of Stanton*

* Project was completed by Ms. Tropiano while he was employed at another planning firm

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm

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 has extensive knowledge of the California Environmental Quality Act (CEQA) and has assisted jurisdictions in drafting and updating their local CEQA implementation guidelines. He served as the Environmental Coordinator for the City of Rancho Cordova, where he oversaw the environmental planning division and the preparation of all CEQA documents prepared by staff and outside consultants. This experience has given him the knowledge of how local agencies use and implement planning documents, and specifically general plans, on a day to day basis.

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 Lake Forest

General Plan Update and EIR,
City of La Verne

**General Plan Update, Zoning Code
Update, Climate Action Plan, and EIR,**
City of San Jacinto

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

PA-1 Specific Plan 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

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

**General Plan Update and EIR, General
Plan Annual Report, General Plan
Implementation Plan, Housing
Element Updates, and EIR Addendum**
City of Lakeport

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

General Plan Update and EIR,
City of Milpitas

General Plan Update and EIR,
City of Lakeport

General Plan Update and EIR,
City of Manteca

Seraphina MND,
City of Temecula

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

The Cannery EIR,
City of Davis

West Area Specific Plan EIR,
City of Salinas

Joerger Ranch Specific Plan EIR,
Town of Truckee

Sterling 5th Street Apartments EIR,
City of Davis

Home2Suites MND,
City of Tracy

Josh Smith, AICP, LEED AP

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

AICP

LEED AP O+M

RELEVANT PROJECT EXPERIENCE

5175 Vincent Avenue MND,
City of Irwindale

South Lathrop SP EIR,
City of Lathrop

Truckee PC-3 SP EIR,
Town of Truckee

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

De Novo Planning Group

A Land Use Planning, Design, and Environmental Firm



Jason Moody

Managing Principal



Education

Master of Public Policy,
University of California,
Berkeley, 1995

Bachelor of Arts in Economics,
University of California, Santa
Cruz, 1988

Previous Employment

Budget Analyst for City of San
Francisco (1995)

Research Analyst, Fisher Center
for Real Estate and Urban
Economics (1994-5)

Business Analyst, Port Authority
of New York/New Jersey (1994)

Print Media Journalist, States
News Service, Washington, DC
(1989-1992)

Affiliations

International Downtown
Association

San Francisco Planning and
Urban Research Association

International Economic
Development Council

Publications / Presentations

"Town Centers: Typologies and
Policy Directions," Bay Area
Planning Directors Association
(BAPDA), Spring 2017 Meeting

"Building Livable Communities
with Transit: Making the Case
with Data," Rail-Volution 2016
Annual Conference

"Innovation Districts," 2016
National APA Conference

"Urban-Suburbia," Urban Land,
October 2008.

"Transit Joint Development,"
with Bruce Appleyard, Urban
Land, August 2007.

"The Town and Gown,"
Economic Development Journal,
Fall 2004.

"Spontaneous Research
Districts," Association of
University Related Research
Parks conference paper.

"Defense Industry Conversion,
Base Closure, and the California
Economy," Fisher Center
Working Paper.

ABOUT

A Managing Principal at EPS, Jason has worked at the firm for nearly 20 years. He has extensive professional experience developing comprehensive financing plans to support the provision and on-going operation and maintenance of public infrastructure, facilities, and services, including transportation, park, recreation, open space, and other community amenities. He has also served as the lead economist on numerous land use plans (e.g. General, Specific, Precise, and Master Plans). Jason has substantial experience in Fresno, working for both the City and other regional entities (e.g. Fresno COG and local CALTRANS office).

SELECTED PROJECT MANAGEMENT EXPERIENCE

Fresno Tax Sharing Analysis

EPS is currently working for the City of Fresno to evaluate an equitable property tax sharing agreement with the County

Fiscal Analysis of Fresno General Plan Update

EPS evaluated and compared the fiscal implications of various General Plan alternatives, focusing on the differential General Fund costs and revenues of associated with various public service levels and land use types and locations.

Fresno COG Infill Development Feasibility Study

EPS was retained by the Fresno Council of Governments to evaluate development feasibility opportunities and constraints for high-density, infill development in the Fresno MSA.

Fresno Southeast Growth Area Specific Plan

EPS served as the lead economist as part of a multi-disciplinary team retained by the City of Fresno to develop a Specific Plan for a 5,000-acre area located in an unincorporated area just outside the City limits. EPS analysis included both economic and fiscal considerations.

Public Private Partnerships in Transportation Funding

Working for Smart Growth America, EPS completed a White Paper on best practices for public-private partnerships and return on investment for prioritizing and financing transportation infrastructure in the United States.

Area and City-Wide Development Impact Fee Nexus Studies

Jason has led numerous AB 1600 based development impact fee studies throughout California designed to cover a range of public infrastructure, including transportation, park and recreation, affordable housing, and a range of other community facilities.

Modesto Pedestrian and Bicycle Path Specific Plan

EPS developed a comprehensive financing plan for the development and operations of a bicycle and pedestrian path on a former Southern Pacific Railroad line spanning 4.2 miles through the heart of Modesto, California.

University of Merced Community Plan Financing and Development Implementation

EPS is currently working with the owner of a 650-acre site immediate adjacent to UC Merced to develop an entirely new, mixed-use community serving the campus and related activity drivers.



Ellen Martin

Principal



Education

Master of Public Policy and Administration, California State University, Sacramento, 2005

Bachelor of Arts in Political Science, University of California at Davis, 2003

Previous Employment

Policy Analyst/Legislative Coordinator, United Domestic Workers of America, Sacramento, California, 2004–2005

Affiliations & Speaking Engagements

Urban Land Institute (ULI)

Member, CALED, Economic Development, Finance, and Real Estate Committee, 2018

Presenter, American Planning Association National Planning Conference, "The Backbone Infrastructure Balance: Sacramento's Experience," April 2016

Presenter, Council of Development Finance Agencies Infrastructure Financing Roundtable, "EIFD/CRIA Implementation Challenges," November 2016

Presenter, Urban Land Institute, The Housing Crisis Series, "The State of Housing in the Sacramento Region." September 2017

Lecturer, University of California at Davis Extension, "Financial Aspects of Planning," 2017

ABOUT

Ellen Martin has professional experience in the areas of real estate market and development feasibility, public finance, fiscal impact analysis, and land use planning. Over the course of her career at EPS, Ellen has developed a keen interest in analyzing how the built environment relates to local economies and how land use policies, development incentives, and other mechanisms can be deployed to complement, catalyze, and sustain increased levels of economic activity.

SELECTED PROJECT EXPERIENCE

Sacramento Central City Specific Plan Public Facility Finance Plan

Working in collaboration with a multidisciplinary consulting team, EPS prepared the Central City Specific Plan Public Facility Finance Plan with an emphasis on developing implementable financing strategies to fund infrastructure and public facilities needed to accommodate anticipated infill development. The Finance Plan sought to identify and implement financing mechanisms (including development impact fees) that would affect the construction of needed improvements while also mitigating development risks and improving private-sector certainty.

Fresno Major Streets, Police, Fire, and Parks Impact Fee Updates

EPS prepared a comprehensive update to the City of Fresno's major streets, police, fire and public safety impact fees. EPS worked with the City and development community stakeholders to define the capital improvement program, develop cost allocation approaches that take into consideration bond financed facilities and existing deficiencies as well as other considerations.

Central Southeast Fresno Specific Plan Economic Analysis

The City of Fresno engaged a multidisciplinary team to prepare the Central Southeast Fresno Specific Plan, a community revitalization effort focused on improving the economic vitality of the Study Area. EPS is currently advising the team regarding the economic and real estate market dynamics of the Study Area and its environs to ensure that planning and revitalization initiatives are grounded in sound economic analysis and responsive to real estate market trends and realities.

Railyards Public Facilities Finance Plan

EPS prepared a Public Facilities Finance Plan identifying proposed funding sources for all backbone infrastructure improvements, public facilities, and administrative costs needed to serve the proposed land uses in the Specific Plan. In providing technical support for development agreement negotiations, EPS established a set of preliminary guiding principles to guide decision making concerning public/private funding and financing policies.

Rio del Oro Specific Plan Financing Plan and Feasibility Analysis

Located in the City of Rancho Cordova, the proposed Rio del Oro Specific Plan included a combination of residential, commercial, and park and open space land uses across 3,800 acres. Ellen managed preparation of a public facilities financing plan establishing a strategy to finance the required infrastructure and public facilities improvements. Working on behalf of the project applicant, Ellen conducted detailed analysis of project feasibility and developed an infrastructure funding proposal to facilitate project viability.



Mark Polhemus



Associate

Education

Master of Urban Planning,
University of Southern
California Sol Price School of
Public Policy, 2020 (Expected)

Bachelor of Science in City
and Regional Planning,
California Polytechnic State
University, 2010

Previous Employment

Program Associate, Walk
Sacramento, Sacramento,
California, 2012-2014

Project Analyst, Sierra
Business Council, Truckee,
California, 2012

Planning Assistant and Intern,
Sacramento Area Council of
Governments, Sacramento,
California, 2010-2012

Appointments/Affiliations

Transportation, Mobility, and
Infrastructure Commissioner,
City of West Sacramento

American Planning
Association (APA),
Sacramento Valley Section,
Young Planners Group

Urban Land Institute (ULI),
Young Leaders Group

ABOUT

Mark Polhemus has 8 years of experience in land use planning services, with more than 4 years of experience consulting in the areas of public finance, real estate development feasibility, real estate market analysis, and fiscal analysis. Since joining EPS, Mark has gained significant experience in preparing infrastructure and public facility finance plans, nexus study reports and development feasibility studies. Mark's understanding of the public and private cost realizations of real estate development makes him a key contributor on projects for a wide array of clients.

SELECTED PROJECTS

Sacramento Central Specific Plan Public Facility Finance Plan

Working in collaboration with a multidisciplinary consulting team, EPS prepared the Central City Specific Plan Public Facility Finance Plan with an emphasis on developing implementable financing strategies to fund infrastructure and public facilities needed to accommodate anticipated infill development. The Finance Plan sought to identify and implement financing mechanisms that would affect the construction of needed improvements while also mitigating development risks and improving private sector certainty.

City of West Sacramento Washington Neighborhood TOD Financing Strategy

EPS prepared a Financing Strategy for a Federal Transportation Administration funded Streetcar Transit-Oriented Development (TOD) Toolkit for the Washington Neighborhood. The purpose of the Toolkit is to develop land use, urban design and utility standards, and development financing strategies to incentivize TOD supporting the planned streetcar system. EPS's analysis and succeeding efforts will help the City identify potential sources of funding for backbone infrastructure and public facilities needed to transform the City's Washington Neighborhood into a thriving TOD district.

Folsom Plan Area Specific Plan Infrastructure Fee Nexus Study

EPS prepared a fee nexus study for the Specific Plan Infrastructure Fee Program (SPIF or SPIF Program) for the Folsom Plan Area Specific Plan (FPASP), which is located in the City of Folsom on approximately 3,500 acres south of U.S. Highway 50. The FPASP is envisioned to add approximately 11,000 dwelling units and 2.8 million building square feet of commercial space to the City of Folsom. The City of Folsom approved the Nexus Study and implemented an ordinance to administer the SPIF Program in 2015. Since, EPS has assisted the City of Folsom and FPASP property owners with implementation of the fee program.

San Joaquin County Capital Facilities Fee Nexus Study Update

The County of San Joaquin (County) retained EPS to prepare an update to the County's Capital Facilities Fee Nexus Study, originally prepared by EPS in 2005. Required by AB 1600, the Updated Nexus Study documents the need for improvements to various County government facilities to serve future County residents and employees from new residential, commercial, and industrial development.



TIMOTHY ERNEY, AICP, PTP, CTP

Senior Principal Planner

Tim Erney is a certified transportation planner with more than 20 years of experience with planning and engineering projects throughout California. His primary focus has been on managing analyses and documentation for environmental review projects, access and circulation studies, sustainable transportation practices, TDM measures, parking evaluations, pedestrian and bicycle reviews, and data collection programs. In addition, his experience includes detailed technical analyses of local and regional roadway facilities, including traffic forecasting, modal split analyses, traffic diversion, and operational analyses. He has experience coordinating with local and regional transportation and environmental agencies in Southern California and has been leading the firm's efforts on the evaluation of emerging technologies and alternative evaluation metrics.

EDUCATION

Master of City Planning,
University of California,
Berkeley, 1997

Master of Science, University
of California, Berkeley, 1997

Bachelor of Science, Boston
University, 1995

YEARS OF EXPERIENCE

22

LICENSES

American Institute of
Certified Planners

Certified Transportation
Planner

Professional Transportation
Planner

AFFILIATIONS

American Planning
Association (APA), Member

Institute of Transportation
Engineers (ITE), Member

PUBLICATIONS

"Technology-Driven Transit
Oriented Development",
Community Transportation,
Volume 28, Winter 2010
(contributor)

CORRIDOR STUDIES

Tim has managed complex alternatives analysis and corridor studies for various modes of travel, including transit, roadways, freeways, and bicyclists/pedestrians. As part of these projects, Tim works closely with jurisdictions to develop robust screening criteria and defensible methodology for the evaluation of multiple alternatives through qualitative and quantitative evaluations. These studies are typically supported with detailed metrics and infographics to clearly inform decision-makers on the pros and cons of each alternative and the rationale for the advancement of the recommended concepts.

ACTIVE TRANSPORTATION PLANNING

Tim has served as project principal for active transportation planning projects throughout Southern California. In this role, Tim has provided direction for the planning, design, and evaluation of active transportation corridors, active transportation plans, data collection programs and forecasting. Through these efforts, Tim has promoted the need for a balanced approach for all user groups and to ensure safe, convenient, and cost-effective mobility options that support the adjacent land uses and urban form.

TRAVEL DEMAND MANAGEMENT

For both individual development sites and large-scale neighborhoods, Tim has been responsible for developing implementable and defensible travel demand management (TDM) programs. Primarily, these include the evaluation of the best TDM elements to achieve the goals of the project, supported by data and research developed on a national basis. In addition to the adoption of standard TDM measures, Tim routinely works with developers to adjust land use programs to better internalize trips and to right-size parking to facilitate shared parking opportunities.

ALTERNATIVE PERFORMANCE METRICS

Tim has been working to identify and develop alternative metrics to Level of Service (LOS) in the evaluation of land use and transportation projects; this involves identifying how cities and counties would need to modify current programs and policies to account for these changes. As part of these efforts, Tim has been in consultation with the state's Office of Planning and Research (OPR) and participated in several conferences and panel discussions on the effects of vehicle-miles traveled calculations and metrics that may affect city programs and transportation analysis guidelines.

REPRESENTATIVE PROJECTS

CITY OF LA VERNE GENERAL PLAN UPDATE/EIR, CA: Tim is preparing the Circulation Element of the updated General Plan, including the evaluation of the build-out of the City's land use program, which is including the determination of potential effects to the circulation network throughout the city. Specialized assessments are being conducted to account for the planned Gold Line Extension station in the City and the concurrent preparation of a citywide Active Transportation Plan. Tim is also leading the transportation impact evaluation of the updated land use and transportation networks for inclusion in the project's environmental document.

CITY OF LAKE FOREST GENERAL PLAN UPDATE AND EIR, CA: Tim is managing the evaluation of the build-out of the City of Lake Forest's land use program, which is including the determination of potential effects to the circulation network throughout the city. For this effort, over 75 locations citywide are being assessed for existing and future conditions. Specialized assessments are being conducted to identify the anticipated effect of emerging transportation technologies (such as transportation-networking companies and connected/automated vehicles) will have on the roadway networks, including the potential to reduce citywide vehicle-miles travelled.

CORDOVA HILLS DEVELOPMENT PLAN EIS, EL DORADO COUNTY, CA: Tim led the Transportation/Circulation section for the EIS of the Cordova Hills project, which proposed to construct over 2 million square feet of commercial, residential, and university uses, plus a new internal roadway network. He managed the technical analysis for over 100 analysis locations and five development scenarios. In addition, he used output from the regional travel demand to estimate future conditions and determine trip distribution to the local and regional roadway network. A key component of this work was coordination with the City and Sacramento County to account for other regionally-significant projects and the development of specialized trip capture rates.

AZUSA BUSINESS CENTER TRANSPORTATION EVALUATION, CA: Tim was the technical task lead for the review of the transportation-related impacts and site access/circulation conditions for almost 500,000 square feet of warehouse and logistics space in Azusa, California. Per this effort, Tim determined the appropriate trip generation rates to account for the proposed land use mix; assessed access routes and their ability to accommodate the estimated travel demand, and confirmed the potential for impacts to local and regional facilities.

EXECUTIVE PARK DEVELOPMENT PLAN AND EIR, SAN FRANCISCO, CA: Tim was the project manager for the development of the optimal reuse of the Executive Park office complex in San Francisco, with the planned conversion from office to residential and commercial uses. He determined the required off-site improvements to facilitate site access, determined the appropriate parking ratios, and investigated the truck circulation/access routes. Tim used this site planning information to determine the potential impacts of the project through the environmental phase.

CONNECTING BEACH BOULEVARD (SR-39) STUDY, ORANGE COUNTY, CA: Tim is currently managing a 22-mile long corridor study along Beach Boulevard throughout Orange County on behalf of OCTA and Caltrans. The project will include four main phases: 1) a multi-modal transportation corridor review of existing conditions, 2) the development of conceptual alternatives to address deficiencies on a mode-by-mode basis, 3) the evaluation of alternatives, and 4) the determination of a preferred alternative and implementation plan. The project includes conceptual design, travel demand forecasts, cost estimates, and detailed technical evaluation.

RAIL TO RIVER ACTIVE TRANSPORTATION CORRIDOR ALTERNATIVES ASSESSMENT, LOS ANGELES COUNTY, CA: Tim conducted an alternatives analysis to determine the preferred configuration and alignment for a new active transportation corridor between the LA Metro Blue Line and the Los Angeles River. He developed criteria and conducted screenings to assess effects to traffic and loading conditions, consistency with nearby bicycle and pedestrian facilities, safety and security, and land uses. Additionally, Tim coordinated results with local stakeholders, public and agency staff.

ORANGE COUNTY TRANSPORTATION AUTHORITY (OCTA) MPAH COMPLETE STREETS, ORANGE COUNTY, CA: Tim is the project manager for an overhaul to OCTA's Master Plan of Arterials and Highways (MPAH), relating to streets, roadway destinations, and administration. He developed five alternatives to facilitate the implementation of complete streets, including development of layered networks, streamlined amendment process, and transition from vehicular to person-movement criteria. Tim also created an implementation plan to address city and agency processes.



MICHAEL ARONSON, PE

Principal Engineer

Mike Aronson has more than 30 years of experience in all aspects of transportation planning and traffic operations analysis. He has managed transportation studies for general plans, major corridor studies, rail transit extensions, Caltrans highway project development, and many types of development master plans. Mike has also developed and updated travel demand models using all major software programs and has led staff training programs in travel modeling and computer applications. He specializes in producing consistent and defensible results from complex transportation planning processes, and clearly articulating those results in presentations and training programs.

EDUCATION

Bachelor of Science, Cornell University, 1981

Master of Science, University of California Berkeley, 1982

YEARS OF EXPERIENCE

35

LICENSES

Professional Engineer, CA

AFFILIATIONS

Institute of Transportation Engineers, Member

Women's Transportation Seminar, Member

PUBLICATIONS

Presentation "An Iterative Capacity Constrained Parking Methodology for Ridership Forecasts for BART Extension Stations," Transportation Research Board Conference on the Application of Transportation Planning Methods, 2015.

Presentation "Integrating Cube and EMFAC for Automated GHG Analysis," Citilabs International User Conference, 2011

"Using the San Joaquin Valley Models for Smart Growth: Can We Get There from Here?," San Joaquin Valley Transportation Modeling Group, 2009

SAN JOAQUIN VALLEY EXPERIENCE

Mike has updated and improved travel models in San Joaquin County throughout the 1990s and 2000s and provided travel forecasts for several regional transportation plans. Mike completed a significant transit enhancement of the Three County MIP1 travel model on behalf of Stanislaus County. The updates included detailed survey analysis, corrections to bus route coding and recalibration of mode choice and transit assignment. Previously, Mike managed portions of the San Joaquin Valley MIP model development program, including survey analysis, trip generation and traffic assignment components. He has been an on-call consultant for travel modeling in Fresno, Kings, Madera, Stanislaus and Tulare counties.

TRAVEL DEMAND MODELING

Mike has managed the development and calibration of multimodal travel models in Alameda County, Sonoma County, Kings County, Stanislaus County, Madera County and Fairbanks, Alaska. He also developed the demographic inputs for travel models in Napa, Solano, Marin, Shasta and Fresno counties.

PERFORMANCE MEASURES

Mike has developed performance measure extraction and mapping for agencies including Alameda CTC, Fresno COG and Shasta RTA. For the Sacramento Council of Governments, Mike managed a study to develop tools to derive improved performance measures from the SACSIM activity-based model to assess projects addressing reliability, safety and ITS.

TRAVEL SURVEYS

Mike has conducted extensive analysis of survey data from the United States Census and from detailed home interview activity surveys for the State of California, San Francisco Bay Area and Fairbanks, AK. He has evaluated "big data" from sources such as AirSage and StretLight and compared survey results to travel model estimates. As project manager for the Menlo Park Smart Growth Mobility study, Mike managed and analyzed pedestrian interview surveys, vehicle intercept surveys, telephone interview surveys, and detailed two-day household activity travel diary surveys. He managed analysis of origin-destination surveys from 40 roadside locations for the Oregon Department of Transportation.

TRANSIT RIDERSHIP FORECASTING

Mike has managed transit ridership forecasts for a number of rail, bus and people-mover transit planning studies. He has developed or updated travel models for transit forecasts and has also customized regional models to provide reliable comparison between alternatives. Representative projects include several phases of the BART Livermore Extension, Sonoma-Marin Rail Transit ridership analysis, Fresno Public Transit Infrastructure Study which evaluated light-rail, BRT and bus route alternatives, and the Oakland Airport Connector EIS.



AARON ELIAS, PE

Senior Engineer

Aaron Elias has a wide range of transportation experience, with particular expertise in traffic operations for Complete Streets, multimodal level of service, and safety. Aaron has worked on a wide range of large-scale traffic studies for environmental impact reviews in California and has been involved in numerous safety studies looking at both vehicle safety and pedestrian safety in California. Aaron is an expert on the application of the urban street facilities chapter of the 2010 Highway Capacity Manual (HCM), which provides a methodology for determining multimodal level of service. As part of this expertise, Aaron serves on the Highway Capacity Subcommittee that oversees the pedestrian and bicycle chapters of the 2010 HCM.

EDUCATION

Bachelor of Science,
University of Florida
Gainesville, 2007

Master of Science, University
of Florida Gainesville, 2009

YEARS OF EXPERIENCE

13

LICENSES

Professional Engineer (Traffic),
CA

AFFILIATIONS

Institute of Transportation
Engineers, Highway Capacity
and Quality of Service
Committee

PUBLICATIONS

Aaron Elias. Automobile-
Oriented or Complete Street?
Pedestrian and Bicycle Level
of Service in the New
Multimodal Paradigm
Transportation Research
Record #2257, Transportation
Research Board pp 80-87,
2011

Richard Dowling, Aaron Elias.
Extent of Highway Capacity
Manual Use in Planning.
NCHRP Synthesis 427.
Transportation Research
Board. 2012

BLACKSTONE/SHAW ACTIVITY CENTER, FRESNO, CA

Aaron served as a lead engineer working with the Fresno Council of Governments (FresnoCOG), Toole Design Group, and Opticos Design to develop a community-driven strategy to implement complete streets improvements in the area surrounding the intersection of Blackstone Avenue and Shaw Avenue. This area is envisioned as an existing activity center for the City of Fresno that will ultimately be a key node on the Blackstone Avenue bus rapid transit line. As part of the study, Kittelson is developing traffic analysis and a microsimulation model of the surrounding area, including ramp terminal intersections for State Route 41, to evaluate existing and future complete streets-focused alternative scenarios. Kittelson will also help to lead a design event with the local Fresno Metro Ministry community organization to assess existing experiences of the area and will identify and prioritize enhancements to the study area.

THE VERANDA SHOPPING CENTER EIR, CONCORD, CA

Kittelson performed an environmental impact review of the proposed redevelopment of a 620,000-sf office building on 30 acres of land into a 350,000 sf shopping center of high-end retail businesses, a movie theater, and restaurants. Aaron led the development of the transportation and circulation element of The Veranda Shopping Center EIR. He also assessed the project's impact on pedestrians, bicycles, transit passengers, and vehicles at 40 intersections using the Vistro software analysis package. Freeway segments were also studied for SR 24, SR 242, SR 4, and I-680. These analyses were done for the traditional AM and PM peak hours as well as Saturday peak hour to account for the unique trip generation of a shopping center.

MEASURE DD ADDENDUM EIR TRANSPORTATION STUDY, OAKLAND, CA

Kittelson performed a traffic study to refine the street system adjacent to Lake Merritt to improve pedestrian and bicycle access in support of expansion of Snow Park and creation of a pedestrian promenade leading to an amphitheater on the lake. Aaron was Kittelson's project manager for this reconstruction of Lakeside Drive and Harrison Street adjacent to Lake Merritt that is providing bicycle facilities and a better connection between Snow Park and the lake. As the consultant team's traffic engineer on the project, Aaron performed traffic operations analyses to determine the revised lane configurations for the intersections within the project limits. Aaron also determined the signal phasing plans for the new intersections, which include protected bicycle signals and new pedestrian crossings.

Jon Wells, PE

Jon is a consulting engineer with a focus on water and wastewater system hydraulic modeling and master planning. He brings extensive experience in wastewater hydraulic modeling using a wide variety of software applications. Additionally, Jon has experience in developing flow monitoring plans, interpreting and analyzing flow monitoring data, and using flow monitoring data to develop dry weather and wet weather flow components for collection systems. Jon's collection system work, particularly in the Bay Area, is in accordance with the State Water Resources Control Board's Statewide General Waste Discharge Requirements for Sanitary Sewer Systems. His experience includes serving as project manager or project engineer on numerous wastewater master plans, hydraulic model updates, and capacity assessments.

EXPERIENCE

General Plan Update, City of Napa, CA: Project Engineer leading the sewer and wastewater analysis. West Yost is providing potable water, sewer, storm drainage, recycled water, and flood control infrastructure support for the City of Napa. Work tasks include the existing utilities background report, analysis of land use alternatives, preferred land use plan, review and comment on policies and CEQA for the General Plan Update.

General Plan Update, City of Lake Forest, CA: Project Manager and Sewer and Wastewater Lead. Jon developed planning-level existing condition and future condition evaluations for potable water, stormwater, and wastewater infrastructure in the City. As part of these evaluations, he integrated service data from three separate special districts that provide potable water and wastewater service to the City. The existing conditions report identified and summarized major infrastructure issues, presented infrastructure maps, and presented charts of past water demands and wastewater flows. Two separate future general plan update scenarios were analyzed for impact to these utilities.

2017 Collection System Flow Monitoring Program, Dublin San Ramon Services District, CA: Project Manager responsible for expedited flow monitoring plan, implementation, and data delivery. Coordinating all aspects of the project with District, City of Dublin, City of San Ramon, and West Yost staff.

Wastewater Collection System Master Plan Update, Selma-Kingsburg-Fowler County Sanitation District, Kingsburg, CA: Project Manager responsible for overall project delivery. Directly oversaw development of model and capacity projections. This project provided the District's three member agencies (the cities of Selma, Kingsburg, and Fowler) an infrastructure plan for future growth that accurately reflects recent changes caused by both the economic downturn and the recent drought. Because areas within the District have experienced significant infiltration and inflow (I/I), the project evaluated cost-effective I/I reduction methods in conjunction with prioritized sewer and pump station capacity improvement projects. West Yost also developed maintenance SOP's; conducted a preventative maintenance program evaluation; performed a comprehensive business risk assessment that provides a risk-based



Staff Title: Principal Engineer I

Years of Experience: 17

Professional Registrations

- Professional Civil Engineer, California No. 67782

Education

- MS, Environmental Engineering and Science, Stanford University
- BS, Civil Engineering, Stanford University

Professional Affiliations

- California Water Environment Association
- California Association of Sanitation Agencies

prioritized CIP; and developed web-based GIS project mapping and detailed CIP project sheets to convey project triggers and details to the District's staff, member agency staff, and other stakeholders.

Murrieta Service Area Water Master Plan Update, Western Municipal Water District, Riverside, CA: Project Manager responsible for developing a comprehensive water master plan update, including an updated Capital Improvements Program (CIP), for the Murrieta Service Area of Western Municipal Water District. The hydraulic model for the service area was updated with the latest demand projections that accounted for drought response and the most recent growth projections for the area. The updated hydraulic model was used to evaluate three separate supply alternatives to meet daily operational needs. Fire flow analyses were also performed for existing and future conditions. The results of these analyses is a CIP with conceptual-level costs that identifies infrastructure and costs required for each possible supply alternative, as well as infrastructure and costs required to meet fire flow requirements now and in the future. The infrastructure includes upgrades to existing infrastructure as well as new alignments need to serve the entire service area through build-out conditions.

Livermore Wastewater Collection System Master Plan, City of Livermore, CA: Project Manager for sewer portion of combined water and wastewater master plans. Oversaw development of ADWF projections based upon the updated wastewater unit flow factors and the water demand projections, including rebound. Oversaw review of the the City's existing H₂OMAP Sewer hydraulic model including update to develop pipe network that includes all gravity mains and force mains, preserving a one-to-one relationship with the City's GIS. Currently finalizing development of a Capital Improvement Plan including project description, location, size and costs, developed from conceptual-level cost data and recent bid results with the recommended timing for future system improvements.

Private Sewer Lateral Work Plan, Port of Oakland, Oakland, CA: Project Engineer, assisted the Port of Oakland with implementation of private sewer lateral (PSL) workplan to update sewer lateral inventory and mapping in preparation for compliance with East Bay Municipal Utilities District's (EBMUD) Regional Private Sewer Lateral Ordinance. The project included field mapping and interviews with maintenance staff in order identify private sewer laterals, coordination with EBMUD and the Port's revenue divisions regarding implementation of the PSL ordinance; reviewing the Port's sewer system management plan, and developing a draft PSL framework for ongoing compliance with the Regional Ordinance.

McCall Avenue Sewer Rehabilitation, Selma-Kingsburg-Fowler County Sanitation District, Kingsburg, CA: Hydraulic Modeling Lead for the capacity analysis portion of the project. Oversaw the update of a portion of the District's sewer system hydraulic model, incorporating the District's 2035 General Plan Update. Developed hydraulic modeling scenarios for the three project alternatives in order to perform the hydraulic evaluation of the alternatives. Performed QA/QC on hydraulic modeling results generated from the analysis.

Basin 48 Sewer Master Planning, City of Sacramento, CA: Project Manager for the development of a master plan for a separated basin. Oversaw development of a "build-out" hydraulic model using InfoSewer™ based on the City's 2035 General Plan land uses and assuming 2-year, 5-year, and 10-year return frequency rainfall events to test the sensitivity of the basin capacity to various storm intensities. Identified hydraulic deficiencies (and causes) within the collection system based on dry and wet weather conditions and determined whether the collection system is most severely affected by short-duration, intense storms, or longer duration storms. Developed improvement alternatives for both the capacity and condition-related issues identified in the Basin 48 collection system for both current and build-out conditions. Oversaw condition assessment and risk prioritization for condition of pump stations, manholes, and gravity mains within the basin. Developed prioritized, risk-based CIP for the basin.

Sanitary Sewer Master Plan Update, City of West Sacramento, CA: Project Manager for a comprehensive Sewer Master Plan for the City of West Sacramento. The comprehensive master plan includes a hydraulic analysis of existing and future capacity to provide capacity for anticipated growth, and a condition analysis to provide a risk-based prioritized rehabilitation and repair plan for existing infrastructure. The capacity improvement projects and rehabilitation/repair projects will be integrated into a prioritized CIP that results in a financial analysis and new connection fees.

Capacity Assurance Report, City of Millbrae, CA: Project Engineer for Hydraulic Modeling. Evaluated flow monitoring data and water demand data to create sewer flows for hydraulic model. Developed hydraulic model for evaluation of Peak Dry Weather Flow and Peak Wet Weather Flow in collection system. Evaluation will be used to develop a Capital Improvement Program.

Jim Connell, PE

Jim Connell has 28 years of experience in water and sewer master planning and design, including condition assessments, flow monitoring, computer modeling, rehabilitation planning, cost estimating, and capital improvement program development. He has extensive experience in planning and design of municipal infrastructure systems and has completed successful designs for a variety of facilities, including major expansion, rehabilitation, and new construction at a number of water and wastewater treatment plants in California and New England.

EXPERIENCE

Water Supply Assessments for Vineyards at Sand Creek and Aviano Farms, City of Antioch, CA: Prepared Water Supply Assessments (WSAs) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the Vineyards at Sand Creek and Aviano Farms projects. Both projects are primarily residential projects to be developed in the Sand Creek Focus Area, located in the southwest portion of the City of Antioch. Work included comparing water supply and demand information and preparing the SB 610 WSA document. Work also included updating the City's existing water distribution system hydraulic model and recommending water distribution pipeline diameters and alignments to serve potable water demand and fire flows throughout the proposed developments.

Water Supply Assessment for Amoruso Ranch Specific Plan, City of Roseville, CA: Project Manager for preparation of a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the Amoruso Ranch Specific Plan development project in the City of Roseville. The project is a residential project to be developed northwest of the City limits and will include annexation. Work included preparing a water demand projection for the project, comparing the City's water supply and projected demand, and preparing the SB 610 WSA document.

Water Supply Assessment for Oakwood Trails, City of Manteca/De Novo Planning: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the Oakwood Trails project. The project is a residential project to be developed in the southwest side of the City. Work included preparing a water demand projection for the project, comparing the City's water supply and projected demand, and preparing the SB 610 WSA document.

Water Supply Assessment for Watson Ranch, City of American Canyon/McGrath Properties: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the Watson Ranch/Town Center development project in the City of American Canyon. The project is a mixed use project that will create a new Town Center with shops, entertainment venues, restaurants, a brewery, and a residential neighborhood. Work included preparing a water demand projection for the project, comparing the City's water supply and projected demand, and preparing the SB 610 WSA document.



Professional Registration

- Professional Civil Engineer, California No. 63052

Education

- MS, Civil Engineering, University of Wyoming, Laramie, WY
- BS, Civil Engineering, Worcester Polytechnic Institute, Worcester, MA

Water Supply Assessment – South of Woodward Avenue for North Development, City of Manteca/Raney Planning and Management: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the South of Woodward Avenue - North project in the City of Manteca. The project is a residential project to be developed the southeast side of the City. Work included preparing a water demand projection for the project, comparing the City's water supply and projected demand, and preparing the SB 610 WSA document.

Water Supply Assessment, South Lathrop Specific Plan, City of Lathrop/De Novo Planning: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for the South Lathrop Specific Plan project, a commercial and industrial park proposed to be constructed on a 315-acre site to be annexed into the City of Lathrop. Work included comparing water supply and demand information and preparing the SB 610 WSA document.

Water Supply Assessment for Manteca Family Entertainment Zone Phase 1; De Novo Planning Group, Sacramento, CA: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for Phase 1 of the City of Manteca's Family Entertainment Zone (FEZ). Phase 1 is anticipated to include an indoor water park, a 500 room hotel, and conference center. Work included comparing water supply and demand information and preparing the SB 610 WSA document.

Water Supply Assessment, The Cannery Project, City of Davis/De Novo Planning: Prepared a Water Supply Assessment (WSA) in conformance with Senate Bill (SB) 610 to document the availability of water supply for The Cannery project, a mixed use development proposed to be constructed on the former Hunt-Wesson cannery site in the City of Davis. Work included conducting a groundwater source sufficiency evaluation, comparing water supply and demand information, and preparing the SB 610 WSA document. Several tiers of potential water supply sources were documented, including the existing groundwater well agreement, the City's current 100 percent groundwater system, and the regional surface water project with City of Woodland and UC Davis.

2015 Urban Water Management Plan, City of Santa Rosa, CA: Project Engineer for the preparation of a 2015 Urban Water Management Plan (UWMP) for the City of Santa Rosa. Tasks include review of water demand projections, water supply availability and reliability from the Sonoma County Water Agency and City groundwater wells, SBx7-7 compliance, demand management measures, and the City's water shortage contingency plan. 2015 UWMP to be prepared in compliance with the requirements of the California Water Code and

Department of Water Resources' Guidebook for the Preparation of 2015 UWMPs.

2015 Urban Water Management Plan Update, City of Roseville, CA: Project Manager for preparation of the 2015 Urban Water Management Plan Update for the City of Roseville in compliance with the Urban Water Management Planning Act, as amended. Work included reviewing potable water demand projections, analysis of available potable and non-potable water supplies, preparing water conservation requirement calculations for compliance with the Water Conservation Act of 2009 (SB x7-7), preparing the draft and final Urban Water Management Plan reports, and providing a presentation to City Council.

2015 Urban Water Management Plan Update, City of Antioch, CA: Project Manager for preparation of the 2015 Urban Water Management Plan Update for the City of Antioch in compliance with the Urban Water Management Planning Act, as amended. Work included preparing potable water demand projections, analysis of available potable and non-potable water supplies, preparing water conservation requirement calculations for compliance with the Water Conservation Act of 2009 (SB x7-7), preparing the draft and final Urban Water Management Plan reports, and providing a presentation to City Council.

Tahoe City Water Master Plan, Tahoe City Public Utility District, Tahoe City, CA: Developed a Water System Master Plan to enable the Tahoe City Public Utility District to meet the water needs of its customers. Work included building and calibrating the water distribution hydraulic model for the District's three main distribution systems, determining system deficiencies, developing recommended upgrades, and developing a phased approach for a draft Capital Improvement Program to implement the recommended upgrades. Final project will include completion of the draft Water System Master Plan for District review, incorporating District comments on the draft Capital Improvement Program.

Review of City's Water Supply from Regional Surface Water Supply Project, City of Modesto, CA: Project Engineer for the City of Modesto Review of Supply from Regional Surface Water Supply Project (RSWSP). The City of Modesto has been involved with the Stanislaus Regional Water Authority RSWSP for several years. The City's existing surface water supply from the Modesto Irrigation District has place of use restrictions that prevent the City from conveying MID surface water across the Tuolumne River to South Modesto. The RSWSP would treat and convey surface water from the Turlock Irrigation District to South Modesto. The City asked West Yost to review the projected water demands in the South Modesto service area and associated infrastructure that would be needed to receive and deliver the surface water to the South Modesto potable water service area.

Elizabeth Drayer, PE

Elizabeth Drayer has 30 years of experience in water resources engineering with an emphasis in water supply planning and design. She is experienced in the preparation of water and utility master plans, water supply assessments, groundwater studies, urban water management plans, drought shortage contingency plans, facility operations plans, emergency operations plans, evaluation of existing and future demands, identification of system deficiencies, and development of recommendations for capital improvements.

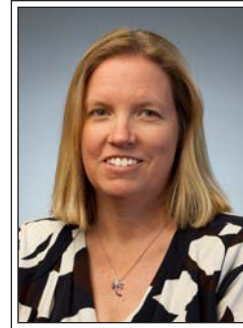
EXPERIENCE

Water Supply Assessment for AT Dublin Development Project, Dublin San Ramon Services District, Dublin, CA: Project Manager for the preparation of a Water Supply Assessment (WSA) for the proposed AT Dublin Development conforming to the requirements of SB 610. The WSA evaluated the projected water demands for the AT Dublin development and assessed whether adequate water supplies were available from DSRSD to serve the project under normal, single dry and multiple dry year conditions. The WSA was adopted by the DSRSD Board of Directors and will be included in the Draft EIR for the AT Dublin Project.

Water and Sewer Capacity Evaluation for AT Dublin Development Project, Dublin San Ramon Services District, Dublin, CA: QA/QC reviewer for the evaluation of DSRSD's potable water, recycled water and collection system capacity to serve the proposed AT Dublin development project. Tasks included review of evaluation results and findings and review of the technical memorandum documenting the results of the potable water, recycled water and collection system evaluations.

Water Supply Assessment for Isabel Neighborhood Plan, City of Livermore, CA: Project Manager for the preparation of a Water Supply Assessment (WSA) for the proposal Isabel Neighborhood Plan located in Livermore. A core component of the Isabel Neighborhood Plan is the proposed extension of Bay Area Rapid Transit (BART) from Dublin to Livermore, along with new residential and commercial development surrounding the proposed new BART station in Livermore. The project, if developed, would be served partially by the City of Livermore and partially by the California Water Service Company (Cal Water) Livermore District. The project involved coordination with the City of Livermore, Cal Water, and the Zone 7 Water Agency, the area's water wholesaler. The WSA evaluated the projected water demands for the Isabel Neighborhood Plan in the City and Cal Water service areas and assessed whether adequate water supplies were available to serve the project under normal, single dry and multiple dry year conditions.

Water Supply Assessment for the Tracy Hills Specific Plan, City of Tracy, CA: Project Manager for the preparation of a Water Supply Assessment, in accordance with the requirements of California Senate Bill 610, for the City of Tracy's proposed Tracy Hills Specific Plan. The Proposed Project includes 5,499 residential dwelling units with housing types ranging from residential estate to apartments and condominiums. Non-residential land uses include light



Professional Registrations

- Professional Civil Engineer, California No. 46872

Education

- MS, Structural Engineering, University of California, Berkeley
- BS, Civil Engineering, University of California, Berkeley

Certifications

- Underground Storage Tank Installation
- UC Davis Extension, 32-hour Course, Groundwater Hydrology
- UC Davis Extension, 32-hour Course, Principles of Toxicology

Professional Affiliations

- American Society of Civil Engineers
- American Water Works Association

industrial, office, commercial, business park, schools, neighborhood parks and open space. Tasks included preparation of estimates of the projected water demand for the proposed project and, together with the City's other projected water demands, comparison to the City's anticipated available supplies under normal, single dry, and multiple dry year hydrologic conditions. This comparison was then used to determine the sufficiency of the City's existing available water supplies (including surface water supplies purchased from the Bureau of Reclamation, treated surface water purchased from the South San Joaquin Irrigation District's South County Surface Water Supply Project, and local groundwater), new water supplies from the Byron Bethany Irrigation District, and recycled water to meet the projected water demands of the City's existing and future customers (consistent with the City's 2010 Urban Water Management Plan and General Plan) and the proposed project under normal, single dry, and multiple dry years through the year 2035.

Water Supply Assessment for Tracy's Ellis Specific Plan, City of Tracy, CA: Project Engineer for the preparation of a Water Supply Assessment, in accordance with the requirements of California Senate Bill 610, for the City of Tracy's proposed Tracy Ellis Specific Plan. The proposed project includes a mix of residential, commercial, and recreational uses covering approximately 320 acres. Tasks included preparation of estimates of the projected water demand for the proposed project and, together with the City's other projected water demands, comparison to the City's anticipated available supplies under normal, single dry, and multiple dry year hydrologic conditions. This comparison was then used to determine the sufficiency of the City's available water supplies (including surface water supplies purchased from the Bureau of Reclamation, treated surface water purchased from the South San Joaquin Irrigation District's South County Surface Water Supply Project, and local groundwater) to meet the projected water demands of the City's existing and future customers (consistent with the City's Urban Water Management Plan and General Plan) and the proposed project under normal, single dry, and multiple dry years through the year 2030.

2015 Urban Water Management Plans, Various Clients: Served as the leader and coordinator of West Yost's 2015 Urban Water Management Plan (UWMP) development team, responsible for review and interpretation of Department of Water Resources (DWR) UWMP requirements and tools (including UWMP standard tables, population tool and AWWA water audit software), development of practical approaches for UWMP preparation, understanding of information and data requirements, development of standardized document outlines and templates, liaison with DWR's UWMP staff, team coordination and communications, and quality assurance/quality control. Under Elizabeth's

leadership, the West Yost team prepared sixteen 2015 UWMPs, all of which were determined by DWR to address the requirements of the California Water Code. As summarized below, 2015 UWMPs were prepared for the cities of Antioch, Modesto, Pleasanton, Roseville, Sacramento, San Bruno, Santa Rosa, Turlock, Ukiah, and Woodland, as well as the Coastside County Water District, Dublin San Ramon Services District, Fontana Water Company, Mountain House Community Services District, Olivehurst Public Utility District, and Woodland-Davis Clean Water Agency.

Water Master Plan, City of Livermore, CA: Project Manager for the preparation of a Water Master Plan for the City of Livermore. Tasks included detailed evaluation of existing and projected future demands, including an evaluation of projected demand rebound following the drought, and evaluation of projected future demand based on planned new developments and development of vacant parcels. Demand projections were coordinated with the City's preparation of its 2015 Urban Water Management Plan and compliance with SBx7-7 per capita water use targets. A recommended Capital Improvement Plan was developed based on identified existing and future water system improvements.

Water System Master Plan and Capacity Reserve Fee Study, Dublin San Ramon Services District, Dublin, CA: Project Manager for the preparation of a Water System Master Plan and Capacity Reserve Fee Study for the District. Tasks included a review and update of the District's system performance criteria; development of potable and recycled water demand projections; update of hydraulic water system models for the potable and recycled water systems; hydraulic analysis of existing and future conditions including 2020, buildout (based on adopted general plans), and ultimate planning horizons; development of a prioritized capital improvement plan; and performance of a water system capacity reserve fee study.

Sacramento River Water Reliability Study, Phase I, Placer County Water Agency, Auburn, CA: Project Engineer for a multi-agency study involving stakeholders throughout the Sacramento area. The goal of the project is to regionally enhance water supply diversity and reliability, increase sustainability of regional groundwater supplies, and increase environmental protection in the American River watershed. The Phase I Study is a conceptual plan for the implementation and funding of the project and includes project phasing, project alternatives, and estimated planning-level costs. Tasks included evaluation of required pipeline diameters, alternative alignments and potential phasing and conceptual costs for transmission mains from the proposed river diversion to two alternative water treatment plant locations (raw water pipelines) and from the water treatment plant locations to proposed project participants (treated water pipelines).



Mike Dickerson has a passion for the science of sound and vibration and has worked professionally in acoustical engineering since 2002. He received his Bachelor of Science degree in Physics, emphasizing in acoustics from Brigham Young University in Utah. He is currently a member of the Institute of Noise Control Engineers (INCE). Motivated by professional growth and opportunity, Mr. Dickerson formed his own acoustical engineering firm, MD Acoustics in 2012.

Mr. Dickerson's versatile experience includes leading and assisting in the design and review of many facets of acoustical engineering and air quality projects, including but not limited to air/noise assessments, ceiling/floor assembly design, architectural design,

acoustical product design, vibration analysis and noise mitigation strategies.

Prior to starting his own consulting firm, Mr. Dickerson worked for Sony Entertainment, Parsons, and RK Engineering. He has successfully completed over 2,200 acoustical/air quality assessment reports for various engineering companies, municipalities and other agencies (both public and private). His strategic project planning and cost effective management solutions enabled him to excel in the field of Acoustics and project management.

In 2011, Mr. Dickerson was asked to present a paper at the Acoustical Society of America Seattle, Washington Conference on his research and work on noise and vibration in Cockpit Door Modules. MD continues to work closely with many engineering disciplines and provides quality results.

Education

Brigham Young University
B.S., Physics (Acoustics), 2005

Affiliations and Awards

Institute of Noise Control Engineers (INCE)
Acoustical Society of America (ASA)
BYU Acoustic Research Group
Association of Environmental Planners (AEP)

Representative Project Experience

Architectural Acoustics Assessment/Design

- Monterrey Park Residential and Hotel Mixed Use Development, Monterrey Park, CA
- 57 Wheeler Mixed Use Development, Arcadia, CA
- Melrose Triangle Mixed Use Development, West Hollywood, CA

- Britanna at Oyster Point, South San Francisco, CA
- Marina City Club, Marina Del Rey, CA
- Wells Fargo Corporate Office, Chandler, AZ
- Peoria Sports Complex – Seattle Mariners Lobby, Peoria, AZ
- Intel Corporation CH5-216/217, Chandler, AZ
- Revolt Studio, Hollywood, CA
- Mammoth Rock and Bowl, Mammoth Lakes, CA
- Rubios Restaurant, San Diego, CA
- Americana at Brand, Glendale, CA
- 6300 Hollywood Blvd Retail Space, Hollywood, CA
- Calvary Church Renovations, Santa Ana, CA

Noise and Vibration Assessment

- Central Metal Incorporated Reclamation Plant Expansion, Los Angeles, CA
- Sonora Commons – North Gateway Transfer Station, Phoenix, AZ
- Hotel and Water Park Development, Garden Grove, CA
- Longbow Development Aircraft Noise, Mesa, AZ
- La Ventilla Development I-10 Freeway, Goodyear, AZ
- Wells Park Pump Improvement, Chino Hills, CA
- Hog Wash Car Wash, Phoenix, AZ

Oil and Gas Noise and Vibration Assessment

- La Goleta Storage Field Enhancement, Santa Barbara County, CA
- Whittier Workman Mill Road Oil Rig Drilling Operation, Los Angeles County, CA
- La Goleta Storage Compressor Vibration, Santa Barbara County, CA
- Mills Station Excavation Noise and Vibration, Ventura, CA

Highway/Airport/Rail Noise and Vibration

- Caltrans Yucaipa Bridge Box Culvert Improvement, Yucaipa, CA
- Caltrans SR-110 Freeway Expansion, Los Angeles, CA
- Jackson Hole Airport Noise Contours and Flight Path Evaluation, Jackson Hole, WY
- Light Rail Transit Exposition Blvd to Culver Dr, Los Angeles, CA

Telecommunications

- T-Mobile Telecommunication Tower, Calabasas, CA
- T-Mobile Telecommunication Tower, Malibu, CA
- Verizon Wireless Telecommunication Tower, Santa Clarita

Construction Noise and Vibration

- La Goleta Storage Field Enhancement (1-yr construction monitoring), Santa Barbara County, CA
- Westin Bonaventure Hotel, Los Angeles, CA

EDUCATION

1999 M.A., Anthropology (Archaeology), Harvard University, Cambridge
1995 B.A., Anthropology, University of Pennsylvania, Philadelphia

SUMMARY QUALIFICATIONS

Ms. Martinez is a qualified archaeologist with 21 years of experience in archaeological fieldwork, research, and curation. She has expertise in the planning, implementation, and completion of all phases of archaeological work and has participated in archaeological investigations as a principal investigator, crew member, and tribal monitor. She meets national standards in archaeology set by the Secretary of Interior's *Standards and Guidelines for Archaeology and Historic Preservation*. Her experience also includes compliance with CEQA, NEPA, NHPA Sec. 106, NAGPRA, SB 18, AB 52, California General Order 131-D exemption, and other cultural resource laws. Ms. Martinez has managed technical assessments and prepared cultural resources sections for EIR, EIS, and PEA documents. In addition, Ms. Martinez has extensive experience consulting with Native American leaders and community members in a variety of contexts.

SELECTED PROJECTS

Veterans Affairs Long Beach Health Systems (VALBHS), Cultural Resources Services and Native American Monitoring, Long Beach, Los Angeles County, CA. Managed a variety of public works and infrastructure improvements on the VALBHS campus. Services have included archaeological surveys, testing, archaeological monitoring, providing and managing Gabrielino (Tongva) Native American monitoring, and compliance reporting. Native American monitoring was provided on a rotating basis from a number of Gabrielino (Tongva) tribes as per a Memorandum of Agreement between the VALBHS, State Historic Preservation Office. Projects on the campus included an intensive-level archaeological survey utilizing ground penetrating radar and magnetometry to identify subsurface cultural debris, accurately map abandoned utilities, locate a historic trash pit within the APE, archaeological and Native American monitoring of construction activities of the Fisher House and Golf Course project area. Principal Archaeologist. 2014-2018

Longboat Solar Photovoltaic, EDF Renewable Energy, Barstow and Lenwood, San Bernardino County, CA. The project was construction of a new solar facility. Managed the cultural resources assessment including Phase I and Extended Phase I studies to support MND for this ~235-acre site. Managed archaeological monitoring, Native American coordination, Phase II testing, and was co-author of the treatment plan and compliance report. Sub to Environmental Intelligence. Project Manager/Principal Investigator. 2015-2017

Temecula Gateway EIR, Temecula, Riverside County, CA. Record search, Sacred Lands search, NAHC consultation, field survey of 8.8-acre site, GIS mapping to support cultural resources assessment. Reviewed and edited cultural resources report. Sub to Michael Baker/PMC. Task Manager. 2015

Lyon Subdivision EIR, Coto de Caza, Orange County, CA. Managed cultural and paleontological resources technical studies to support preparation of an EIR for the proposed subdivision of an existing large estate for development of 28 new residential lots on approximately 50-57 acres of land. The existing land is predominantly a citrus orchard. The lead agency for the Project is the City of Coto de Caza. Sub to CAA Planning. Project Manager. 2015

Valley Corridor Specific Plan EIR, Bloomington, San Bernardino County, CA. Managed an assessment to identify any archaeological, historical, or paleontological resources present in the Project Area (PA). The PA encompasses approximately 354 acres and entailed the designation of five land use districts that included the building of 1,093 residential units and 1,882,428 sf of nonresidential building space. Supervised record search, Sacred Lands search, Native American consultation, and GIS mapping. Edited technical report with impact analysis that determined moderate sensitivity to cultural resources and recommended preparation of mitigation plans. Sub to PlaceWorks. Task Manager. 2015

Hidden Oaks Country Club Specific Plan and TT 18869, Chino Hills, San Bernardino County, CA. Managed cultural and paleontological resources assessments, assisted the City with SB 18 compliance, and responded to the cultural section of the project EIR comment for this proposed 537-acre residential project with minimum 5-acre per lot constraints. Services included records search, Sacred Lands search, NAHC consultation, field survey, and mitigation recommendations. Authored sections of the report. Principal Archaeologist. 2015