



COMMUNITY DEVELOPMENT DEPARTMENT

Council Meeting Date: March 20, 2007
Staff Report #: 07-047

Agenda Item #: F2

REGULAR BUSINESS: Selection of Dyett & Bhatia as a Consultant for a Vision and Strategic Plan for the El Camino Real Corridor and Santa Cruz Avenue Downtown Area and Adoption of a Resolution to Appropriate a Not-To-Exceed Amount of \$135,000 from the General Fund Reserve for Consultant Services and Contingencies.

RECOMMENDATION

Staff recommends that the City Council select Dyett & Bhatia as a consultant for a vision and strategic plan for the El Camino Real Corridor and Santa Cruz Avenue Downtown Area and adopt a resolution (Attachment A) to appropriate \$135,000 from the General Fund Reserve for these consultant services and contingencies.

ANALYSIS

At its retreat of January 6, 2007, the City Council identified a goal related to land use and economic development planning for El Camino Real and the Downtown. On February 12, 2007, the City Council held a special study session to discuss options for pursuing a plan for the El Camino Real Corridor and the Downtown Santa Cruz Avenue area. The goal statement presented to the Council on February 12 and an updated goal reflecting feedback provide at the February 12 meeting are listed below.

Draft Goal Statement Presented on February 12, 2007:

Create a plan for the El Camino Real Corridor and Santa Cruz Avenue downtown to identify a vision for the area and establish strategies for increasing economic vitality and guiding decisions on land use and transportation proposals.

Updated Goal Statement Based on Council Feedback on February 12, 2007:

Engage in a community outreach process to identify a vision and establish implementation strategies by the end of June 2007 for guiding policy decisions on land use and transportation proposals in the El Camino Real corridor and Santa Cruz Avenue area.

On February 12, the Council also directed staff to obtain a proposal from the firm Dyett & Bhatia for Phase I to pursue this planning effort, which is referred to as the Vision and Strategic Plan for El Camino Real/Santa Cruz Avenue. The proposal (Attachment B) includes the following sections: 1) Approach and Methodology, 2) Scope of Work, 3) Qualifications and 4) Key Personnel. Dyett & Bhatia is the firm that is currently under contract for the Commercial Zoning Ordinance Update, a project that is on hold. More information regarding the Dyett & Bhatia is available at <http://www.dyettandbhatia.com/> and more information about the Commercial Zoning Ordinance Update is available at http://www.menlopark.org/projects/comdev_cs.htm.

The scope of work includes a base proposal totaling \$75,000 plus optional elements of \$45,500 for a grand total of \$120,500. The following table summarizes the base proposal plus the optional elements.

Item	Task	Amount
Base Proposal		\$ 75,000
Guidebook	2D.1	\$ 8,500
Tour	2D.2	\$ 4,000
Mailed Survey	2F.1	\$ 12,500
Intercept Survey	2F.2	\$ 12,500
Medical Office Analysis	2H	\$ 8,000
Subtotal Optional Elements		\$ 45,500
Total		\$ 120,500

The Council should provide direction as to which if any optional elements it would like to pursue. The base proposal includes two public meetings and stakeholder interviews. The optional elements include the potential for one additional public meeting in the form of a tour of either the study area and/or nearby communities and two potential public outreach tools in the forms of a mailed survey and an intercept survey. The other optional element related to the study area includes the preparation of a guidebook, which could be used in conjunction with the tour or used separately as a resource document and associated with self-guided tours. Additionally, the proposal includes an optional medical office analysis, which could provide helpful information for the study area, but the analysis would focus Citywide.

The consultant's budget does not include certain City obligations, most importantly the costs associated with preparing notices for public meetings and the optional mailed survey. If all optional items were pursued, staff envisions sending one citywide notice advertising the tour, community visioning workshop, and forthcoming survey and one citywide notice for the Council workshop. The mailed survey would require the payment of postage both inbound and outbound. Each citywide mailing would cost approximately \$3,000. In addition to the mailing, the City would also pay for the transportation arrangements associated with a tour. Two buses that could

accommodate a total of 50 people would cost approximately \$600 for four hours. These additional unbudgeted costs total \$12,600. In order to cover these costs and provide flexibility regarding the consultant contract if the need for additional work arises, staff is requesting a contingency of \$14,500 for a total not-to-exceed amount of \$135,000. If the Council decides to not pursue certain aspects of the scope of work, then the not-to-exceed amount would be reduced by a corresponding amount.

IMPACT ON CITY RESOURCES

Pursuit of the Vision and Strategic Plan would require both staff resources dedicated to the project, as well as an appropriation of \$135,000 from the General Fund Reserve for consultant services and contingencies.

POLICY ISSUES

The Vision and Strategic Plan would be a planning study to guide future policy decisions related to land use and infrastructure proposals.

ENVIRONMENTAL REVIEW

Pursuit of a Vision and Strategic Plan would be considered a planning study and as such would not be considered a project requiring environmental review under the California Environmental Quality Act (CEQA). Staff estimates that subsequent work during Phase II on a Specific Plan or comparable document would require the preparation of an Environmental Impact Report.

Justin Murphy
Acting Community Development Director
Report Author

PUBLIC NOTICE

Public Notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting.

ATTACHMENTS

- A. Resolution of the City of Menlo Park Appropriating Funds for Consultant Services
- B. Dyett & Bhatia Proposal

ATTACHMENT A

RESOLUTION NO. ____

**RESOLUTION OF THE CITY OF MENLO PARK APPROPRIATING
ADDITIONAL FUNDS FOR PLANNING CONSULTANT SERVICES**

The City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefore,

BE IT AND IT IS HEREBY RESOLVED by the City Council of the City of Menlo Park that the City Council does hereby approve an additional appropriation of \$135,000 from the General Fund Reserve in Fiscal Year 2006-2007 to fund planning consultant services and contingencies.

I, SILVIA M. VONDERLINDEN, City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said Council on March 20, 2007, by the following vote:

AYES: Council Members:

NOES: Council Members:

ABSENT: Council Members:

ABSTAIN: Council Members:

I further certify that the foregoing copy of said Resolution is a true and correct copy of the original on file in the office of the City Clerk, Civic Center, Menlo Park, California.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City, this ____ day of _____, 2007.

SILVIA M. VONDERLINDEN, City Clerk

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I. Approach and Methodology

This section provides an overview of our approach to preparing a Vision and Strategic Plan for the El Camino Real and Santa Cruz Avenue area, building on our understanding of City Council direction at the February 12, 2007 meeting. Section 2 provides a Scope of Work, accompanied by a proposed schedule and budget. A summary of the qualifications of the firm are included in section 3, and our key personnel assigned to the project are highlighted in section 4.

APPROACH TO VISIONING AND STRATEGIC PLAN

Menlo Park is a distinctive Peninsula city. It has livable neighborhoods, well-designed buildings, generally defined edges, and distinctive areas that endow it with a sense of place. Residents are also passionate about planning and quality of life. The City Council has identified the need for more detailed planning for El Camino Real and Santa Cruz Avenue as a priority and requested that a community visioning process be initiated to create a Strategic Plan that would be ready for their consideration by June 30, 2007.

ADDRESSING CITY COUNCIL CONCERNS

Dyett & Bhatia will specifically address the concerns raised by the City Council at the Special Meeting on February 12, 2007. The Council decided to plan the El Camino Real and Santa Cruz Avenue area in two phases. The first phase would culminate with a Vision and Strategic Plan. The second phase would include the preparation of a Specific Plan, or similar document, with environmental review documents.

Phase 1 is to include:

- A review of the Downtown and corridor plans from nearby cities;
- Technical analysis and review of the previous plans completed for the El Camino and Santa Cruz Avenue area;
- A process for soliciting and incorporating community input into the vision and priorities for Downtown and the El Camino corridor; and
- A strategic action plan for Phase 2 of the planning process, including:
 - Vision Statement;
 - Goals; and
 - A detailed work program for preparing a Specific Plan, which will include graphic simulations to illustrate land use and urban design concepts.

LEARNING FROM OTHER CITIES

As part of Phase 1, Dyett & Bhatia will take a close look at Downtown Plans, zoning, design standards and other relevant documents from four Peninsula cities.,

- **Mountain View:** The City of Mountain View adopted a Downtown Precise Plan Update in 2004, which contains use and development standards, as well as parking, density, historical preservation and administrative standards.

- **Redwood City:** A Draft Downtown Precise Plan was circulated for public review in September 2006. It includes sections on Community Intent & Guiding Principles, Development Regulations, and City Actions.
- **San Mateo:** The 1993 Downtown Specific Plan, which includes zoning and design standards, is currently being updated. The City also has an El Camino Real Master Plan.
- **Burlingame:** A Downtown Specific Plan is being developed at this time. The process began with a Downtown Economics Study and an on-going parking study.

LEARNING FROM THE PAST

The area around El Camino Real and Santa Cruz Avenue has been subject to numerous planning efforts in the past, all of which are documented in the City Staff report for the February 12 City Council meeting. Dyett & Bhatia, with the assistance of City staff, will review the relevant documents and incorporate this assessment into the report on a Vision for the Specific Plan. The prior planning will be presented as background for the community meetings, but at this stage in the process residents will not be asked to make choices among proposals in these prior plans. Instead, the focus will be on identifying community concerns and priorities, so specific actions that would address them can be fleshed out for Council consideration.

COMMUNITY INPUT

We propose to gather community input through three methods designed to ensure we reach community leaders, provide a forum to active community members, and reach out to those who do not typically attend workshops:

- **Stakeholders.** We will conduct face-to-face meetings with 20 to 30 stakeholders (in groups of two or three people) to understand their perspective on relevant planning issues in the City in an informal setting, building on the stakeholders interviews we conducted for the Commercial Zoning Ordinance Update. Stakeholders could include business and property owners, developers, architects, City board and commission members, and representatives of neighborhood associations.
- **Community Workshop.** We will prepare for and lead a community workshop, incorporating facilitated small group discussions, which were used during the Commercial Zoning Ordinance Update process. The workshop will include several different visioning activities. Opportunities for residents to “vote” their preferences about critical issues will also be provided.
- **Optional “Discover Downtown Menlo Park and El Camino Corridor” Guidebook and Walking Tour.** As a kickoff, prior to the first community workshop, a “Discover Downtown Menlo Park” Guidebook could be prepared to help people record their impressions about El Camino Real and the Santa Cruz Avenue area during a Saturday morning guided walking/driving tour. We will give an initial orientation at the Civic Center, explaining what we want to learn from the tour – what they like and dislike about areas as they walk; what people are doing and how this affects their experience, and their impressions about buildings and the streetscape; and how they imagine the area to be in 20 years. The kickoff walking/driving tour would help frame the discussion of the City’s vision and land use implementation strategies. In other communities, this has proven to be a valuable technique to help residents learn about the City’s diverse districts and neighborhoods and corresponding issues, and to provide opportunities for input about how these should be resolved. The tour would be structured by sub-

area (e.g. El Camino Real South, El Camino Real Central/Downtown, Rail Station Connections, and Santa Cruz Avenue) so that the findings could be easily synthesized. We would work with City staff on designing the tour and establishing logistics.

- **Optional Citywide Survey.** We could reach out to the community with a mail-in survey, and tabulate responses. Alternatively, an Internet-based survey could be conducted; however, given our experience with having used both of these methods for recent visioning assignments within the last year, we believe that the mail-in survey will result in a greater response rate and will also reach a more representative population. Another option would be to conduct an in-person intercept survey of 300-400 people on El Camino Real and Santa Cruz Avenue, scheduled for a mix of times and days to get a good cross-section.

Through these methods, we would seek an understanding of what people think about the El Camino Real and Santa Cruz Avenue corridor, what a vision for its future might include, and how the City should address that vision through a Specific Plan and related implementation actions. The objective will be to reach a consensus on the primary goals and objectives for the Downtown and the Corridor and recommend major initiatives the City could undertake to achieve them. The process will include identifying circulation, economic, fiscal, and other issues that will have to be analyzed in order to formulate a set of strategies that would be detailed during a subsequent phase. These strategies could include capital improvements, regulations and/or guidelines, new programs, and funding mechanisms.

The Strategic Plan also would include recommendations for future community involvement, including ways to gauge opinions about choices for land use of physical development concepts for specific blocks or sites and to learn preferences for priorities and funding. Options for “real-time” voting on choices that will be presented in community meetings also will be evaluated; we also will determine how 3D architectural modeling should be used to convey urban design concepts.

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2. Scope of Work

The following describes the four tasks proposed by Dyett & Bhatia for the basic scope of work, plus three optional subtasks. A schedule and estimated hours and costs by person and by task are included at the end of this section.

WORK PROGRAM

TASK 1: INITIAL RECONNAISSANCE

At the outset of the project, Dyett & Bhatia (D&B) will meet with City staff to collect all pertinent documents and review the schedule for stakeholders interviews and community involvement.

Other subtasks include:

- A. **Review Existing Plans and Regulations.** Review and summarize in a matrix all existing plans and regulations relating to Downtown (Santa Cruz Avenue area) and the El Camino Real corridor provided by City staff. Identify the key proposals and how issues were to be addressed in each plan. Include a column for comments and questions to staff.
- B. **Meet with Staff.** Participate in a half-day work session with City staff on current planning issues, Council concerns and priorities, and the strengths and weaknesses of prior planning efforts for El Camino Real and the Santa Cruz Avenue area. This work session will include review of the proposed process for involving stakeholders and the larger community in the visioning process. It will also provide background for interviewing stakeholders and the workshop in Task 2.
- C. **Review of Peer Community Downtown and Corridor Planning.** Conduct technical review of Downtown planning in four peer communities on the Peninsula (Burlingame, San Mateo, Redwood City, and Mountain View) and up to two additional communities identified in consultation with City staff. Identify strengths and weaknesses and factors for success.

Meetings: *Informal meeting with City Staff*
Roundtable meeting with Department Heads

Products: *Previous Plan Comparison Matrix*
Memorandum on Peer Community Review

TASK 2: COMMUNITY OUTREACH AND VISIONING

Dyett & Bhatia will conduct a series of meetings to explore the community's vision for the Downtown and the Corridor, find out whether the current General Plan continues to embody the community's vision for its future, and determine what additional goals and strategies are needed.

In addition to these outreach methods, Dyett & Bhatia will work with City staff to engage community members in the visioning process through postings on the City's website, media outreach, and presentations to local community groups.

Specific subtasks include:

- A. **Field Trip with Staff.** Review corridor planning issues in a field trip with City staff (combined with Task 1(B) meeting). Photographs from the field trip, supplemented by prior photographs taken for the Commercial Zoning Ordinance Update, will be used to prepare a PowerPoint presentation illustrating issues for the community workshops. If the optional walking tour is budgeted (Task 2(D)), this field trip also would provide an opportunity to discuss how the walking tour should be structured.
- B. **Stakeholder Questionnaire.** Design a questionnaire that includes pertinent questions on land use, urban design, and development issues, potential inconsistencies between zoning and General Plan policies and regulations, enforcement issues, and other pertinent issues relative to developing a vision for Downtown and the El Camino Corridor in conducting stakeholder interviews (“focus group meetings”). Stakeholders could include business and property owners, realtors, developers, design professionals, City board and commission members, and representatives of neighborhood and community associations. One or two separate sessions could be conducted for Councilmembers on the same day or another time early in the project.
- C. **Stakeholder Interviews.** Prepare for and participate in one day of stakeholder interviews or two, if necessary, to accommodate Councilmembers. City staff will be responsible for identifying and coordinating interviews with stakeholders. With concurrent small group interviews in two or more rooms, up to 30 stakeholders could participate in this process. Issues identified by stakeholders will be classified and sorted to identify common themes and shared concerns. To maintain anonymity, comments will not be attributed to specific participants or groups of participants. Prepare a final “punch list” of issues based on the stakeholder interviewing. Revise based on staff comment.
- D. **Optional Walking/Driving Tour of El Camino Real and Santa Cruz Avenue.** Prepare a walking/guiding tour, including a “Discover Downtown Menlo Park and El Camino Corridor” guidebook with map(s) to enable participants to observe and record their comments about key assets and issues that will help frame the discussion of the City’s vision and land use implementation strategies. Conduct the tour on a Saturday morning, with a bus or buses provided by the City (participants will be asked to RSVP on the City’s website to facilitate logistics). The tour would also be designed to further the community’s understanding of issues and land use concepts that the City Council wants addressed in the El Camino corridor and Santa Cruz Avenue area. As an alternative option, the guidebook, could be designed as a self-guiding tour and made available to City staff for general distribution to the public and publication on the City website. The guidebook would contain questions to participants to record their impressions for area(s) they walk – positive and negative attributes, issues, and opportunities for the future; ideas for implementation strategies – and include blank space for recording of comments. For example, participants might be asked to identify a building or use that they find attractive. If the tour were to include sites outside of Menlo Park, the guidebook might ask people to say whether they would like to see the same specific improvements, features, or solutions in their own community and why. At the conclusion of the walking/driving tour, participants would reconvene and, in small groups, summarize their observations. Results would be documented for use a follow-up community workshop on visioning concepts and goals for the corridor. If the guidebook is prepared as a stand-alone option, it would be distributed with a deadline for returning comments but survey results would not be tabulated or quantified in the summary report.

- E. **Visioning Community Workshop.** Conduct a visioning community workshop focusing on issues and opportunities. Design a series of visioning exercises (for example, writing headlines for a special 2025 issue of *Time* magazine, focusing on Downtown and the El Camino Corridor, small-group discussions of issues and options, and mapping exercises) to ascertain the community's desires for its future, as well as perspectives on specific planning issues affecting El Camino Real and Santa Cruz Avenue. The workshop would include a PowerPoint presentation that illustrates planning issues in the Downtown and El Camino Corridor.
- F. **Optional Community Survey.** Design a postage prepaid mail-in survey to solicit comments on the land use, development opportunities and other salient planning issues, visions and priorities for the El Camino Real Corridor and Downtown area. The goal would be approximately 400 completed responses. D&B will work with the City to develop and refine the survey instrument. The survey packet will contain a letter from the City that introduces the survey, as well as the actual survey instrument and an addressed return label to the City. The City would be responsible for printing and mailing; D&B would compile survey responses and do the statistical analysis and reporting of the results. At this point, we envision the survey as an 8.5 x 11-inch two-page survey (printed back-to-back), and a return #10 envelope, which is pre-stamped and pre-addressed. The survey would include 6 or 7 questions with pre-coded responses (e.g. what building heights do you support?), 2 or 3 open-ended questions (what do you like most about Downtown Menlo Park; what do you think is the most important thing that should be done in Downtown Menlo Park or on El Camino?) and demographic questions (age, employment status, residence location, length of time living in Menlo Park, etc.). An alternative to the mail-in survey would be an intercept survey conducted in the Downtown and at locations in the El Camino Corridor. The goal of this survey would also be 400 completed responses based on a series of 10 to 15-minute interviews conducted in six four-hour shifts at different times and on different days of the week.
- G. **Summary of Community Vision for El Camino Real and Santa Cruz Avenue.** Results from the various methods of outreach (including the optional tour and survey, if authorized) will be compiled into a draft summary that reflects the community's vision of its future, to be incorporated into the Strategic Plan. This vision will be fleshed out with Guiding Principles or Themes encapsulating a variety of aspects of the city's development, and also facilitate comparison with the themes of prior plans for El Camino Real and Santa Cruz Avenue. An administrative draft will be provided for City staff review, and staff comments will then be incorporated into the Phase I Summary Report described in Task 3.
- H. **Optional Medical Office Analysis.** This optional task would include review of existing adopted plans and regulations relevant to the siting, development, and operation of medical offices on a Citywide basis and formulation of recommendations to mitigate the impact of medical offices. Activities would include interviews with Stanford Medical Center and City of Palo Alto staff, review of approaches to regulating medical office uses in comparable communities, a limited number of stakeholder interviews, and presentation of findings and recommendations as part of the final Task 4 presentation/workshop. In order to complete this task during Phase I, it would not include drafting of any policies, regulations, or guidelines that would require public hearings or be subject to environmental review.

Meetings: *Stakeholder Meetings*
Community Visioning Workshop
Walking Tour (if authorized)

Products: *Memo on Stakeholder Interview Results*
Memo on Community Visioning Workshop

Memo on Community Survey (if authorized)

Guidebook (if authorized)

Summary of Community Vision for El Camino Real and Santa Cruz Avenue

TASK 3: VISION AND STRATEGIC PLAN

The Vision and Strategic Plan for El Camino Real and Santa Cruz Avenue will have three primary objectives/subtasks:

- A. **Vision and Goals.** The themes that emerge from the community visioning process will be correlated with the review of prior plans and zoning as well as lessons from other communities. Goals and priorities will be established for the Phase II Specific Plan.
- B. **Making Planning Effective.** Based on discussion with Department Heads (Task 1) and outreach, ascertain the effectiveness of the current planning and regulatory controls to achieve the community vision; identify new initiatives that should be included in the Phase II Specific Plan; and establish whether there are parts of the General Plan that are no longer current or are an impediment to achieving the community vision and should be updated to reflect modern planning practice and experience in peer communities. For example, including a traffic model as part of the Specific Plan process could eliminate the need for case-by-case review if projects are consistent with the “building envelope” set for each opportunity site in the planning areas.
- C. **Eliminating Internal Inconsistencies.** During review of the prior plans and current regulations, identify any broad inconsistencies between policies among different plans and plan elements, current zoning, and provide direction for further analysis to be undertaken and specific General Plan or zoning amendments that should be prepared as part of the specific or precise plan developed during Phase II.

Dyett & Bhatia will prepare a report summarizing the salient findings from the Phase I work, presenting the community’s vision for the future and the findings of the technical analysis. The report will provide a concise, understandable framework for the Phase II planning effort. An Administrative Draft of the Strategic Plan will be prepared for staff review, and following staff comments, the Strategic Plan will be finalized for distribution to decision-makers by staff. As proposed, the Vision and Strategic Plan would be a planning study and would not, therefore, be subject to environmental review.

Products: *Vision and Strategic Plan for Downtown and the El Camino Real Corridor
Administrative Draft and Final*

TASK 4: PHASE II WORK PROGRAM

- A. **Phase II Work Program.** Prepare a step-by-step work program that will serve as a comprehensive roadmap to preparing the Phase II Specific Plan for Downtown and the El Camino Corridor in logical and efficient manner. This work program will be issue-oriented, reflecting findings of the Phase I visioning effort and the Strategic Plan, rather than simply being process-oriented. Evaluate whether a “Specific Plan” as defined in the Government Code is the most appropriate for Phase II; compare the pros and cons and relative costs of a Specific Plan with an Area Plan, Corridor Plan or Design Plan. An Administrative Draft of the work program will be prepared for staff review; following staff comments, the work program will be finalized for distribution to

decision-makers by staff. The Phase II Work Program may be included as an Appendix to the Strategic Plan or be designed as a separate stand-alone document.

- B. Decision-maker Workshop.** Conduct a workshop with City Council to present the findings of Phase I, including the stakeholders interviews, community workshop and community survey, the analysis of planning in peer communities, the community vision for the corridor and the recommendations for Phase II. Engage decision-makers in a discussion of 1) what is the community's vision, 2) how the community's vision has changed since prior plans were prepared, and 3) what the decision-makers believe should be the key issues to address in Phase II.

Meetings: Workshop with City Council

*Products: Phase II Work Program
Administrative Draft and Final*

SCHEDULE

Our work scope should constitute approximately three and a half months of effort by Dyett & Bhatia staff, with completion expected by June 30th assuming authorization to proceed by mid- to late-March. Two (2) staff meetings, 20 to 30 stakeholder interviews, one (1) community workshop, and one (1) decision-maker workshop are anticipated over the course of the assignment. Frequent telephone calls and email correspondence are expected throughout the project timeframe.

BUDGET

We estimate that about 684 hours of professional time are needed to complete the proposed work program and provide the City with the Phase I Strategic Plan and Phase II Work Program; we are willing to undertake this work, not including the optional items, within a guaranteed maximum fee of \$75,000. This guaranteed maximum fee includes all personnel costs, direct costs, and delivery of products identified in the work program. Direct costs are billed with no administrative markup or handling fee. The tables on the following page explain the proposed budget in detail for the basic scope of work without the optional items: Hours by Person by Task; and Budget by Person by Task. Cost estimates for additional meeting attendance can be provided if the City wants to include these services within the scope of work.

The estimated cost of the three optional subtasks is as follows:

- Task 2 (D): Discover Downtown Menlo Park/El Camino Corridor Guidebook and Walking/Driving Tour: \$12,500 (Self-Guiding Tour Book w/o Tour: \$8,000)
- Task 2 (F): Community Mail-In Survey -- \$12,500; Intercept Survey--\$12,500 (The intercept survey would be conducted by Godbe Research.)
- Task 2: (H): Medical Office Analysis--\$8,000

BUDGET ASSUMPTIONS

Our budget is based on the following assumptions:

- A. **Meeting Attendance.** The guaranteed maximum fee without the optional subtasks provides for three public meetings, including one community workshop and one public meeting with the City Council. The costs of additional public meeting attendance would be on a time and materials basis if requested; such costs are not included within the guaranteed maximum fee.
- B. **Consolidated Comments and Direction.** City staff will provide a single set of consolidated comments on the review drafts of all documents.
- C. **Printing.** We will provide camera-ready copy and digital files of documents in Word and Adobe PDF formats and assume that City staff will be responsible for printing and distribution.

Community Vision and Strategic Plan for El Camino Real and Santa Cruz Avenue					
HOURS BY TASK					
	<i>Task 1</i>	<i>Task 2</i>	<i>Task 3</i>	<i>Task 4</i>	
	<i>Initial Reconnaissance</i>	<i>Community Outreach & Visioning</i>	<i>Strategic Plan</i>	<i>Phase II Work Program</i>	<i>Total</i>
Dyett & Bhatia					
Principal	20	40	32	24	116
Associate Principal	12	40	20	12	84
Sr. Planner	20	60	60	24	164
Planner	20	60	60	20	160
Research/Graphics Support	8	40	16	16	80
Word Processing/Support	12	24	24	20	80
<i>Sub-Total</i>	92	264	212	116	684

Community Vision and Strategic Plan for El Camino Real and Santa Cruz Avenue						
BUDGET BY TASK						
		<i>Task 1</i>	<i>Task 2</i>	<i>Task 3</i>	<i>Task 4</i>	
	<i>Hourly Rate</i>	<i>Initial Reconnaissance</i>	<i>Community Outreach & Visioning</i>	<i>Strategic Plan</i>	<i>Phase II Work Program</i>	<i>Total</i>
Dyett & Bhatia						
Principal	\$ 190	\$3,800	\$7,600	\$6,080	\$4,560	\$22,040
Associate Principal	\$ 170	\$2,040	6,800	3,400	\$2,040	\$14,280
Sr. Planner	\$ 95	1,900	5,700	\$5,700	2,280	\$15,580
Planner	\$ 80	1,600	\$4,800	4,800	\$1,600	\$12,800
Research/Graphics Support	\$ 65	520	2,600	1,040	1,040	\$5,200
Word Processing/Support	\$ 57	684	1,368	\$1,368	1,140	\$4,560
Direct Costs			\$400	\$80	\$60	\$540
<i>Sub-Total</i>		\$10,544	\$29,268	\$22,468	\$12,720	\$75,000

3. Qualifications

DYETT & BHATIA

This section summarizes Dyett & Bhatia’s qualifications and recent experience. Most critically, we offer Menlo Park: an ability to listen and prepare a strategic plan customized to the City’s needs; interest and enthusiasm; cutting-edge technological capabilities; and a demonstrated record in leading successful visioning and strategic planning programs and public participation processes.

ABOUT DYETT & BHATIA

Dyett & Bhatia (D&B) was organized as a California corporation in January 1976. We have offices in San Francisco (main) and in downtown San Diego. D&B has a multidisciplinary-trained planning staff with academic backgrounds and professional experience in regional, city, and town planning; zoning; architecture; landscape architecture; and in public meeting facilitation. D&B’s technical staff specializes in Geographic Information Systems (GIS), cartography, three-dimensional computer modeling, and visualization (computer-generated and hand-drawn). We approach planning assignments with an open mind, and search for solutions that emerge from the issues and interests at hand, rather than basing decisions on our preconceptions.

GENERAL PLANS

Dyett & Bhatia has unsurpassed experience in preparing General Plans for California communities, having completed general plans for over 45 cities and counties. We are currently leading some of the most challenging and progressive general plan assignments throughout the state, including:

- Santa Monica
- Pomona
- Castro Valley
- San Bruno
- Petaluma
- Concord
- Porterville
- Emeryville

A selection of other recent general plans prepared by D&B includes:

- Alameda
- Benicia
- Chico*
- Milpitas
- Pittsburg*
- Rohnert Park*
- San Ramon
- Santa Fe
- Santa Rosa
- South San Francisco*
- Sunnyvale
- Turlock*
- Vacaville
- Yuba City

* *American Planning Association Award Winner*

D&B is experienced in all aspects of general plan work – from conducting meetings and surveys, to analysis and plan writing, and preparing associated environmental documentation. Long range planning work is supplemented by D&B’s distinguished in-house GIS and computer mapping capabilities. Dyett & Bhatia has also analyzed several General plans for legal adequacy, and principals have served as expert witnesses in conjunction with general plan litigation.

COMMUNITY VISIONING

Virtually all of our general plan, area plan, and EIR projects employ extensive and comprehensive community visioning programs, always tailored specifically to the project and the political decision-making process of the community. Our staff is trained in meeting facilitation and has managed public participation programs where interactive public workshops exceeded several hundred people. An integral part of the Santa Monica Land Use Element Update project was a cutting-edge public participation program, the first phase of which was recently completed. To date, approximately 2,500 community members have directly contributed their ideas by attending workshops and forums, participating in the youth program, and providing comments through a variety of surveys.



Public workshops and stakeholder interviews can ensure a variety of community interests are considered during the planning process.

OTHER AREAS OF EXPERTISE

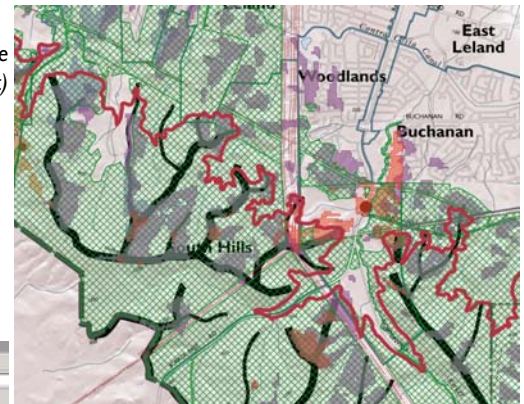
Zoning

Dyett & Bhatia has unsurpassed experience in preparing comprehensive zoning regulations for cities and counties in California, Arizona and nationwide. The firm's zoning work has won national awards from the American Planning Association and the Department of Housing and Urban Development. D&B is currently leading the following zoning assignments: Santa Monica and Pomona (as part of general plan updates), San Diego downtown, Los Angeles County, Oakland, El Cerrito, Concord, Yuba City, and Portland (OR). We also are participating in the following as part of a national team: Memphis (TN), Kansas City (MO), and Washoe County (NV).

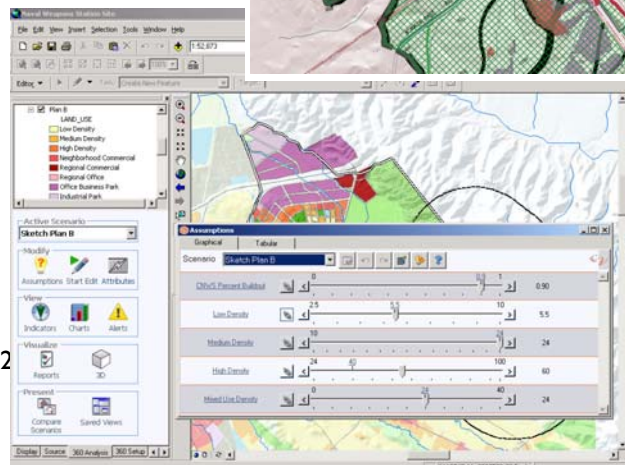
Urban Design

Urban design is a central area of practice at Dyett & Bhatia. We have prepared specific and area plans for sites ranging in scale from a few blocks in infill settings to over 20 square miles in urban expansion areas. Our expertise includes physical planning and urban design, detailed design guidelines and standards, building massing, view and shadow studies, and parking and fiscal assessment. We also supplement urban design assignments with our in-house state of the art three-dimensional computer modeling, visual simulation, and sophisticated GIS capabilities. Current assignments include the San Diego Downtown Community Plan Update—perhaps the largest urban planning and design project underway

Viewshed Analysis for the City of Pittsburg (right)



Scenario 360 (below)



on the West Coast (with a project budget of \$1.8 million for planning), www.ccdc.com/planupdate—the Genentech Corporate Campus Master Plan, the Claremont Inn and Old School Site Specific Plan, a new downtown plan for Santa Clara, and transit area specific plans for Fairfield, and Milpitas.

COMPUTING CAPABILITIES

Dyett & Bhatia is committed to using the latest software innovations to complement and inform planning decisions.

Computer Mapping, Geographic Information Systems (GIS), and Scenario 360

D&B offers a highly-skilled technical staff trained in Geographic Information Systems (GIS), database and applications development cartography, three-dimensional computer modeling, and photo simulation. We also offer the use of *Scenario 360*, a powerful suite of tools that further extends the impressive functionality of ArcGIS by enabling "real time" updates to alternative land use patterns, development assumptions, and projected impacts. Scenario 360 is an effective public outreach tool for an on-the-spot visualization of land use changes.

Three-Dimensional Computer Modeling and Visual Simulation

D&B has expertise in preparing three-dimensional models of urban areas, which can be viewed from any angle, or viewed in a walk-through or fly-by mode. D&B modeled a 70-block area in downtown Sacramento for the State of California, and more recently modeled the entire downtown area of San Diego. These models are used for massing and visual studies for design of new buildings and to study shadow impacts for different time-periods. Dyett & Bhatia is currently preparing a citywide model of Emeryville. We also have the in-house talent to create hand-drawn scenarios as an alternative to computerized photo simulation.



Above: Downtown San Diego computer model

RECENT AWARDS

- 2005 APA Northern California Section Award, *Oakland Safety Element*
- 2003 Congress for New Urbanism Charter Award, *Bay Area Smart Growth/ Livability Footprint Project*
- 2002 American Planning Association (APA) Northern California Chapter Award, *Pittsburg General Plan*
- 2001 APA Northern California Section Award, *Rohnert Park General Plan*
- 2000 APA California Chapter Honor Award, *South San Francisco General Plan*
- 2000 APA Northern California Section Award, *South San Francisco General Plan*
- 1998 APA Sacramento Section Honor Award, *Capitol Area Plan Background Studies*
- 1996 APA National Award of Merit, *Land Use, Transportation, and Air Quality Connection Project*
- 1995 APA California Chapter Honor Award, *Chico General Plan*
- 1995 APA Sacramento Valley Section Award and California Chapter Award, *Chico General Plan*
- 1995 Ahwahnee Award, *Chico General Plan*
- 1994 Ahwahnee Award, *Planning & Design for Transit Handbook, Portland Tri-Met*
- 1994 APA Oregon Chapter Award, *Planning & Design for Transit Handbook, Portland Tri-Met*

4. Key Personnel

The project will be led by **Michael V. Dyett, FAICP**. He will serve as the Principal in Charge and Overall Project Manager, performing an active leadership role throughout the course of this assignment. Mr. Dyett will be directly supported by **Vivian Kahn**, Associate Principal. Other Dyett & Bhatia staff, including planners, graphic designers, and support personnel, will participate, as needed.

Michael V. Dyett, FAICP, Principal

Michael Dyett specializes in visioning and General Plan preparation and zoning. Besides his work on the Menlo Park Commercial Zoning Ordinance Update, current projects include the Concord General Plan and Zoning Ordinance Update and new General Plans for Lemoore, Los Banos, and Porterville. In Southern California, Mr. Dyett is leading work on new Zoning Ordinances for Los Angeles County and for Pomona. He has prepared comprehensive General Plans, Downtown Plans and Downtown zoning for more than 30 cities, including Portland and Eugene (OR), Milwaukee, Cincinnati, Houston, Austin, Chicago (downtown), Scottsdale (downtown), Kansas City (downtown) as well California cities of Pasadena, San Jose, Monterey, Carmel, Albany, Manhattan Beach, Huntington Beach, El Cerrito, Pleasant Hill, and Albany.

Mr. Dyett holds a Master of Regional Planning (1972) and BA (1968), both from Harvard University. He has directed projects that have won over 15 major awards, including National Honor Awards from the American Planning Association and the U.S. Department of Housing and Community Development.

Vivian Kahn, FAICP, Associate Principal

Vivian Kahn has more than 35 years of professional planning experience in the public and private sectors. Before joining Dyett & Bhatia in 2001, she was Acting Deputy Director for the City of Berkeley's Department of Planning and Development and also served as Berkeley's Current Planning Manager and Zoning Officer.

Since joining D&B, Ms. Kahn has had a major role in projects that include a new General Plan for Castro Valley and preparation and analysis of zoning and subdivision regulations for cities including Oakland, Concord, Menlo Park, El Cerrito, and Yuba City in California; Gilbert, AZ, and Chicago. She evaluated the City of Portland's administrative procedures as part of D&B's work on the City's Regulatory Rethink Project and prepared an assessment of Washoe County's administrative requirements and policy implementation. Ms. Kahn has a major role in the firm's current update of the Los Angeles County Zoning Ordinance and is also working on the firm's update of zoning ordinances for Santa Monica, Pomona, Concord and Mesa, Arizona.

Ms. Kahn is a co-author of two chapters on zoning in the recently published comprehensive revision of California Continuing Education of the Bar's *California Land Use Practice* (considered to be the authoritative volume on the subject) and teaches courses on land use regulation and design review for U.C. Extension. Ms. Kahn holds a B.A. (cum laude) from the City College of New York (Phi Beta Kappa) and attended graduate school at Columbia University and Pratt Institute. She has served on the APA National Board of Directors and chaired the Board's Legislative and Policy Committee.

Sarah Nurmela, Senior Planner/Urban Designer

Ms. Nurmela has worked on general plans, large-scale area plans, transit-oriented developments, campuses, as well as architecture and housing design. Her experience includes general plans for Pomona, Petaluma, Santa Monica, and Emeryville; a Sustainable Development Plan for Belize, and downtown plans for San Diego and Santa Clara. She is currently Project Manager for the Santa Clara Transit Area Plan and EIR, and the Genentech Campus Master Plan. Ms. Nurmela holds a Master of Urban Planning from Harvard University, and a B.A. in Architecture (summa cum laude) from Washington University in St. Louis.

Heather Coleman, Senior Planner

Heather Coleman has extensive experience with planning and zoning. Recently at Dyett & Bhatia she has been involved in zoning ordinances with for Menlo Park, Pomona, Los Angeles County, Manteca, and El Cerrito. She has also prepared design regulations and design handbooks. Prior to joining D&B four years ago, Ms. Coleman worked as planner for the cities of Oakland and Portland (OR). Ms. Coleman holds a Master of Planning from Portland State University, and BA from Oberlin.

Mark Chambers, Graphics Manager

Mr. Chambers is one of the most experienced computer-based cartographers, and led preparation of D&B's graphics for the community meetings for the Menlo Park Zoning Ordinance Update. Mr. Chambers also has prepared computer-based mapping and analysis for all of D&B's recent general plans, community and design plans, zoning ordinances, and EIRs, as well as brochures and newsletters. Currently, Mr. Chambers is leading the graphics and map design work for the Santa Monica, Emeryville, Concord and Petaluma General Plans; and the Milpitas, Fairfield, and Santa Clara station area plans and design guidelines. He also prepared graphics for the Palm Beach County, Carmel, Cincinnati, and Milwaukee codes. He has 23 years of cartographic experience and is skilled in using computer graphics and desktop publishing software, including Macromedia Freehand, Adobe Illustrator, Photoshop, Freehand, Canvas, PC ArcView and PC ArcInfo, and PageMaker. He is also experienced in text and graphics hyperlinking, printer coordination and press checks. Mr. Chambers received his MFA from the San Francisco Art Institute in 1978.

Barbara Natali, Graphic Designer

Barbara Natali has expertise in both graphic and web design. She has worked on several reports, posters, newsletters, and web designs. An example of her recent web design for a planning project is www.santaclarasap.com. Ms. Natali earned her Bachelors of Art from Macalester College and an Associate of Science from the Art Institute San Francisco, CA.