QUALIFICATIONS AND REFINED PROPOSAL FOR

NORTHSIDE SPECIFIC PLAN

RIVERSIDE, CALIFORNIA

RICK ENGINEERING COMPANY in association with DESIGNWORKSHOP

COVER LETTER

May 18, 2016

City of Riverside – Purchasing Dept.
Attn: Art Torres (RFP 1612)
Purchasing & Risk Manager
3900 Main Street
Riverside, CA 92522

RE: Refined Project Proposal for Northside Neighborhood & Pellissier Ranch Inter-Jurisdictional Specific Plan and Program Environmental Impact Report

Dear Mr. Torres,

The RICK Team is pleased to submit our refined project proposal for the Northside Neighborhood & Pellissier Ranch Inter-Jurisdictional Specific Plan and Program Environmental Impact Report. Our team is very excited about the opportunity to participate in this next phase of the selection process, and we are confident that our team collaboration, research, and creativity will offer the City of Riverside and the Northside Neighborhood community a consultant team that is connected to local concerns and objectives and is equipped with the top-level resources necessary to lead and implement strategic decision making that increases quality of life and maximizes the potential of community assets and character.

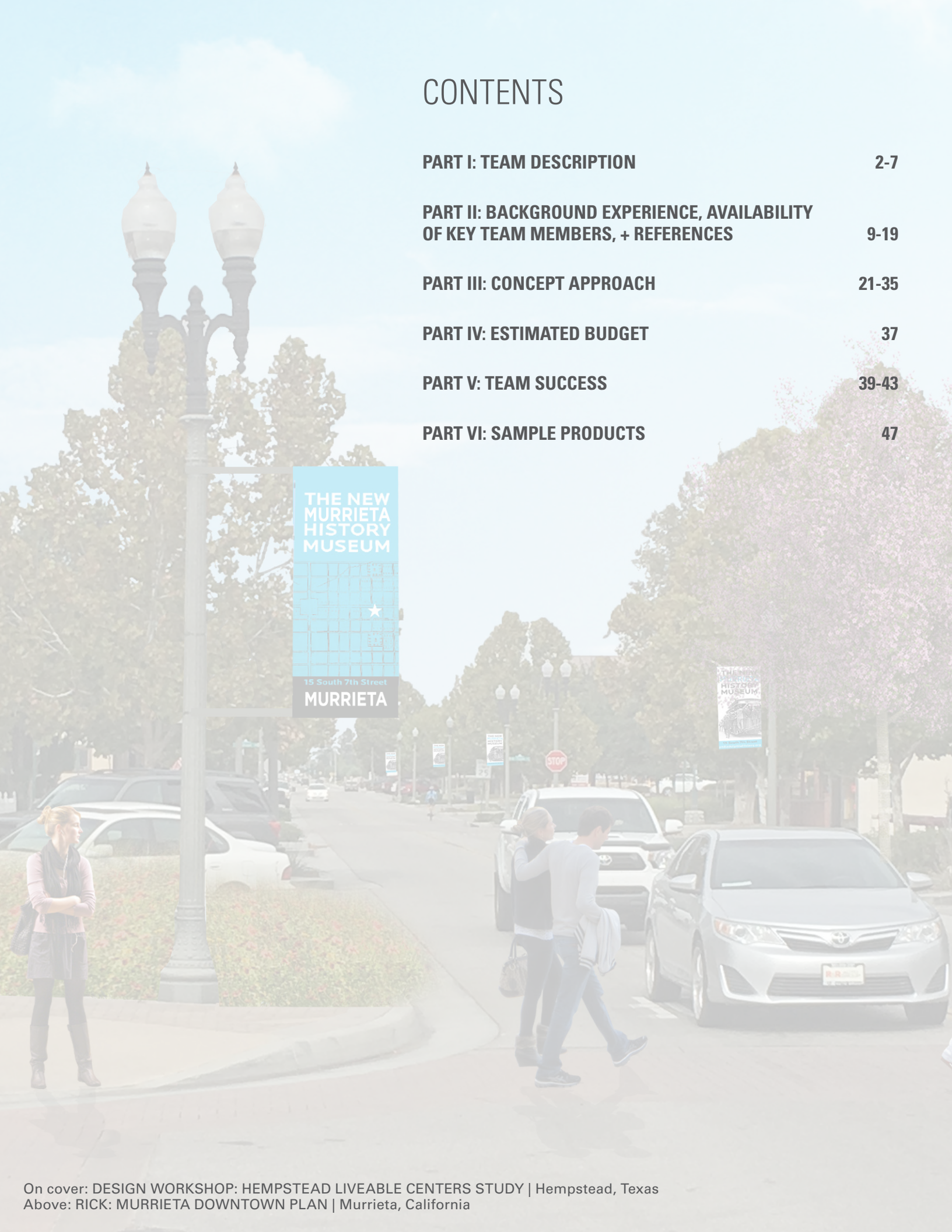
The refined project proposal is the result of our team's careful review of the City's objectives and our due diligence in understanding the context of the Northside Neighborhood and Pellissier Ranch. In conjunction with our refined project proposal, we've created an original video that introduces our team's qualifications and approach to the Northside Neighborhood. The video is our way of giving the City and the Northside community a preview of our team's enthusiasm and capability of effectively working with all stakeholders on this project to ultimately create a specific plan that the City of Riverside and the Northside Neighborhood residents can be proud of.

RICK has deep roots in Riverside and has always put the quality of life for our community as a guiding principle for not only our work product, but also our commitment to service. By holding to this guiding principle, we have been able to bring together a team that is made up of some of the best minds in the fields of community planning, urban design, public outreach, real-estate economics, environmental analysis, historic preservation, mobility, and infrastructure. Our team's vast experience in delivering projects of large scope and complexity equips us to be able to meet the City's scheduling expectations and needs. The Northside Neighborhood & Pellissier Ranch Inter-Jurisdictional Specific Plan and Program Environmental Impact Report is a fundamental element in the City of Riverside's pursuit of seizing their destiny, and the RICK Team is motivated and eager to contribute to such a remarkable task.

Robert Stockton, PE, LEED AP
Rick Engineering Company

CONTENTS

PART I: TEAM DESCRIPTION	**2-7**
PART II: BACKGROUND EXPERIENCE, AVAILABILITY OF KEY TEAM MEMBERS, + REFERENCES	**9-19**
PART III: CONCEPT APPROACH	**21-35**
PART IV: ESTIMATED BUDGET	**37**
PART V: TEAM SUCCESS	**39-43**
PART VI: SAMPLE PRODUCTS	**47**



On cover: DESIGN WORKSHOP: HEMPSTEAD LIVEABLE CENTERS STUDY | Hempstead, Texas
Above: RICK: MURRIETA DOWNTOWN PLAN | Murrieta, California

PART I: TEAM DESCRIPTION

DESIGN WORKSHOP: LEWISVILLE OLD TOWN PARK AND PLAZA | Lewisville, TX

PART 1 | TEAM DESCRIPTION

The RICK Team is exceptionally suited to provide the required services for the City of Riverside's Northside Specific Plan project. Accompanied by Design Workshop, a leader in design with varied experienced throughout the US, the RICK Team offers a unique combination of deep local knowledge and presence alongside Design Workshop's national experience.

THE WHY | OUR DRIVE

We are Riverside. Our team understands and knows this community. We have long committed our staff and resources to our local neighborhoods that have been both personally and professionally invested in its success.

Our Principal-in-Charge, Robert Stockton, is highly engaged and invested in the well-being of the local community of Riverside. Mr. Stockton has been appointed by Governor Jerry Brown to the California Board for Professional Engineers, Land Surveyors and Geologists, Director at Western Municipal District representing Division 1, Chair of Riverside Greater Chamber of Commerce, is a past Chair of the City of Riverside's Board of Public Utilities and is active in national, state, and regional power and water issues. He was the Riverside Public Utilities representative on the Western Municipal Water District – City of Riverside Ad Hoc Committee for six years. Mr. Stockton also serves on the Riverside YWCA Board, the Path of Life Ministries Board, and California Baptist University School of Engineering Advisory Committee. He is a past Chair of Leadership Riverside and served two terms as planning commissioner for the City of Riverside.

Beyond our local presence and personal and professional investment, our team is drawn to this project for its potential. We know that there are high stakes and strong opinions circulating around this project. Though some may consider this a challenge, we are enticed by the complex aspects of the project. We have extensive experience working with and through highly-charged environments, and from experience we see residents' passion and varying interests as an opportunity to learn, collaborate, and create a project that brings the community together.

We know we can bring a high level of design and technical excellence to this project and are confident our team has the experience and passion to provide the City with an unparalleled end result. We are pursuing this project because it excites us, it inspires us, and it drives us.

THE WHO | OUR EXPERTISE

We are experts. The RICK Team offers the City a holistic resource of industry leaders that will not only provide an exceptional plan, but one that is buildable, livable, and sustainable for years to come. The strategy behind the formation of the RICK Team was very simple: find the best and bring them together. RICK's regional experts Robert Stockton and Brian Mooney team with Design Workshop's nationwide experts Chuck Ware and Kurt Culberson to lead this project to success.

The team is backed by RICK support staff that will provide technical input in the areas of traffic, transportation, drainage/stormwater civil engineering and specific plan formulation.

Additional subconsultants include Dudek for environmental support, Eva Yakutis and Kearns + West for community engagement and outreach, and Keyser Marston for economic and market analysis.

We have full confidence in the capabilities of this team. We have collaborated together successfully in the past, and look forward to doing so on this project. Each team member is fully committed to this project and enthusiastic about providing services to meet and exceed the goals and vision of the City.

THE HOW | OUR PHILOSOPHIES

We know planning. Brian Mooney of RICK is known in the planning industry for his sustainable, resilient community plans. Earlier this year, Mr. Mooney was inducted into the American Planning Association's AICP College of Fellows, a national distinction recognizing excellence in planning.

As aforementioned, in his practice Mr. Mooney routinely incorporates the concepts of sustainability and resilience in his process and plans, allowing them to stand the test of time. Many of his specific plans live on today, overcoming a variety of challenges throughout the years (including divided communities, economic recessions, and natural disasters).

Complimenting RICK's philosophy, Design Workshop practices a methodology called DW Legacy Design®. This proprietary process seeks to imbue every project with the perfect balance between environmental sensitivity, community connections, artistic beauty and economic viability.

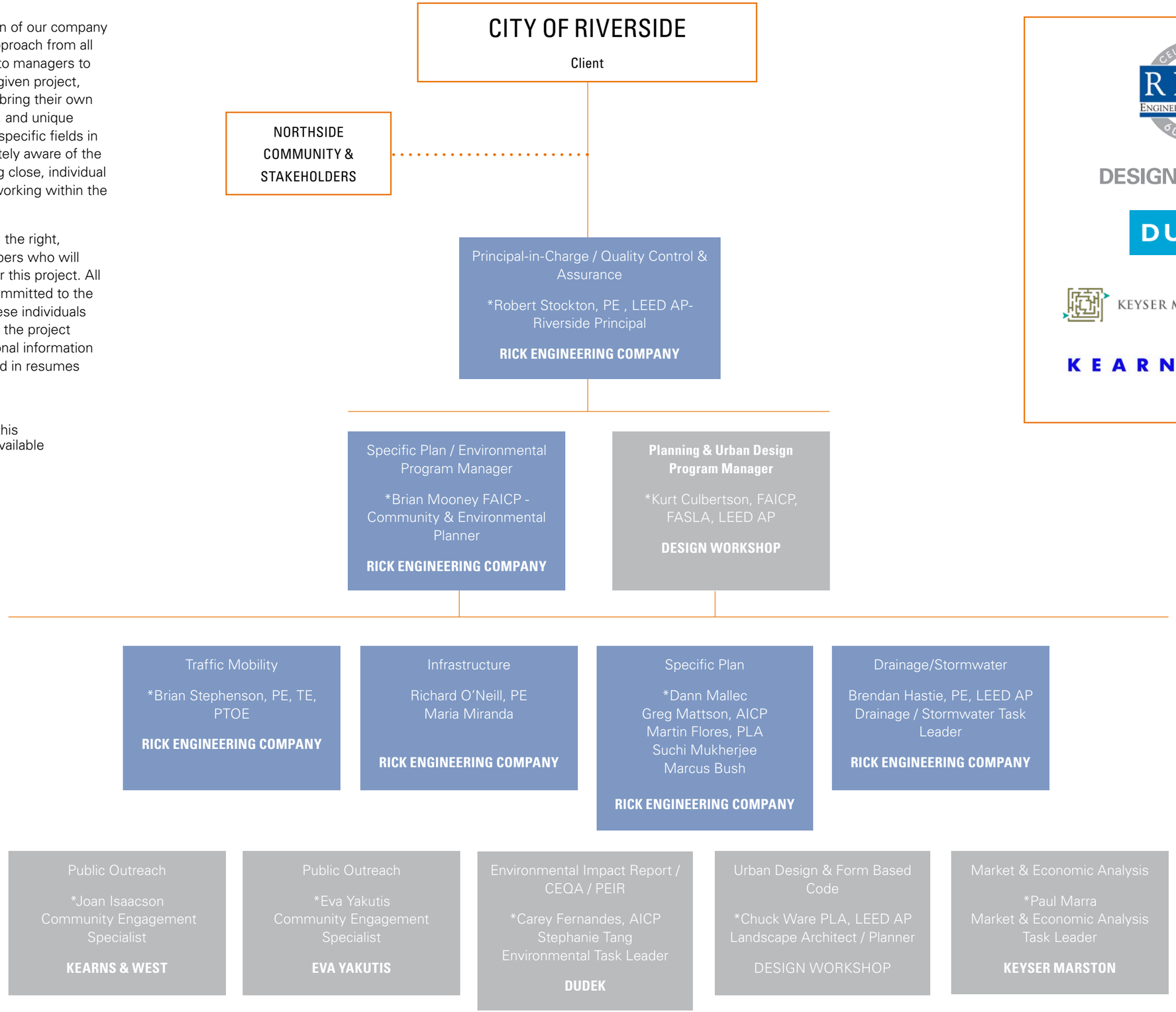
RICK: MURRIETA DOWNTOWN PLAN | Murrieta, California

OUR KEY PERSONNEL + ORGANIZATION

Our employees are the foundation of our company and we encourage a hands-on approach from all team members - from principals to managers to environmental analysts. On any given project, all of the individuals on our team bring their own experiences, perspectives, ideas, and unique points-of-view developed by the specific fields in which they practice. We are acutely aware of the value and importance of providing close, individual attention to each project and to working within the constraints of time and budget.

Our organization chart, shown on the right, reflects the proposed staff members who will provide the designs necessary for this project. All of the proposed staff are fully committed to the needs of this project. None of these individuals will be removed or replaced from the project without written approval. Additional information on each team member is provided in resumes furnished in the following pages.

* Indicates resume furnished in this package. Additional resumes available upon request



RICK ENGINEERING COMPANY

DESIGNWORKSHOP

DUDEK

KEYSER MARSTON ASSOCIATES

KEARNS & WEST

PRIME CONSULTANT | RICK ENGINEERING COMPANY

Rick Engineering Company (RICK) is a multi-disciplined planning, design, and engineering corporation. For 60 years we have been committed to enriching the lives of communities throughout the Western United States. We pride ourselves on growing with the times, staying true to our fundamentals, but evolving with technology and sustainable design. We're proud to live in the communities we plan.

RICK was founded by Glenn Rick, an iconic Planner who began transforming San Diego in 1927. He served as Planning Director for the City before opening RICK IN 1955, and is widely-known for planning the growth of San Diego in a responsible and comprehensive way to become what it is today.

In short, RICK began as a planning firm founded by one of the most influential planners of that time. Today, we are still characterized by influential planning leadership with our current leader, Brian Mooney, FAICP. Mr. Mooney serves as the Managing Principal of RICK's Community Planning and Sustainable Development Division. He is a leader in the implementation of plans that incorporate unique and cutting-edge environmental elements.

Mr. Mooney will serve as the Program Manager for this project. With more than 40 years of professional experience specializing in planning, public outreach, environmental analysis, research, and development of public policy, he has been recognized with both regional and statewide awards by the American Planning Association (APA), the Association of Environmental Professionals (AEP), the American Institute of Architects (AIA), and local government agencies for numerous planning and environmental studies. He was also recently inducted into the prestigious AICP College of Fellows.

Alongside Brian, the talent at RICK is hard to beat. Our company culture attracts and develops high achieving individuals that come together to provide exquisitely satisfying work product for clients and community members, alike. Our multi-disciplinary suite of services and breadth of real-world understanding has earned us a reputation for visioning projects that can and do become built reality.

Over the last 60 years, we as a firm have broadened our understanding of the critical issues facing today's planning and development world. We pride ourselves on producing plans that maintain a harmonious balance between the environment and development. Our plans meet the needs of those residing, visiting, and working in and around the neighborhoods we plan. We have established a well-deserved reputation for attention to detail, meeting deadlines, and producing innovative and trend-setting results that are dependable.

YEARS IN BUSINESS
60

TOTAL STAFF
230+

PRIMARY CONTACT
Brian Mooney
619.291.0707

SECONDARY CONTACT
Robert Stockton
951.782.0707

ASIAN PACIFIC HISTORIC THEMATIC DISTRICT | San Diego, California

BLACK MOUNTAIN RANCH | San Diego, California

OUR SERVICES

Our company's array of development-related design disciplines allows us to provide comprehensive services that can be managed in-house to assure optimum project quality and efficiency. The following is a listing of the services we offer:

- Community Planning
- Sustainable Design
- Environmental Studies
- Urban Design
- Transportation Planning
- Civil Engineering
- Traffic Engineering
- Water Resources Engineering
- Landscape Architecture
- Community Outreach
- Surveying + Mapping
- Photogrammetry
- Geographic Information Systems
- Specialized Computer Services
- Legal Support Services
- Creative Services.

SUB-CONSULTANT | DESIGN WORKSHOP

Design Workshop is a landscape architecture, land planning, urban design and strategic services firm. They have been providing these services for almost four decades to developers, property owners, government agencies and other clients engaged in improvements to the land. In their years of practice we have evolved a proprietary approach and distinct culture.

ASLA 2008 LANDSCAPE ARCHITECTURE FIRM OF THE YEAR

DESIGNWORKSHOP

Design Workshop is a firm born in the pursuit of ideas. While college classmates, founders Don Ensign and Joe Porter resolved to someday start their own landscape architecture firm. The opportunity came in 1969 when both assumed teaching positions in North Carolina.
Early on they were invited to assist private sector clients, often engaging colleagues and students in a collaborative process they labeled "design workshops." These early assignments were the chance to marry the idealism of academia with development realities and to begin a small professional practice.

Over the last 45 years, they have expanded the breadth and sophistication of their firm. Their experience ranges from master plans for counties, planned communities, urban centers and resorts, to detailed design for public parks, residences and roadways. They have continuously honed the collaborative dynamics of the workshops and the pursuit of the ideas and ideals that result in the best solutions for every assignment. This approach remains the hallmark of their firm.

The firm is committed to creating special places that meet today's needs, and are sustainable environments for all time. To do so they practice a methodology called DW Legacy Design®. This proprietary process seeks to imbue every project with the perfect balance between environmental sensitivity, community connections, artistic beauty and economic viability. Projects that achieve this harmony are enduring places that make a difference for clients, society and the well-being of the planet and leave a legacy for future generations.

Design Workshop is devoted to pursuing, designing, and executing projects that will leave a legacy for future generations, by merging environmental, economic, community, and artistic concerns through a holistic approach to design. To create projects that find success on all four levels is no small undertaking. But it is an endeavor worthy of the individuals who have come together to form Design Workshop.

THEIR PROCESS

Their approach is iterative, engaging all significant constituencies – their clients as well as public agencies, concerned citizens and special interests. They've perfected their communications skills to assure success in public acceptance and approvals. Delivering the highest quality is built into the structure of the firm as well as the way they deliver their work.

RECOGNITION

One measure of their effectiveness is recognition by the industries they serve and from their peers. They have received scores of awards for their design and planning accomplishment from organizations including the Urban Land Institute, the Congress of New Urbanism, the American Society of Landscape Architects and the American Planning Association. ASLA honored Design Workshop with the 2008 Landscape Architecture Firm of the Year Award. They are also dedicated to giving back to their communities. They have established the DW Foundation, which donates time and materials to select community projects. Their people also contribute significantly to teaching, professional associations and other professional activities.

YEARS IN BUSINESS

45

TOTAL STAFF

93

PRIMARY CONTACT

Glenn Walters
828.280.9637

SECONDARY CONTACT

Susannah Horton
805.705.7624

AVON LAKE STREET | Avon, Colorado

OUR SERVICES

Our range of services is comprehensive, embracing all of the key disciplines necessary for our planning and design assignments. We also offer capabilities in areas of specialization that provide expanded ease and value for our clientele.

Landscape Architecture
Land Planning
Urban Design
Planning Management

Strategic Services
Development Strategies
Graphic Communication + Design
LEED Compliance

ADDITIONAL SUB-CONSULTANTS

DUDEK
Environmental Impact Report / CEQA / PEIR

Dudek is a California-based environmental firm with 12 offices and more than 300 planners, scientists, civil engineers, contractors, and support staff. Dudek planners have a leading reputation for providing cities with innovative planning programs that create, promote, and implement community stewardship while balancing future infrastructure needs, economic opportunities, and environmental measures. Their experts have prepared more than 2,500 CEQA/NEPA documents, including EIRs, EISs, ISs, environmental assessments (EAs), and MNDs, for large and small projects throughout California. Their familiarity with the environmental review process enables staff to develop workable solutions to meet City expectations.

KEARNS & WEST
Public Outreach

Kearns & West knows that community involvement isn't a one-way street. It's a dynamic relationship between the project leaders, the project, and the community involved. Kearns & West has decades of experience in working with individuals, organizations and agencies on complex projects. They are a woman-owned collaboration and strategic communications firm founded in 1984. Their high-stakes projects include work at local, state, regional, and national levels. They investigate and synthesize the needs and interests of stakeholders and the public. Their team members work closely with each organization to develop customized public engagement and outreach strategies that reflect widely accepted standards of professional practice. They identify the right suite of tools and techniques needed to effectively engage stakeholders to develop lasting, mutually satisfying results. Kearns & West helps groups of people with diverse interests work collaboratively to make decisions that solve problems, attain goals and resolve differences.

EVA YAKUTIS
Public Outreach

Eva Yakutis comes to the field of Community Development through 12 years of professional local government experience and a strong passion for empowering communities. Relationship-building and trust are key within the government/community setting, and Eva's style is one of authenticity and openness. The principals and applications of **Asset Based Community Development** (ABCD) are her area of expertise. ABCD refers to a research-based philosophy that focuses on building community through identifying and building on the strength of what is already working in neighborhoods. At the heart of ABCD work is leadership training, community organizing, and asset mapping. The result is neighborhoods capable of effective self-care and residents engaged in the decisions that affect their lives and the places they live. This work requires group facilitation tools that result in clear, comprehensive collaboration reached with full participation and no conflict. To achieve this, Eva uses ToP® (Technology of Participation) methods. The methods are used worldwide with all types of organizations and are well known as powerful tools for groups to think and work together in creative and productive ways.

KEYSER MARSTON ASSOCIATES, INC. (KMA)
Market & Economic Analysis

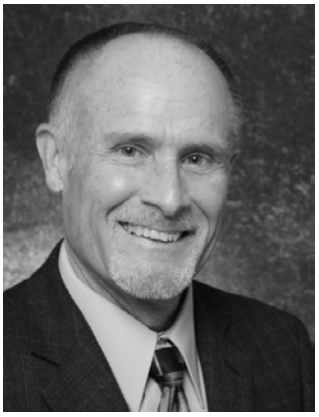
KMA provides real estate advisory and economic development consulting services throughout the Western United States. For over 40 years, KMA has advised over 700 clients on more than 2,000 projects. KMA provides our clients with creative, pragmatic solutions on complex urban in-fill and community revitalization developments. KMA frequently works with planning and environmental professionals on General Plans/Specific Plans and zoning updates. Over the past 25 years, KMA has worked extensively with the City of Riverside on a broad range of community revitalization and economic development initiatives. Through this extensive prior experience in the Riverside area, KMA brings in-depth knowledge of local market conditions and development trends.

PART II: BACKGROUND, EXPERIENCE, AVAILABILITY OF KEY TEAM MEMBERS + REFERENCES

RICK: WINTERS DOWNTOWN STREETSCAPE | Winters, California

ROBERT STOCKTON, PE, LEED AP

PRINCIPAL-IN-CHARGE / QUALITY CONTROL & ASSURANCE



AVAILABILITY

20% weekly time available

CLIENT REFERENCES

Steve Smith, Director of Facilities & Planning Services, California Baptist University, 951 343-4393

Mark Rubin, President, Regional Properties, markrubin@regionalpropertiesinc.com, 310-553-1776

Michael Waldron, President, Waldron & Associates, Inc. Michael@waldronandassoc.com, 714-771-1100

EDUCATION

California State Polytechnic University, Pomona, B.S. Construction Engineering, 1978

PROFESSIONAL LICENSURE + CERTIFICATION

Registered Professional Engineer California, No. 33591

U.S. Green Building Council Leadership in Energy and Environmental Design Accredited Professional

PROFESSIONAL AFFILIATIONS

California Board for Professional Engineers, Land Surveyors, and Geologists, V.P., Board Member

American Society of Civil Engineers (ASCE)

American Council of Engineering Companies – California (ACEC-CA)

Riverside Greater Chamber of Commerce, Past Chair

Mr. Stockton has been Principal-in-Charge of RICK's Riverside office since opening it in 1987. He received his B.S. in Construction Engineering in 1978 at California State Polytechnic University, Pomona. He is a Registered Civil Engineer in the states of California and Arizona, and a LEED Accredited Professional. Mr. Stockton has been Principal-in-Charge of numerous large and complex private and public sector projects. He directs and supervises a staff of project engineers, designers, landscape architects, and surveyors. His responsibilities include coordination of projects with clients and public agencies, as well as supervision of all work performed by his team.

Mr. Stockton is highly experienced in all aspects of civil engineering and surveying related to land and site development. His 36 years of experience include the design of roads, drainage systems, sewer systems, water systems, grading, and right of way surveys and mapping.

Mr. Stockton has been appointed by Governor Jerry Brown to the California Board for Professional Engineers, Land Surveyors and Geologists, is a Director at Western Municipal District representing Division 1, Chair of Riverside Greater Chamber of Commerce, is a past Chair of the City of Riverside's Board of Public Utilities and is active in national, state, and regional power and water issues. He was the Riverside Public Utilities representative on the Western Municipal Water District – City of Riverside Ad Hoc Committee for six years. Mr. Stockton also serves on the Riverside YWCA Board, the Path of Life Ministries Board, and California Baptist University School of Engineering Advisory Committee, is a past Chair of Leadership Riverside and served two terms as planning commissioner for the City of Riverside.

SELECTED PROJECT EXPERIENCE

California Baptist University, Riverside, California.

Fire Station Numbers 6, 13, and 14, City of Riverside, California.

California State University Public Safety Facility, San Marcos, California.

Eagle Crest Development, San Diego, California.

Eagle Valley Development, Corona, California.

Fairbanks Country Club, San Diego, California.

Heritage Club, Indian Wells, California.

La Costa Hotel and Spa Expansion, La Costa, California.

La Sierra Senior Center, City of Riverside, California.

Margarita Village, San Bernadino, California.

Monrovia Nursery Specific Plan, Glendora, California.

Riverside County Regional Medical Center, Riverside, California.

Riverside County Transportation Commission Route 74, Riverside, California.

Riverside General Hospital/University Medical Center, Riverside, California.

Toscana Country Club, Coachella, California.

University Village, Riverside, California.

BRIAN MOONEY, FAICP

SPECIFIC PLAN / ENVIRONMENTAL PROGRAM PROJECT MANAGER

AVAILABILITY

25% weekly time available

CLIENT REFERENCES

Norma Villicaña, City of El Centro, nvillicana@cityofelcentro.org, 760-337-4545

Joe Farace, County of San Diego, Joseph.Farace@sdcounty.ca.gov, 858-694-3690

Melanie Kush, City of Santee, mkush@ci.santee.ca.us, 619-258-4100 ext. 152

EDUCATION

MA, Urban History, Concentration in City Planning in the Twentieth Century, University of San Diego, 2009

BA, Anthropology, Concentration in Urban Anthropology and Cultural Resource Management, San Diego State University, 1975

PROFESSIONAL LICENSURE + CERTIFICATION

Certified Planner, American Institute of Certified Planners (AICP), #010920, 1994

American Planning Association (APA)

Association of Environmental Professionals (AEP)

Congress of New Urbanism

Lambda Alpha International

Mr. Mooney has over 40 years of professional experience specializing in planning, public outreach, environmental analysis, research, and development of public policy. His extensive experience includes preparation, coordination, and completion of comprehensive urban and rural master plans for counties, cities, towns, special districts, and tribal governments. Mr. Mooney's experience also includes leading the preparation of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documents.

His areas of expertise focus on his training and experience in understanding the complex physical, cultural, political, and legal issues of planning and developing communities. As the Managing Principal of the Community Planning & Sustainability Development Division, his primary focus has been to identify the key issues at an early stage, develop methodologies to adequately analyze those issues, integrate stakeholders into the planning process, and create a sense of place with innovative designs that meet the long term needs of the community. He has been recognized with both regional and statewide awards by the American Planning Association (APA), the Association of Environmental Professionals (AEP), the American Institute of Architects (AIA), and local government agencies for numerous planning and environmental studies.

SELECTED PROJECT EXPERIENCE

Downtown Specific Plan and Form-Based Code, City of Lemon Grove, San Diego County, California. As Project Director, Mr. Mooney prepared an award-winning specific plan and form-based code for redeveloping the Downtown Special Treatment Area (STA), a four-quadrant area within the historic downtown. The Downtown STA includes an approximately 10-block portion of Lemon Grove that contains a San Diego Trolley station, City Hall and other municipal buildings, and the original business district, oriented around the intersection of Lemon Grove Avenue and Broadway. Working under the direction of a five-member subcommittee and city staff, the project team gathered input at evening public workshops. Using this input and previous studies, the project team divided the STA into four districts and developed several alternative land use plans and development concepts for each district. The Specific Plan includes design guidelines, custom zoning and development standards for future improvements or redevelopment, and incentives to encourage property owners to implement their properties in conformance with the Specific Plan. A transit-oriented development program included densification of areas around the trolley station while preserving a walkable, revitalized commercial district.

Town Center Specific Plan and EIR, City of Santee, San Diego County, CA. Project Manager. Mr. Mooney prepared a specific plan and EIR for this702-acre downtown redevelopment area. The plan included commercial, civic, employment, residential, and recreational uses that would support an overall population of 11,000 and 4 million square feet of commercial/business uses. The plan also included design guidelines to define the future character of Santee's Town Center and the extension of the metro light-rail system to create one of the earliest transit-oriented developments.

Additional projects include:

Black Horse Farms Specific Plan, City of San Diego, California

Master Community Plan and Environmental Impact Report (EIR), Rancho San Diego, California

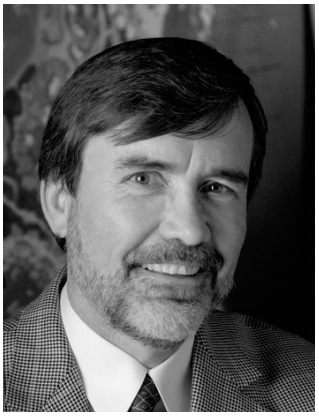
Mount Woodson Ranch Specific Plan and Environmental Impact Report (EIR), San Diego County, California

Woods Valley Ranch Specific Plan and Environmental Impact Report (EIR), Ramona, San Diego County, California

KURT CULBERTSON, FAICP, FASLA, LEED AP

PLANNING & URBAN DESIGN PROGRAM MANAGER

DESIGNWORKSHOP



AVAILABILITY

10% weekly time available

CLIENT REFERENCES

Lake Douglas
Louisiana State University
Associate Professor
artsplan@msn.com
225.578.9222

Herb Denish
President, Denish + Kline Associates
hmd@denishkline.com
505. 842.6461

Walther Czerny
ATC Consultants GmbH
walther.czerny@atc-consultants.com
+43 - (0)1 - 263 71 17-1

EDUCATION

PhD in Landscape Architecture, University of Edinburgh

Master of Business Administration in Real Estate, Southern Methodist University

Bachelor of Landscape Architecture, Louisiana State University

LICENSURE

Licensed landscape architect: Colorado, Louisiana, New Mexico, South Carolina, Nebraska

ACCREDITATIONS | CERTIFICATIONS

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

Chairman and Principal of Design Workshop, Kurt Culbertson has been instrumental in the company's success both nationally and internationally for over 30 years. Kurt has been involved in planning and development projects throughout North and South America, Asia, Europe and the Middle East. Kurt calls Spring Island, South Carolina and Aspen, Colorado home.

Kurt is a leader in the field of evidence based design and the application of metrics and performance measures to large scale planning projects. This cutting edge approach which addresses not only environmental performance but the community and economic performance of the built environment, has been highlighted in numerous publications. His work has been recognized through professional awards by the American Planning Association and the American Society of Landscape Architects.

Culbertson has initiated the creation of a model "sustainable development," a community that promotes stability between both the physical and social systems. He has shaped the firm's belief that when environment, economics, art and community are combined in harmony with the dictates of the land and needs of society, magical places result. Places that lift the spirit. Sustainable places of timeless beauty, enduring quality and untold value – for our clients, for society and for the well being of our planet.

SELECTED PROJECT EXPERIENCE

Lafitte Greenway Corridor Revitalization Plan + Lafitte Greenway Master Plan: New Orleans, Louisiana

Port Royal Master Plan: Port Royal, South Carolina

Bay Street Redevelopment: Nassau, Bahamas

Umore Park: Rosemont, Minnesota

Daybreak: South Jordan, Utah

Big Darby Accord: Franklin County, Ohio

Riverfront Park: Denver, Colorado

St. Louis Great Streets Initiative (South Grand Street + Manchester Road): St. Louis, Missouri

Dominion Boulevard Corridor Plan: Chesapeake, Virginia

Six Forks Road Corridor: Raleigh, North Carolina

Lewisville Old Town Plaza: Lewisville, Texas

Post Oak Boulevard: Houston, Texas

Dorsett Road Great Streets: St. Louis, Missouri

Wheaton Downtown Development Plan: Wheaton, Illinois

Lincoln P Street Master Plan + Streetscape Plan: Lincoln, Nebraska

Midtown Neighborhood Transportation and Streetscape Plan: Wichita, Kansas

Uptown Houston Redevelopment: Houston, Texas

CHUCK WARE, PLA, LEED AP

LANDSCAPE ARCHITECT / PLANNER

DESIGNWORKSHOP

AVAILABILITY

30% weekly time available

CLIENT REFERENCES

Tyler Gibbs

Former Plan Implementation Manager, City and County of Denver, May 1992 – August 2010 (18 years 4 months)

Currently Director of Planning and Community Development at City of Steamboat Springs, tgibbs@steamboatsprings.net

Steve Van Gorp

Former Deputy Director of Las Vegas Redevelopment Agency, City of Las Vegas

Currently with Steve van Gorp, AICP, CNUa, AIAa
702.204.3058
stevevangorp@gmail.com

Terrall Budge
Principal Owner
Address 569 East 2nd Avenue
Building B
Salt Lake City, Utah 84103
Loci, LLC, tbudge@loci-slc.com
801.906.0399

EDUCATION

Master of Architecture, Circa (Southern California Institute for Architecture)

Master of Urban Design, Virginia Tech

Bachelor of Science in Landscape Architecture, Ohio State University

Chuck, Principal at Design Workshop's Los Angeles and Dubai offices, believes that design should focus on creating meaningful places for people in public settings that both bring people together and serve community interests. Chuck ensures design is well-resolved, highly crafted, and is both environmentally-responsible and long-lasting. He is recognized as a leader in resort and community planning, mixed-use urban design work and as an expert in landscape architectural implementation practices.

Focusing on executing design and built work, Chuck competently leads all aspects of complex interdisciplinary projects. Effective process, comprehensiveness and attention to detail are hallmarks of his work. He recently co-authored a textbook "Design and Documentation Guidelines and Best Practices for Landscape Architects." Chuck has been sought to lead some of the industry's most challenging projects.

SELECTED PROJECT EXPERIENCE

Riverfront Park/Denver Commons
Master plan, design guidelines and landscape architecture for mixed-use district.

Chengjian Jinshazhou, Guangzhou, China
Master Plan and landscape architecture for high density, mixed-use community.

Downtown Rising, Salt Lake City, Utah
Master plan recommendations and board member for downtown revitalization.

Eleven New Communities, Saudi Arabia Ministry of Housing, Saudi Arabia
Master plans and detailed design for eleven housing sites across Saudi Arabia.

Festival Community, Buckeye, Arizona
Master plan for four villages and park system within 10,000 acre community.

Gates Transit Village, Denver, Colorado
Urban design for redevelopment of 80 acre Gates Rubber Company.

Great Western Park, Broomfield, Colorado
Master plan for residential community with various housing types.

Highbury at Lake Park, West Valley City, Utah
Master plan for mixed-use community.

Inspirada Town Center, Las Vegas, Nevada
Master plan and landscape architecture for mixed-use town center.

La Mesa, Yuma, Arizona
Master plan for mixed-use community.

Mumbai Eastern Waterfront Housing, Mumbai, India
Housing plan for a range of socio-economic groups.

North Logan City Center, North Logan, Utah
Master plan and urban design for new town center.

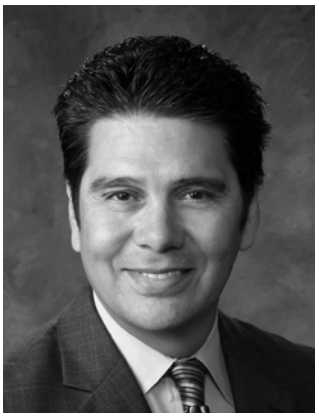
Parker Housing, Parker, Colorado
Master plan for residential community with various housing types.

Pearl River New Town Yumin, Guangzhou, China
Landscape architecture for mid-density residential community.

Rangeview Community, Calgary, Canada
Master plan for mixed-use community, with transit-oriented urban centers.

MARTIN FLORES, PLA

URBAN DESIGNER / PLANNER



AVAILABILITY

30% weekly time available

CLIENT REFERENCES

David Changarangsu, City of Laguna Hills, dchantarangsu@ci.laguna-hills.ca.us, 949-707-2675

Daniel Kay, Civic San Diego, 619-533-7159

Bill Ekern, City of Milpitas, bekern@ci.milpitas.ca.gov, 408-586-3273

EDUCATION

B.A. in Landscape Architecture, California Polytechnic State University San Luis Obispo, 1983

LICENSURE

Professional Landscape Architect, CA #3401

PROFESSIONAL AFFILIATIONS

Urban Land Institute (ULI)

U.S. Green Building Council (USGBC) / Leadership in Energy and Environmental Design (LEED)

California Polytechnic Landscape Architectural Advisory Council, San Luis Obispo, CA

American Planning Association (APA)

American Society of Landscape Architects (ASLA)

Martin S. Flores is the Principal Urban Designer of the five California offices at RICK. For the previous 15 years Mr. Flores was the Senior Urban Designer and Planner for the San Jose Redevelopment Agency for The City of San Jose. While at the RDA and for the past 10 years at Rick Engineering Company Mr. Flores has coordinated directed and managed an array of large and small-scale land development, public realm, neighborhood, river and urban park projects throughout California and Mexico. He designs and reviews from conceptual through construction administration, directs in-house urban design studies, manages design consultants, coordinates with permitting and other city departments and government agencies. In addition he has extensive experience in public outreach and participatory design support, especially with public realm improvements, civic buildings, community centers and parks development. His representative project experience includes:

SELECTED PROJECT EXPERIENCE

Atascadero Downtown Enhancement Plan, Atascadero, California. Served as Design Principal-In-Charge of design working with the City of Atascadero, providing design development and construction documents for 7 key redevelopment areas. Program includes downtown historic entry monumentation, "Complete Streets" pedestrian improvements, landscape medians, custom designed bus stop furniture, pedestrian and vehicular lighting design, bridge renovation with enhanced rail and median planter, and pedestrian tunnel entry renovation.

Asia Pacific Thematic Historic District, San Diego, California. Served as Design Principal-In-Charge of design, planning and consultant coordination. To help create a thematic streetscape that celebrates that heritage, The Rick Team engaged the community with a comprehensive outreach process that introduced the participants to a vast array of public realm options and a series of concepts and approaches that expressed the colors, forms, customs and history of the Asian communities that once thrived in the district. The final designs helped establish and identify, the district with Asian iconic brass tiles, banners and kiosks, thematic light fixtures, special brick paving and the placement of the a unique gateway to the historic district. The 6-block district Asia Pacific Thematic Historic District now holds a unique location in San Diego both as a historic/cultural site and a tourist attraction.

Downtown Enhancement Plan, City of Winters, California. Served as Design Principal-In-Charge working with the City of Winters, carefully crafted the Downtown Streetscape Improvements Project for their historic 1898 commercial center. The design incorporated clay brick pavers, street furnishings, historic street light standards, and general design approaches that enhance the High Victorian and Italianate architecture of Main Street. The Rick Team arranged pedestrian improvements, bulb-outs, and low walls strategically to create outdoor dining for adjacent restaurants, calm traffic flows, and fashion attractive public plazas and gathering places for the community. Another strategic design feature was the use of local materials, which saved time and money and gave the final design a distinctive local flavor.

Downtown San Diego Wayfinding Program, San Diego, California. Served as Design Principal in charge of planning and consultant coordination of this comprehensive wayfinding program. The first phase involved a detailed indexing of all existing vehicular and pedestrian signage systems. The second phase includes final design and installation to update and enhance the downtown wayfinding system to facilitate a visitor-friendly experience that includes walking, cycling, convenient use of transportation, and efficient use of vehicular transportation and parking.

DANN MALLEC

SPECIFIC PLANNER

AVAILABILITY

30% weekly time available

CLIENT REFERENCES

William Dumka, CalAtlantic Homes, william.dumka@calatl.com, 858-618-4910

Stephen Roach, Jones, Roach & Caringella, Inc., steve@jrcualuation.com, 858-565-2400

Hank Rupp, Rancho Guejito's Corporation, hank@ranchoguejito.net, 800-519-4441

EDUCATION

A.A. in Civil Engineering, San Diego State University

Extended City Planning Studies, Southern Colorado State College

Extended Urban Studies, Arizona State University

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

City of San Diego Parks and Recreation Design Review Committee (28 years)

Past Board Member, YMCA of San Diego County (Camping Services)

Dann L. Mallec is Principal Project Planner of RICK's Community Planning and Sustainable Development Division. He has more than 50 years of professional experience. Mr. Mallec's primary focus has been to assist private sector master developers, builders, and individual property owners in providing sound land-use planning solutions from "concept to reality." These have ranged from semi-rural and rural settings to suburban and urban developments. His understanding of the many complex aspects of the site planning and development process, coupled with his background in civil engineering allows him to solve complex problems in a cost efficient buildable manner. Mr. Mallec's approach to integrating product knowledge with topographic constraints has led to aesthetically pleasing, highly marketable projects throughout California, Arizona, and Nevada. In recent years, due to this innate ability and perspective, his role as a physical planner has evolved into providing expert witness testimony for numerous public entities within the realm of highest and best use analyses. In addition to Mr. Mallec's many years of experience and his degree in civil engineering, he has completed advanced courses in regional and urban planning. His specialized experience and expertise include:

COMMUNITY PLANNING EXPERTISE

Dann has served as Principal Project Planner providing fundamentally sound land use planning principles to numerous master planned communities, which balanced housing with employment generating business and industry; transit systems that supports pedestrian orientation; and accountable fiscal planning to meet the public community facility needs. Recent efforts have included Black Mountain Ranch (a.k.a. Santaluz & Del Sur), Sabre Springs and Scripps Ranch Villages. These communities ranged in size from 150 acres to over 5000 acres.

SELECTED PROJECT EXPERIENCE

Black Mountain Ranch, San Diego, California. Assisted in the site planning and design services for a comprehensive master plan for the 5,000-acre Black Mountain Ranch Subarea Plan allowing over 3,700 dwelling units, commercial, employment and mixed-use along with community-wide facilities. Products included master tentative maps, planned development applications, re-zone and Community Design Guidelines.

Rancho San Diego Master Plan, County of San Diego, California. Served as project manager for a comprehensive master plan implementing the goals and objectives of the 2,963-acre Rancho San Diego Specific Plan area, allowing 6,357 dwelling units, regional shopping and associated community-wide facilities. Work also included providing a systematic program for implementation of land uses and incremental expansion of needed public facilities. Issues addressed included: adjacent land uses, steep slopes, location within the Sweetwater River Valley and significant biological resources.

Various Attached Housing Projects, Southern California. Provided planning services within San Diego, Riverside, Orange and Los Angeles Counties in the development of over 3,000 attached multi-family dwelling units. Products range from single story stacked flats to spacious two-story townhomes in density ranges of 12-30 dwelling unites per acre with lifestyle ranges of single to seniors. Project sized have ranged from 50 units to over 400 units with all the required recreational amenities associated with attached housing.

CAREY FERNANDES, AICP

ENVIRONMENTAL IMPACT REPORT / CEQA / PEIR

DUDEK

AVAILABILITY

20% weekly time available

CLIENT REFERENCES

Bill Chopyk, City of Solana Beach, Formerly with City of La Mesa, bchopyk@cosb.org, 619-667-1167

Lesley Nishihira, Port of San Diego, lnishihi@portofsandiego.com, 619-686-7269

Alex Al-Agha, Yokohl Ranch Development Company, alagha@yokohlranchco.com, 619-589-1600

EDUCATION

San Diego State University, MA, Public Administration, 1998

University of California, Santa Barbara, BA, English, 1993

PROFESSIONAL LICENSURE + CERTIFICATION

American Institute of Certified Planners, Certificate No. 016067

PROFESSIONAL AFFILIATIONS

American Planning Association, Board of Directors, 2000–2002, 2005–Present

Association of Environmental Professionals

Carey Fernandes is a senior project manager with 19 years' professional planning-related experience specializing in the planning, environmental, and development industries. Her diverse background of education and experience includes permit processing with local jurisdictions, coordination with public agency staff, preparation of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documents, project management, due diligence, and feasibility analysis.

As a senior project manager, she has worked on a number of planning documents, such as specific plans, comprehensive plans, and general plan updates. In addition, she has served as on-call planning staff for several public agencies. She has also served as project manager and primary author of many environmental review documents throughout San Diego and Imperial counties. She also works with several Native American tribes in the western United States in the preparation of tribal environmental documents. Through this experience, she has developed a broad understanding of policy, planning, and environmental issues.

SELECTED PROJECT EXPERIENCE

Park Station Specific Plan, City of La Mesa, California. Currently serving as project manager for preparation of an environmental impact report (EIR) for the Park Station Specific Plan, a 5-acre development area consisting of four land use elements (mixed-use, multifamily housing, parks, and open space). Significant elements analyzed in the EIR process included air quality (greenhouse gas emissions), noise, biology, cultural resources, hazardous materials, traffic, and visual analysis.

La Mesa Mixed Use Overlay Zone, City of La Mesa, California. Project manager for preparation of an EIR to allow for adoption of the city's Mixed Use Urban Overlay Zone (MUUOZ), which added regulations and standards to the zoning code to implement the objectives of the city's General Plan. New development is then subject to development standards of the MUUOZ, involving residential density, pedestrian orientation, building height, parking, and open space. The objective of the MUUOZ encourages smart growth land use patterns by orienting more density around existing public transit routes, such as the trolley line. Impacts analyzed in the EIR include traffic, air quality/climate change, and cumulative impacts.

Chula Vista Bayfront Master Plan (CVBMP) EIR, San Diego Unified Port District (Port), City of Chula Vista, San Diego County, California. Project manager providing environmental review consulting services for the CVBMP, which involved preparation of an EIR for the approximately 550-acre CVBMP, a high-profile redevelopment and revitalization project in the City of Chula Vista. Involved coordination between the Port and City of Chula Vista staffs and other associated consultants to complete CEQA process in accordance with the Port and City of Chula Vista's CEQA guidelines. Infill development in both state tidelands and uplands under the Port's jurisdiction and uplands under the city's jurisdiction involved analysis of multiple environmental issues at both the project and program level.

JOAN ISAACSON, AICP

PUBLIC OUTREACH

KEARNS & WEST

AVAILABILITY

35% weekly time available

CLIENT REFERENCES

Greg Wade, Former City of Imperial Assistant City Manager/Community Development Director (currently City of Solana Beach City Manager), (858) 720-2431, gwade@cosb.org

Stephanie Spicer, Los Angeles Department of Water and Power Community Relations Manager, (213) 367-1314, stephanie.spicer@ladwp.com

Robin Schifflet, City of San Diego Development Project Manager/Park Planning Lead, Planning Department, (619) 533-4524, RShifflet@sandiego.gov

EDUCATION

B.S., Psychology, Cal State University, Fullerton

M.A., Geography, San Diego State University

PROFESSIONAL LICENSURE + CERTIFICATION

International Association of Public Participation

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

Lambda Alpha International

Joan Isaacson, AICP, is a vice president at Kearns & West with over 25 years of experience in community engagement, stakeholder facilitation, and urban and environmental planning across Southern California. At the core of her work is a commitment to formulating the best facilitation and engagement strategy to ensure successful, viable project outcomes.

With particular focus on highly urbanized environments, she has led public involvement programs for community and specific plans, transit-oriented development strategies, urban infill and redevelopment, parks and open space plans, multi-modal transportation planning, climate action plans, and CEQA review. Additionally, her experience includes community engagement and stakeholder facilitation in the areas of water, energy, transportation, hazardous materials remediation, and regional infrastructure.

Joan's participatory programs have included focus groups, advisory committees, stakeholder interviews, customized website dialogue platforms, online and telephone surveys, pop-up outreach, public workshops and open houses, webinars, success story campaigns, educational videos and newsletters, and media monitoring. She also has special expertise in conducting multi-language and multi-cultural community engagement. As testament to her public meeting facilitation skills, clients call upon her for special facilitation assignments outside of her primary projects.

In addition to her project work, Joan lectures on community engagement and stakeholder engagement in Southern California, and is teaching a public participation course this spring for UCSD Extension.

SELECTED PROJECT EXPERIENCE

De Anza Revitalization Plan, City of San Diego

Joan is directing the public involvement in the City of San Diego's planning for the next chapter of this significant property within Mission Bay Park, balancing new public recreational activities, wetland restoration, mobility improvements, camping, and a sustainable revenue stream. To engage both stakeholder interests and the public, the program includes an ad hoc committee, community workshops, an online discussion forum, stakeholder interviews, and pop-up outreach. Joan is facilitating all committee meetings and community workshops.

Transit Forward Plan and Operations Analysis, Riverside Transit Agency

Joan led the public involvement for this comprehensive analysis of transit service and five-year improvement plan. A multi-pronged approach was used to involve stakeholders – particularly transit riders with diverse communication needs – in both urbanized and rural areas of Riverside County, including focus group, traditional workshops and open houses, surveys, and extensive pop-up outreach at transit stations, colleges, and shopping areas. The agency approved the new plan and is now working on critical implementation projects.

Commercial/Mixed-Use Zoning Update and EIR, City of Imperial Beach

As Project Director and Public Participation Leader, Ms. Isaacson led a team composed of urban designers, mobility/parking planners, zoning experts, and economists to assess the existing zoning and development trends in order to craft amendments that better achieve the community's vision. The public participation program led by Ms. Isaacson engaged community members and stakeholders in the identification of development priorities and opportunities as well as land use compatibility issues.

EVA YAKUTIS

PUBLIC OUTREACH

AVAILABILITY

30% weekly time available

CLIENT REFERENCES

Professor Ronald O. Loveridge, City of Riverside, ronald.loveridge@ucr.edu/rol820@yahoo.com, 951-827-4548

Ken Gutierrez, City of Riverside, ken.gutierrez@att.net, 951-850-5018

Rose Mayes, Fair Housing Council of Riverside County, fhcrc@fairhousing.net, 951-682-6581

EDUCATION

California State University San Bernardino, Masters, Public Administration, 2008

University of California, Riverside, BA, Political Science, 1991

PROFESSIONAL LICENSURE + CERTIFICATION

ToP® Facilitation Methods - Participatory Strategic Planning, 2005

Certified Trainer: Building Developmental Assets in Youth, Search Institute, 2004

ToP® Facilitation Methods - Group Facilitation Methods, 2004

Certified Community Mediator – U.S. Department of Justice, 2003

Certificate in Copyediting, UCSD Extension (Completion: June 2016)

Eva Yakutis comes to the field of Community Development through 12 years of professional local government experience and a strong passion for empowering communities. The principals and applications of Asset Based Community Development (ABCD) are her area of expertise.

ABCD refers to a research-based philosophy that focuses on building community through identifying and building on the strength of what is already working in neighborhoods. At the heart of ABCD work is leadership training, community organizing, and asset mapping. The result is neighborhoods capable of effective self-care and residents engaged in the decisions that affect their lives and the places they live. Within this context, outside resources are most effectively applied – residents are involved at the front end of community improvement strategies, lead them, and sustain the success long after outside professionals are gone! And that is what community development is all about, right?

To do this work requires group facilitation tools that result in clear, comprehensive collaboration reached with full participation and no conflict. To achieve this, Eva uses ToP® (Technology of Participation) methods. The methods are used worldwide with all types of organizations and are well known as powerful tools for groups to think and work together in creative and productive ways.

In addition to developing and implementing the neighborhoods programs for the City of Riverside, Eva leveraged resources for community work there including Federal and local grant funds, a progressive municipal homeless program, housing projects and programs, and various efforts focused on addressing the Great Recession foreclosures crisis. She had the honor early on of being under the tutelage of Henry Moore of the ABCD Institute at Northwestern University.

SELECTED PROJECT EXPERIENCE

- Consultant – Community Building/Strategic Planning (January 2012 – Present)
- Freelance Copy Editor (March 2016 – Present)
- Housing and Neighborhoods Manager – Development Department of the City, Riverside, California (November 2005 – July 2011)
- Office of Neighborhoods Manager, City Manager's Office, City of Riverside, California (February 2001 – November 2005)
- Assitant to the Mayor, City of Riveside, California
- Court Report, State License 5084 County of Riverside, California (June 1980–October 1998)

RECENT SPEAKING + TRAINING

- Neighborhoods, USA Conference: Baton Rouge, LA, 2007; Minneapolis, Minn., 2013
- UC Riverside, Sociology Department, January 2011
- American Planning Association (California) Conference, September 2008
- California Crime Prevention Officers Assn./CFMH Convention 2006
- University of La Vern, Education Department, 2006
- Riverside Neighborhood Conferences 2008, 2006, 2005, 2004, 2003, 2002, 1996
- California Healthy Cities and Communities Annual Conference, 2004
- California Baptist University, Political Science Department, 2004, 2005
- Faith and Justice Summit, Riverside, CA 2003

BRIAN STEPHENSON, PE, TE, PTOE

TRAFFIC MOBILITY ENGINEER

AVAILABILITY

25% weekly time available

EDUCATION

B.S. in Civil Engineering, 1998, University of New York at Buffalo

PROFESSIONAL LICENSURE + CERTIFICATION

Registered Professional Engineer
California, #69471
Arizona, #42520
New York, #080635
Colorado, #0048708

Registered Traffic Engineer
California, #2419

Professional Traffic Operations Engineer, #2169

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineering (ITE)

American Society of Civil Engineers (ASCE)

International Municipal Signal Association (IMSA)

Brian Stephenson is an Associate at RICK, where he manages a team of traffic engineers who provide a variety of traffic engineering services, including the preparation and review of traffic impact studies, traffic signal plans, signing and striping plans, traffic control plans, optimized network timing plans, and accident analysis. Mr. Stephenson is well-versed with municipal traffic engineering and currently serves the City of Murrieta as the City's Consultant Traffic Engineer.

SELECTED PROJECT EXPERIENCE

Harmony Grove Traffic Signal, Signing & Striping, Traffic Control, & Detour Plans, County of San Diego, California. Provided project engineering services for all traffic-related PS&E including traffic signal plans, signing and striping plans, traffic control plans, and detour plans for the mixed-use community 0f 742 dwelling units, commercial uses, an equestrian facility, and a fire station. The traffic related PS&E included 4 traffic signals, 12 sheets of signing and striping, 6 sheets of traffic control, and 2 detour plans.

Black Mountain Ranch Signal Plans, Signing & Striping Plans and Traffic Control Plans – San Diego, California. Provided project engineering services for all traffic-related PS&E including traffic signal plans, signing and striping plans and traffic control plans for this 5,000-unit development. Roadway work associated with the project included miles of local streets, the construction of two prime arterial roadways (Camino Ruiz and Carmel Valley road), as well as widening of the City's main arterial roadway: Black Mountain Road. Traffic-related PS&E included 20 sheets of traffic control, 15 sheets of signing and striping, and the construction of six traffic signals, all of which are interconnected.

Pacific Highway and Barnett Avenue Bikeway Feasibility Study, City of San Diego, California. Project Engineer responsible for analysis and conceptual design of various bikeway alternatives for traversing the Pacific Highway and Barnett Avenue intersection. The study included recommendations to provide connections for bicyclists travelling through the vehicle-congested area, as well as cost estimates and public presentations at various community group meetings.

Consultant Traffic Engineer, City of Murrieta, California. As part of RICK's contract services to the City of Murrieta, Mr. Stephenson is the City's Consulting Traffic Engineer responsible for reviewing traffic signal plans, traffic impact studies, and Environmental Impact Report (EIR) traffic analysis submitted to the City of Murrieta by developers. He also responds to citizens' concerns with traffic related issues, and represents the City at Traffic Commission, Planning Commission, and City Council meetings.

Los Alamos Road/I-15 Overcrossing Traffic Analysis, City of Murrieta, California. Project engineer responsible for the preparation of a traffic analysis report documenting the impacts of the Los Alamos Road bridge widening over I-15. The study analyzed the roadway segment of Los Alamos Road over I-15, as well as the intersections immediately adjacent to the bridge, for existing conditions, no build (2030) conditions, and buildout (2030) conditions, and recommended buildout geometry for the adjacent intersections. The report was submitted and reviewed by City as well as Caltrans District 8 staff.

PAUL MARRA

MARKET & ECONOMIC ANALYSIS

KEYSER MARSTON ASSOCIATES

AVAILABILITY

10% weekly time available

CLIENT REFERENCES

Lara Gates, City of San Diego, lgates@sandiego.gov, 619-236-6006

Luke Watson, City of Temecula, Luke.Watson@cityoftemecula.org, 951-694-6415

David Witt, City of La Mesa, dwitt@ci.la-mesa.ca.us, 619-667-1195

EDUCATION

B.A. in Sociology, John Hopkins University

PROFESSIONAL AFFILIATIONS

President of Lambda Alpha International, San Diego Chapter, 2012

Urban Land Institute (ULI)

American Planning Association (APA)

San Diego Housing Federation

Citizens Coordinate for Century 3

Mr. Marra is Managing Principal of Keyser Marston Associates, Inc.'s San Diego office. He has 30 years' experience in real estate market and financial evaluation, fiscal and economic impact assessments, and public/private partnerships.

Mr. Marra provides advisory services to public agencies and private clients in Southern California. His areas of concentration include:

- Feasibility analyses for market-rate and affordable housing
- Assessment of development potential and revitalization strategies
- Developer solicitation and negotiations

Mr. Marra served as the 2012 President of Lambda Alpha International San Diego chapter, and he is a member of the Urban Land Institute, American Planning Association, San Diego Housing Federation, and Citizens Coordinate for Century 3 (C3). He chaired the 2014 Urban Land Institute (ULI) Technical Assistance Panel (TAP) for the Baja California Center property in Rosarito, Mexico. Mr. Marra graduated Phi Beta Kappa from The Johns Hopkins University with a B.A. degree in sociology. He studied in Latin America as an exchange student and maintains his fluency in Spanish.

SPECIFIC ARES OF EXPERTISE

Mixed-Use and Transit-Oriented Development

Mr. Marra analyzes feasibility for housing developments ranging from high-rise condominiums to in-fill and mixed-use developments. He has assisted cities and transit districts with developer selection and transaction structuring for multi-family and mixed-use developments at transit stations. Mr. Marra led the financial feasibility analyses and developer negotiations for the Mercado del Barrio mixed-use development near the Barrio Logan trolley station.

Economic Development

Mr. Marra assists cities and urban planners in evaluating the potential for new in-fill and mixed-use development in older commercial districts, including preparation of implementation strategies and infrastructure financing plans. He recently assisted the City of Imperial Beach in updating zoning for its commercial corridors, and worked with Southwest Riverside County cities to identify mixed-use development opportunities along the Highway 395 Corridor.

Public/Private Partnerships

University Village "main street" district in San Marcos; repositionings of regional malls in Escondido and San Diego; and ground lease negotiations for coastal resort hotels in Imperial Beach and Oceanside.

Fiscal and Economic Impact

Mr. Marra analyzes fiscal impacts for large-scale developments and Specific Plans/General Plan. He prepared nexus analyses for the Downtown San Diego park and recreation development impact fee and the City of Carlsbad affordable housing fee. He managed the formation of the first Infrastructure Financing District (IFD) in the State, at Legoland Park in Carlsbad.

PART III: CONCEPT APPROACH

RICK: LA ENCANTADA | Tucson, Arizona

DESIGN WORKSHOP: BAGBY STREET RECONSTRUCTION | Houston, Texas

RICK TEAM APPROACH

The RICK Team is a multidisciplinary group that has relevant experience preparing large scale Master Plan and Specific Plan programs for diverse communities throughout the Western United States, and specifically in the City of Riverside. Our Team is led by RICK, a full service community planning, engineering and design consulting firm with eight offices(including Riverside), and Design Workshop, an internationally recognized design firm that is well known for their Legacy Design® process. Our approach to the Northside Neighborhood & Pellissier Ranch Inter-Jurisdictional Specific Plan and PEIR is one of inclusion of all stakeholders, and includes a full understanding of community assets, land use opportunities, environmental constraints and economic opportunities. Our combined experience has proven that the planning process entails a sincere engagement with the community, development of community supported design concepts, and preparation of a Specific Plan that can be successfully implemented. Our approach includes several synchronized processes that occur in an iterative manner that ensure that the community and stakeholders are involved throughout the process and that the appropriate levels of information are communicated to building a well-supported, implementable plan. Our proven approach includes the following items;

- An effective bilingual Stakeholder Engagement Strategy that is consistent with methodologies and strategies by the Davenport Institute and Asset-Based Community Development (ABCD),
- Preparation of a Conceptual Master Plan Baseline Assessment based on stakeholder meetings and performance metrics analysis,
- Development of Typical Design Concepts for proposed mixed use infill areas, "complete street" streetscapes, landscape, environmental graphics, neighborhood theming, and parks/ open space,
- Development of an Implementation Program that identifies catalyst projects, costs and funding,
- Preparation of the final Specific Plan document and
- Preparation of the Program Environmental Impact Report.

The RICK Team approach begins with the establishment of a detailed Project Management Plan and a Strategic Kick-Off Meeting for the stakeholders.

TASK 1. PROJECT MANAGEMENT

RICK is a trusted advisor to our clients. We provide full services during the Specific Plan process as well as afterwards to maintain relationships and provide support for the following implementation steps . Our typical project management protocol includes regular coordination meetings with City staff to ensure ideas and concepts are well-coordinated before presentations to the community and stakeholders, bi-weekly client check-in calls, sub-consultant coordination, e-mail communication, website updates and one-page monthly summary reports/invoices.

The RICK Team brings value to clients through our commitment to project management, expertise in planning and design work, proven success with public engagement and our innovative approach to incorporating sustainable design through the Legacy Design® process.

Experienced Team members collectively have decades of practice leading, managing and implementing projects with diverse teams of sub-consultants. The firms on the RICK Team have honed this process for almost fifty years to deliver high-quality, well-resolved planning and design documents by:

- Assigning the most experienced personnel to given projects,
- Using City standards for landscape architectural, engineering, lighting design and documentation,
- Using tested policies for diligent internal design reviews and quality management reviews
- Conducting interdisciplinary quality management techniques to facilitate and expedite internal reviews .

Our project management philosophy is built upon the anticipation of, and preparation for, all issues that may arise throughout the project process. By constantly considering and developing the appropriate process and plan to address political, environmental, social, and design challenges/opportunities, we can better serve our client while delivering the highest quality product. Strong and effective project management is essential in completing successful projects. The RICK Team has fulfilled the role of project manager for hundreds of projects and as such we have developed a tried and true set of project management standards. We strive to ensure quality assurance and quality control through clear communication and dialogue with the City and RICK Team members. The RICK Team will maintain project schedules and milestones, identify and monitor critical paths for project completion, and track and report budget items to the client promptly and efficiently .

As discussed in the first paragraph above, the RICK Team's project management system provides for regular communication and quick response from the project manager and/or principal-in-charge. This communication results in tighter controls of the project budget and schedule, and facilitates communication with our client and project stakeholders. Our process enables us to fully achieve project objectives, satisfy client requirements and fulfill client expectations.

Every phase of each project will involve management from The RICK Team's Principal-in-Charge, Bob Stockton PE, LEED, Specific Plan and Environmental Program Manager, Brian F Mooney FAICP, and Urban Design Program Manager Kurt Culbertson FAICP, FASLA, LEED. Direct communication with the client will be addressed through memorandums, regular phone calls and emails throughout the entirety of the project. The RICK Team believes in bi-weekly meetings for all team members critical to that week's progress and will provide meeting minutes. A progress report detailing all tasks completed during each billing cycle will accompany all invoices.

TASK 2. STRATEGIC KICK-OFF MEETING

A Strategic Kick-Off Meeting to review project goals, scope and schedule with critical stakeholders selected by the City and Community is an important start to a successful project. We anticipate the participants will include the Rick Team, the City of Riverside and Colton City staff, and selected representatives from the community. The agenda and presentation materials prepared for this meeting will include introducing the RICK Team; describing roles and responsibilities; identifying concerns and anticipated outcomes; brainstorming goals and factors that will be critically important for measuring success; reviewing existing information needed to complete future tasks; establishing a list of key stakeholders to be engaged throughout the project; and finalizing the scope of services.

Immediately following the meeting, we will tour the study area and continue discussing opportunities and constraints, keeping in mind the project goals identified at the Kick-Off Meeting. During the tour, the character of the project area will be photographically documented for use in future tasks and presentation graphics. A written summary of the Kick-Off Meeting and access to the photographic library will be provided to the participants.

RICK: CALIFORNIA BAPTIST UNIVERSITY | Riverside, California

TASK 3. STAKEHOLDER ENGAGEMENT STRATEGY

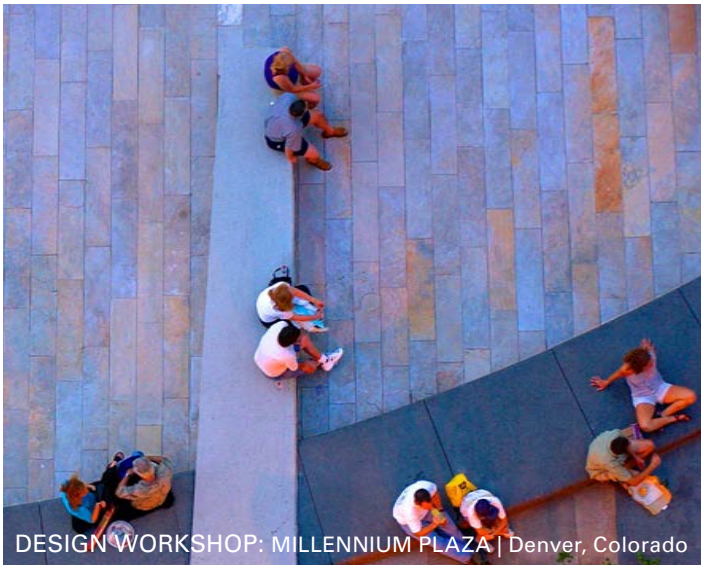
At the heart of comprehensive planning is public engagement, whereby those who will directly experience the benefits and potential impacts of implementation have a role in shaping their future. The Northside Specific Plan scope is multi-dimensional, including neighborhoods and communities with varying needs and concerns, opportunity areas for significant land use change and areas of stability, mixed environmental conditions, multiple layers of existing planning policy and regulations, and two cities and a local utility with decision-making and implementation responsibilities.

Conducting meaningful community engagement that shapes and forms the Northside Specific Plan requires taking time to establish an effective strategy. Especially important for the community engagement strategy – and exciting too – is building and integrating with the ongoing Our Riverside Our Neighborhood (ORON) work. ORON's use of the Asset Based Community Development (ABCD) approach for identifying neighborhood assets and initiating neighborhood strategies and visioning discussions provides a valuable engagement framework that is a natural fit for the Northside Specific Plan process. We will expand upon the great work already done by the ORON Champions, ORON staff and the community. Our starting point will be collaborating with the ORON effort in creation of a baseline assessment and then, in collaboration with ORON, ORON Champions, and community move forward to fine tune design of community workshops and events. Much like the ORON initiative, by its very nature the process design requires some flexibility to allow changes and adjustments in response to community direction.

The community engagement strategy needs to establish the overarching objectives for public involvement, how to best synchronize the public dialogue with the steps in the Specific Plan process, and specific activities and timelines. Consistent with the ABCD approach, we will consult early with community leaders and champions in development of the community engagement strategy. Additional considerations to address in the community engagement strategy is synchronizing dialogue with the steps in the planning process and using a "multi-pronged" process with diverse involvement opportunities to meet people's varying communication needs and interests as identified in our initial community consultation. The strategy also needs to incorporate Davenport Institute principles related to commitment to open outcomes, transparency and implementation action per the grant funding requirements. Lastly, consideration should be given to informing and involving City of Colton residents.

For purposes of the proposal and budgeting, the Rick Team mapped out an initial process, illustrated in the chart on page 24. We anticipated modifications and improvements as we prepare the community engagement strategy in collaboration with community members consistent with the effort anticipated in the total budget for outreach work. Involvement activities in our initial process include:

- Website and social media, using the existing ORON channels, and potentially two-way online engagement using a platform like MindMixer or MetroQuest.
- Periodically attending community organizations' meetings to provide updates, solicit input, answer questions and recruit attendance for community-wide involvement activities such as community workshops.
- A series of three community workshops with interactive formats for community members to explore concepts and create ideas and plans together, supported by Rick Team facilitators as needed. For accessibility, each of the three workshops will be conducted twice at different locations and/or varying times.
- Pop-up outreach before each workshop at places where people congregate in the community, to expand efforts to get the word out about the upcoming workshop and solicit input.
- Availability sessions (or "office hours") following each workshop, a technique that has proven valuable in community-based planning, where project team members are present at a set location to answer questions, hear additional input and explore concepts with community members who drop in.



DESIGN WORKSHOP: MILLENNIUM PLAZA | Denver, Colorado

- Spanish-language translation provided by Rick Team members who are proficient in decoding planning terms between Spanish and English.
- Informational materials that are relevant, intriguing and understandable, produced by the experienced Rick Team graphic designers, potentially integrated with ORON materials for the Northside.

The Rick Team brings a vast toolbox of participatory activities for community planning which will be tapped into during the Northside Specific Plan process. Walking tours and roaming workshops, front yard or coffee shop meetings, story festivals and poetry slams, and poster contests could be utilized depending on input received from community leaders. The gamut of workshop facilitation techniques brought by the Rick Team includes case studies and preference exercises, opportunity mapping, chip games, kinetic mapping, open houses with passports, visual preference surveys, hands-on design activities, breakout discussions, and polling with dots and TurningPoint handheld clickers as examples. Regardless of the format or discussion techniques, discussions and input must be documented in summaries.

Essential members of the Rick Team community engagement team are Eva Yakutis and Joan Isaacson. Eva will serve as community liaison between the Rick Team and the community and to ensure the integration and coordination of the ORON initiative with the Northside Specific Plan process. Networking and connecting are the first steps in organizing for strong community participation, and Eva will work with the community to maintain an open dialog, foster a culture of trust and understanding, and promote broad participation at each step of the way, including workshop design and facilitation. Working alongside Eva will be Joan Isaacson and her team Kearns & West. Joan brings over 25 years of experience formulating and facilitating successful public involvement for community and environmental planning across urban Southern California.

TASK 4. BASELINE ASSESSMENT

The RICK Team will investigate issues involving the entire project area using available data such as the existing conditions inventory as maintained by the GIS Supervisor at the City's Innovation and Technology Department and preliminary assessments of the study area completed by the City. The RICK Team has conducted some preliminary assessments, based upon the assembly of existing GIS data. These assessments are not intended to be complete or comprehensive, but rather provide our team with a preliminary understanding of key issues and opportunities. The Baseline Assessment will also trigger the beginning of the CEQA process with the preparation of technical studies to be incorporated into the Program Environmental Impact Report. The technical studies will be examined on a program level will be completed for Land Use, Transportation and Mobility, Biology, Cultural and Historic Resources, Hydrology, Geology, Hazards, Acoustics, Air Quality and Green House Gas, Aesthetics, Public Services and Population and Housing. Each issue will be examined for its relationship to the General Plan Goals and Objectives, Regulatory Framework, Existing Conditions and the Opportunities and Constraints it will have on development of the Master Plan., The existing conditions for mobility will include documentation of existing roadways, transit, bicycle facilities, pedestrian facilities, parking, capacity, and constraints. Existing traffic volume counts will be conducted at up to 20 intersections and 20 roadway segments, and will include bicyclists, pedestrians, and trucks.

PRELIMINARY COMMUNITY ENGAGEMENT PROCESS FOR THE NORTH SIDE SPECIFIC PLAN AND EIR

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
	TASKS 1–4	TASKS 5–6	TASKS 7–8	TASKS 9–12	TASKS 8–15	TASKS 11	TASKS 13 + 14	TASKS 14 + 15
	Project Launch & Baseline Assessment SUMMER 2016	**Vision & Goals** FALL 2016	**Alternatives** LATE FALL 2016	**Preferred Plan** WINTER 2017	**Environmental Scoping** LATE WINTER 2017	**Catalyst Projects & Implementation Strategies** SPRING 2017	**Draft Specific Plan & Draft Program EIR** SPRING/SUMMER 2017	**Final Specific Plan & Final EIR** FALL 2017
DIALOGUE FOCUS	Framework for effective community engagement	Vision & goals definition & performance metrics for alternatives analysis	Opportunities & constraints, land use and mobility conceptual alternatives	Land use & mobility plan preferred concepts	Environmental issues, mitigation & alternatives to address in Draft Program EIR	Projects to accelerate	Alignment between Vision & Specific Plan, adequacy of Draft Program EIR analysis	Responses to comments from public review
COMMUNITY INVOLVEMENT	Web page with sign-up function Inventory of recent visioning work and community associations Meetings with community organizations Public Involvement Plan preparation	Meetings with community organizations Pop-up outreach Walking tours Community workshop #1 Availability session	Meetings with community organizations Pop-up outreach Community workshop #2 Availability session	Meetings with community organizations Pop-up outreach Community workshop #3 Availability session	Environmental scoping comment period Public scoping meeting	Meetings with community organizations Pop-up outreach Availability session	Draft Program EIR public review period Public meeting Availability session	Distribution of Program EIR Responses to Comments Planning Commission Public Hearing Riverside City Council Public Hearing

ORON coordination, website updates, social media

We will work diligently to understand work completed to date by the City of Riverside, most notably the recorded input of the community. We will also study and itemize key applicable recommendations from the General Plan 2025, the Land Use and Urban Design Element (Northside Neighborhood, pp LU-105 to LU-110), the 1991 Northside Community Plan, and the Riverside Restorative Growthprint (RRG).

The intended outcome will be to unify and align current goals of the City and community with previous plans and studies for the area. Documents to study in detail will be provided by the City before or immediately following the Strategic Kick-Off Meeting.

Riverside Northside Neighborhood Preliminary Observations and Opportunities

(Does Not Represent a Comprehensive or Complete Analysis)

Neighborhoods

- Neighborhood units not so cohesively defined; opportunities to improve with centers, edges and circulation/open space networks.
- Current extent of community facilities deserves evaluation, e.g. schools, churches, healthcare, retail, recreation, police and fire. There looks to be deficiencies

Land Use

- Community and City perspective on long-term rezoning may be evaluated in order to strengthen land use relationships and compatibilities.
- District seems to be calling for a mixed-use center of some sort, e.g. at Columbia and Main.
- The perimeter conditions at all four edges are especially challenging, i.e. with highway impacts, impenetrability and barriers, and land use relationships.

Public Realm

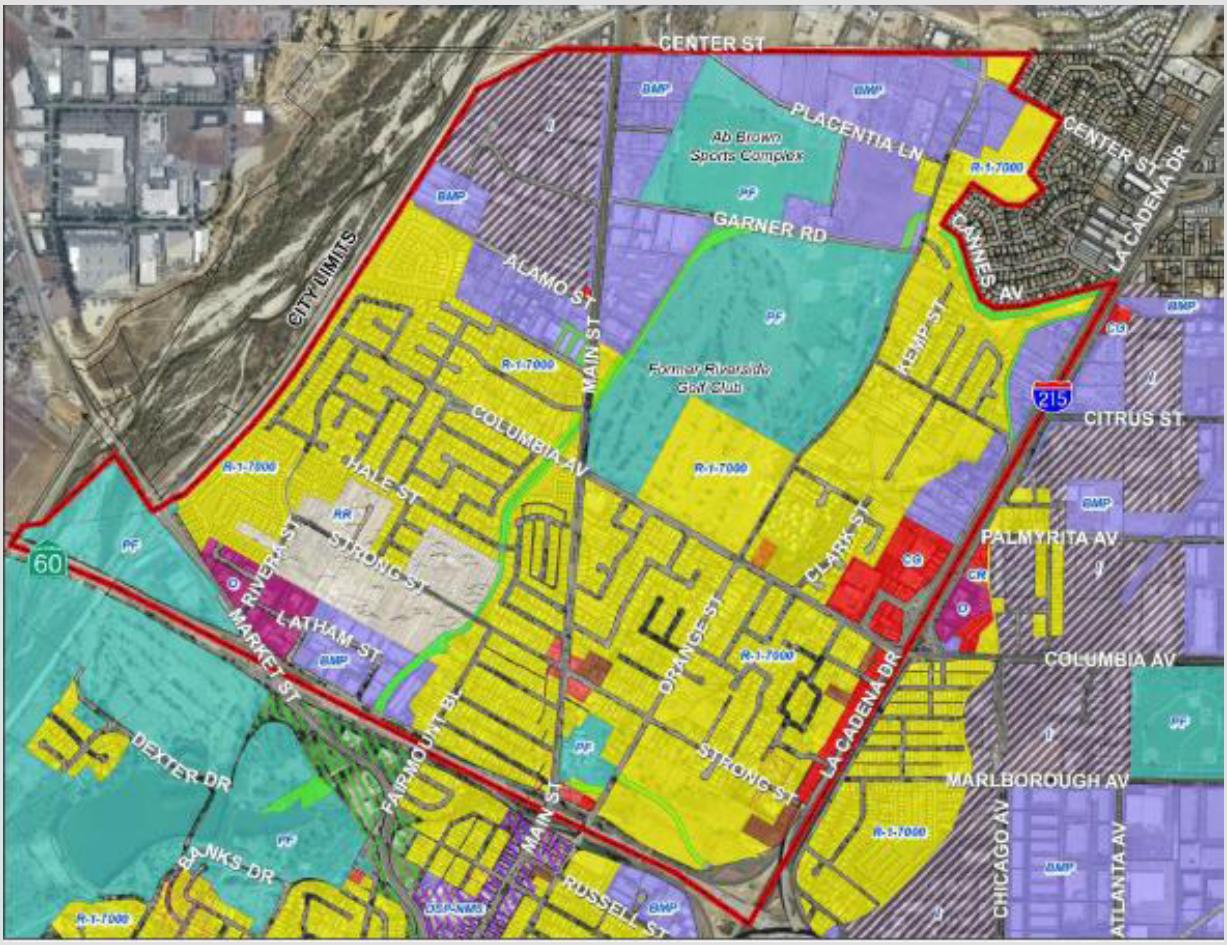
- Significant opportunity to develop park and open space system, including neighborhood and district parks, corridors, parkways and connections to Santa Ana River.

Streets

- Street connectivity can be improved, albeit with care taken not to create through traffic impacts to neighborhoods.
- Streetscape quality and identity requires overhaul.

Environmental Issues

- Commercial truck traffic routing and associated community impacts me need to be evaluated for safety, noise and visual considerations.
- Opportunity to integrate sustainable, green stormwater practices and master plan, potentially transforming currently channelized conditions.



NORTHSIDE NEIGHBORHOOD ZONING MAP, RIVERSIDE CA

As the assessment moves forward, we will analyze and summarize, in a visual and user-friendly format, our observations for demographic, psychographic, economic, land use, urban design, transportation, and infrastructure conditions impacting quality of life in the project area. For example, RICK will investigate the existing and proposed infrastructure conditions within and around the Northside Specific Plan area. This investigation will include streets and circulation, sewer, water, storm drainage, electrical, gas, and telecommunications facilities. The investigation will also include motorized and non-motorized connections to areas beyond the Specific Plan within the cities of Riverside and Colton. This will allow the designers to identify areas where upgrades are necessary, and suitable land uses that are consistent with the existing and planned infrastructure can be planned without placing an undue burden on the existing infrastructure.

The Baseline Assessment will build a foundation for the conceptual planning process. It will reveal important context and possible solutions for an active public engagement process. Specifically, the RICK Team will provide a market trends memo, an inventory of existing land uses, an evaluation of the existing street and open space network (including an identification of current mode split), general impediments to the use of alternative modes of transportation, and capital improvements that are planned or ongoing. An analysis map will examine major/minor destinations in and near the project area, as well as the pedestrian connections to neighborhoods and apartment complexes to those destinations.

Specifically, we will take into account beautification and improvements for Center Street, Orange Street and Columbia Avenue. We will integrate goals specified by the community in previous planning efforts and community dialogue, including the Ab Brown Sports Complex and former Riverside Golf Course, and Pellissier Ranch. RICK Team member Keyser Marston Associates (KMA) is prepared to complete a highest and best use (HABU) analysis for both properties.

The RICK Team will also evaluate market opportunities for a range of land uses including multi-family and single-family residential; industrial, retail, and office development; and recreational/cultural. Specific tasks will entail analysis of demographic and economic trends, assessment of market performance factors for each land use sector, and interviews with key stakeholders, including real estate professionals and community representatives. The RICK Team will estimate achievable absorption by land use type and recommend land use scenarios that emphasize community revitalization and economic development opportunities.

Work Products

- Market Trends Memo
- Land Use and Development Opportunities and Constraints Map
- District Destinations Opportunities and Constraints Map
- Open Space Opportunities and Constraints Map
- Multi-modal Transportation Opportunities and Constraints Map
- Environmental Opportunities and Constraints Map
- Annotated Matrix of Capital Improvements; identified from Existing Plans
- HABU Analysis for Ab Brown Sports Complex, former Riverside
- Golf Course, and Pellissier Ranch
- Hydrology and Storm Water Quality Study
- Baseline Report

RICK: COMMUNITY WORKSHOP

TASK 5. WORKSHOP #1: PROCESS AND INTENT

Process

The RICK Team will host a workshop to bring community stakeholders together; inform them of the planning process; review issues, opportunities and constraints; encourage participation in future tasks; conceptualize potential community improvements and initiate the foundation of a common vision. The RICK Team will also present preliminary background analyses, review the schedule, and facilitate dialogue about desires and concerns related to the project.

Intent: Goals and Performance Objectives

A key element of the workshop will be to define preliminary performance objectives, i.e. what stakeholders would to improve in their community. The Rick team will facilitate and solicit this input from the community, e.g. by identifying categories, topics and issues for the community to address. For example, the Rick team may ask stakeholders to address topics such as road safety, truck traffic, air quality, access to community facilities and parks and open spaces.

Performance Objectives will be organized under broad goal headings to assure comprehensive intent and a comprehensively successful outcome. The following general goal headings are anticipated:

- Community Development
- Natural and Cultural Resources Management
- Mobility and Transportation
- Environmental Health
- Economic Development
- Access to Art/Culture

We envision this workshop featuring focus groups and an evening public meeting at a convenient, well-known location to be determined by the City.

Work Products

- Agenda and Presentation Materials for Workshop #1
- Workshop #1 Meeting
- Summary Memo, Public Comments Received at Workshop#1
- Supplementary Online Community Survey
- Community Goals and Performance Objectives Report

6. PRINCIPLES, GOALS, OBJECTIVES, & DRAFT PERFORMANCE METRICS

Vision and Identity Strategy

An important goal for our process will be to clearly communicate a preliminary vision, principles and goals for the City and community through a "brand aesthetic." Our strategy will build upon existing branding elements from previous community input, as well as our working knowledge and understanding of the project area, kick-off meeting input, site tour and Baseline Assessment, to create a visual representation for the project area. The brand aesthetic is not intended to represent a planning or design solution. However, it is important for the community to feel represented with a cohesive and reflective identity.

We understand that the City of Riverside has established a logo for the Northside Specific Plan. We also understand that branding discussions may have taken place as part of the ORON process. If a brand aesthetic is determined not to be necessary, this step of the process will be focused on establishing broad principles which will being to inform an emerging vision.

Principles are statements of value, i.e. what the community and stakeholders find important and integral to the Northside neighborhood. These principles may include notions such as diversity, inclusiveness, safety, multi-cultural, and historic preservation.

We will test the brand aesthetic through the community engagement process. This will help us pair ideas for what the future of the neighborhood may look like with distinguishable elements that sets our neighborhood study apart from others. This strategy will be used as the outbound main messaging and overall tone to be carried through all materials. This includes both the internal and external main messages to be communicated to our audience and staff. Beyond specific platforms, we hope to create a message that gets the attention of visitors and truly tells the story of the Northside Neighborhood area.

DESIGN WORKSHOP: MIDTOWN TOD | Houston, Texas

Work Products

- Vision, Principles and Goals Report
- Brand mark (logo)
- Slogan/tagline
- Web concept (design of homepage only)
- Facebook header
- Twitter header and background
- Press release template
- Writing style guide

Draft Performance Metrics

Following Workshop #1, the RICK Team will synthesize its key findings from key stakeholder input and craft a metrics framework that will guide the development of conceptual plan elements. These draft metrics will be used to test alternative designs for the Specific Plan, and to evaluate whether one alternative is performing better than another. Metrics can be used to address basic questions in evaluating alternatives. For example, which alterative creates the most connectivity between parks, open spaces, and the Santa Ana River? Which alternative will yield the most opportunity for desired types of new development in the area? Which alternative best addresses land use compatibility objectives?

Benchmarking

A benchmarking process may be used to help the team understand and define metrics relative to other successful projects. To provide a point of reference for what these numbers actually mean, baseline conditions and performance metrics are compared to industry standards, best practices, and comparable facilities. Without this comparison, there is no point of reference for the meaning of subsequent measurements.

Previous project experience and well-documented case studies housed on the firm's portal, an internal website for sharing knowledge and information, provide benchmarks.

Synergies

The Rick team will seek organize community and stakeholder intent with the following principles in mind:

- Determine common interests between various stakeholder groups;
- Seek out synergies between performance objectives, e.g. green space that
- provides environmental, community and economic performance benefits;
- Seek out the interaction or cooperation of different stakeholder groups and organizations, to facilitate a combined effect that integrates diverse objectives.

Work Products

- Performance Metrics Report
- Benchmark Report: Case Studies

8. DEVELOP CONCEPTUAL MASTER PLAN ALTERNATIVES

Based on the findings of the Baseline Assessment, stakeholder meetings and performance metrics analysis we will develop a range of 3 to 5 Conceptual Master Plan alternatives. These plans will identify strategies for improving connectivity, neighborhood character, public realm, quality of life, and sense of identity, sustainability and economic development. The plans will leverage public infrastructure improvements and encourage investment in the study area. We will test alternatives for future uses that maximize desired development types and propose improvements to infrastructure, including all aspects of the walking, biking and transit realms. As the potential land use alternatives are developed for the specific plan area, RICK will also estimate long-range traffic forecasts for the roadways within the specific plan area. The forecasts will be estimated using the Riverside County Transportation and Analysis Model (RivTAM) for up to 5 different land use scenarios, and will be compared to the San Bernardino County Transportation Analysis Model (SBTAM), and manual adjustments made if necessary.

A number of studies will be used to inform and develop Master Plan Alternatives:

- Contextual Influences
- Primary Assets and Liabilities, Opportunities and Constraints
- Stable Plan Areas and Areas Requiring Redevelopment
- Mobility Analysis for Automobile and Transit
- Community Input Plan Diagrams
- Walkability Analyses/Walk Scores
- Streetscape Analyses
- Community Facilities and Associated Spatial Needs

DUDEK: MIXED-USE OVERLAY ZONE EIR | La Mesa, California

The Rick Team will develop implementable design concepts for improvements in the public realm. We will work with the overall team to develop a common vision. The framework for the Conceptual Master Plan Alternatives will be established and refined during a visioning workshop that will engage the design team, project sponsors, and key stakeholders as appropriate. We will identify a range of implementable improvements in the public realm to address deficiencies and strategic improvements focusing on circulation and connectivity, outdoor place making, public open space, economic and urban development, housing options and affordability, sustainability, and place making.

Finally, we will test our assumptions and design proposals by engaging a select panel of real estate and economic development experts, to evaluate the proposed improvements and development, and our economic model assumptions. Identified below are key steps in the process. These will be developed as exploratory frameworks to inform actual plan development. Implementation programs will include traditional zoning strategies and a modified Form Based Code as part of the Specific Plan based on the local jurisdictions preference.

Exploratory Plan Frameworks

a. *Circulation and Connectivity Vision*: We will analyze and develop a multi-modal street and open space framework that connects places where people with work, play, education, cultural and shopping destinations. This will include improvements to sidewalk and trail networks, street and pedestrian lighting, wayfinding and gateway signage, signature crosswalks, parking strategies, shaded pedestrian realms that connect to transit opportunities, street furniture, and other amenities that reflect the unique identity of the area. Our system will improve vehicular connectivity, improve safety and comfort for all users, connect multi-modal transit to pedestrian and bicycle routes and to major destinations, and reduce barriers to neighborhood connectivity such as gaps in sidewalks and lack of signage to parks, schools and other community facilities. Industrial truck traffic and associated impacts represent a critical community issue and will be given serious attention by the RICK Team.

b. Economic and Urban Development Framework: The RICK Team will propose public and mixed-use catalytic development projects that enhance the identity, activity, and appeal of the Northside Neighborhood based on a feasibility and market analysis. Strategies should include means to expand/create public partnerships, leverage investment, and capitalize on existing area plans. The analysis should examine means to retain and create new businesses in the area, including retail, dining, grocery stores, and recreation. Our analysis will include ideas and concepts that can showcase the area's identity, history, and unique aspects created through livable center improvements. The analysis will specify strategies to guide infrastructure replacement as opportunities arise and as redevelopment occurs.

c. Housing Choice and Affordability Concepts: Our team will propose catalytic development concepts and strategies that diversify, grow and evolve the existing housing stock in a manner that promotes upward mobility for area residents, preserves the quality and character of historic neighborhoods, promote reinvestment, and improve the living conditions and quality of life of area residents.

d. Sustainability Solutions: We will identify strategies that support the six livability principles of the Federal Partnership between HUD, DOT and EPA (provides more transportation choices, promote equitable, affordable housing, enhance economic competitiveness, support existing communities, coordinate policies and leverage investment, and value communities and neighborhoods) and how the Specific Plan can help advance and/or support the broader mission and intent of the Riverside General Plan.

e. Placemaking and Image: The Northside Neighborhood is a premier gateway into the City of Riverside. Areas within and outside the Northside Neighborhood should reflect the overall brand of Riverside, while also promoting the local neighborhood identity. We will identify ways to create a sense of place and identity such as through landmarks, wayfinding, design, and other place-making elements.

f. Hybrid Form Based Code: Emphasis will be placed upon defining the physical form of the community, with a high quality public realm. Relationship between building facades and public realm will be defined as typical conditions, rather than throughout the entire community. Building forms building mass and building relationships, and the scale and types of streets and blocks will be defined. Conventional zoning recommendations will be combined with Form Based Code to graphically define requirements.

Work Products

- Circulation and Connectivity Vision
- Economic and Urban Development Framework
- Housing Choice and Affordability Concepts
- Place Making, Image, and Branding
- Sustainability Solutions
- 3 to 5 Alternative Concept Master Plans
- Street Hierarchy, including Gateways
- Land Use
- Community Facilities
- Parks and Open Space
- Cultural and Historic Resources
- Stormwater Management
- Illustrative Renderings to highlight Neighborhood Character
- Landscaping and streetscape designs that build upon improvements to be implemented along major streets such as Center Street, Orange Street and Columbia Avenue
- Form-Based Code Options
- Branding and wayfinding that build upon initial branding efforts established by the neighborhood
- Gateway and documentation improvements that incorporate initial efforts to enhance attractiveness of the entrances to the various neighborhoods
- Additional features that bolster the identity of the neighborhood as unique, identifiable and marketable
- Hybrid Form Based Code

9. TESTING AND EVALUATION OF MASTER PLAN ALTERNATIVES

Plan Alternatives will be initially evaluated against previously established goals and performance metrics. These metrics and criteria will have been developed with representative of the community's and City's interests. Consequently, the plan evaluations should generally result in a plan that is favored by both groups. However, a community workshop will be Important to present, confirm and further develop a preferred plan direction.

More specifically, plan alternatives testing will result in an identification of strengths and shortcomings of each plan, for further development as a preferred direction is established.

- Scoring Reports for All Plan Alternatives

10. WORKSHOP #2: ALTERNATIVES EVALUATION

The RICK Team will conduct a day-time workshop and an evening open house. The purpose will be to gain insight from the area's key stakeholders concerning support/concern for potential plan alternatives. Stakeholders may include major landowners, business owners, residents, utility providers in the area, or others as deemed important to the process. During the course of the workshop, we will provide ideas for up to two plan alternatives for consideration.

These alternatives will be evaluated against a set of performance criteria set up from the project goals and Critical Success Factors (established during the Kick-Off). Participants will have an opportunity to evaluate the alternatives during the closing open house of the workshop. For community members and interested stakeholders that are unable to attend the workshop, our team will create an online survey through which citizens can provide feedback on alternatives at a time convenient for them.

RICK: BROAD STREET COORIDOR | San Luis Obispo, California

Work Products

- Agenda for Workshop #2
- Workshop #2 presentation materials
- Workshop #2
- Summary Memo of Public Comments Received At Workshop #2
- Supplementary Online Community Survey

11. TYPICAL DESIGN CONCEPTS

The RICK Team will take the analysis information and public input, online survey and articulate a single vision for future development in the area. This vision will provide the basis for the implementation of the plan. We will then further refine and develop the design details. The RICK Team will create sections, and sketches that communicate a preferred design for proposed mixed use infill areas, streetscape, landscape, environmental graphics and theming and parks/ open space. We will focus on feasible and implementable improvements in the public realm, working closely with the City, sponsors and stakeholders to ensure that specific solutions bring greatest advantage to community goals. These improvements will be defined with target timelines for realization. The goal will be to develop adequate programmatic and design detail to develop master plan level cost estimate that will inform the implementation plan, outlined in a later task. The effort will focus on creating a 'preferred alternative' package. Working closely with the City and stakeholders, we will identify public realm 'projects' to be developed in detail, as well as design guidelines that will be formalized. We will describe what improvements should be implemented, as well as where and when they should occur. This will set the stage for our next task, in which we will define how these improvements will be realized.

Work Products

- Prototypical Housing Concepts
- Prototypical Commercial Concepts
- Prototypical Retail Concepts
- Prototypical Mixed-Use Concepts
- Prototypical Park and Open Spaces Concepts
- Prototypical Streetscape Concepts
- Prototypical Environmental Graphics Concepts

12. PRIORITIZED PROJECT LIST

The RICK Team believes that projects to stimulate private investment in the project area should be identified, costs for each project should be estimated, and roles and responsibilities for implementation be assigned to ensure that these catalyst projects are implemented.

The team will first identify an overall Specific Plan phasing strategy. Specific projects will be identified within each plan area. Project evaluation criteria will be developed and used to evaluate and prioritize projects.

Prioritized projects will be further defined, e.g. with specific program requirements.

Work Products

- Specific Plan Phasing Plan
- Prioritized Projects Report

13. IMPLEMENTATION FOR PROPOSED CATALYST PROJECTS

Based on the final approved preferred alternatives for the public realm improvements in the project area and the proposed redevelopment concept, we will develop a "road map" for realization of the identified catalyst projects. Work will focus on defining concrete incremental steps and timeframes. Utilizing data, case study information, and final design solutions developed in previous phases, and working with key stakeholders, we will outline an implementation sequence for public realm improvements.

The RICK Team will propose funding and implementation structures which are appropriate to the strategies and improvements conceived in the plan and commensurate to the fiscal and organizational resources available. The team will examine the capacity of the City to fund and implement recommended improvements and programs. Other approaches that the RIC K Team will consider for potential methods and financing mechanisms to fund needed public improvements and facilities to stimulate desired development in the Study Areas which may include: Community Facilities Districts (CFDs), Enhanced Infrastructure Financing Districts (EIFDs), Community Revitalization and Investment Areas (CRIA s), Affordable Housing and Sustainable Communities Program, and New Markets Tax Credits, among others.

Once the City and the RICK Team have identified preferred land use scenarios for the project area/sub-areas, the Rick Team will formulate recommendations to expedite implementation of the proposed Specific Plan. These will address actions to encourage desired community reinvestment and new development, as well as methods of funding for proposed infrastructure improvements and public facilities.

Work Products

- Prioritized Projects Implementation Report

14. WORKSHOP #3: PREFERRED PLAN DEVELOPMENT

The RICK Team will present the pro-forma recommendations, findings, and overall concepts at a workshop. Work will focus on defining concrete incremental steps and timeframes. Utilizing data, case study information, and final design solutions developed in previous phases, and working with key stakeholders, we will outline an implementation sequence for public realm improvements.

Exercises used at the workshop will include brainstorming funding and implementation structures, which are appropriate to the strategies and improvements conceived in the plan. The task will conclude with final presentation and publication of recommendations. For community members and interested stakeholders that are unable to attend the workshop, our team will create an online survey through which citizens can provide feedback at a time convenient for them.

- Agenda for Workshop #3
- Workshop #3 Presentation Materials
- Workshop #3 Meeting
- Summary Memo of Public Comments Received At Workshop #3
- Supplementary Online Community Survey

15. DRAFT DIGITAL SPECIFIC PLAN

The Rick Team will develop final graphics to support the vision and implement the projects. A digital document will be crafted that communicates the overall outcomes of the Specific Plan study. The plan will include the vision, land use program, mobility strategies, environmental management programs and the implementation plan. The plan may also include prioritized projects that could serve as a catalyst for development.

- Prioritized Project List
- Draft Specific Plan
- Initiate CE QA Process
- Agenda and Presentation Materials for Plan Presentation
- Draft Plan Presentation Meeting
- Summary memo of direction received during the Draft Plan Presentation

15. FINAL SPECIFIC PLAN REVIEW

The RICK Team will provide one round of revisions to finalize the Specific Plan. Upon completion of the review and revision of the document, we will deliver the final document package to the City.

- Final Specific Plan document
- Original files in editable format, including graphics and GIS files

16. PROGRAM ENVIRONMENTAL IMPACT REPORT

A focused, well-managed effort on the preparation of the Program Environmental Impact Report (PEIR) is crucial to achieving the City's processing goals. The project management element of the PEIR includes participation in conference calls and regular weekly email progress reports to the RICK Team. A key element of the progress report is identification of key upcoming issues and obstacles, as well as a restatement of tasks completed during the previous month. This communication helps identify environmental issues as early in the process as possible, thereby allowing quick resolution of issues and maintaining project momentum.

RICK Team member, Dudek, will participate in the Strategic Kickoff Meeting to finalize the project description and to review roles, communication procedures, and points of contact. The type of technical reports being prepared will be determined and any outstanding information needed from the City in order to commence the environmental review process will be identified.

Once agreement is reached on the project description for the PEIR, the Initial Study/Notice of Preparation (NOP) will be prepared. The Initial Study will follow the City's approved format. The intent of the Initial Study is to document the areas that are expected to have less than significant impacts with substantiation. Based on our experience, we expect the following issue areas to be found less than significant and therefore not to be discussed further in the EIR:

- Agricultural/forestry resources and mineral resources.

The purpose of the Initial Study is to disclose to the public and decision makers the potential scope and issues to be addressed in the PEIR. The purpose of the NOP is to solicit input from the public or other agencies on the scope and content of the forthcoming PEIR . It will be important to work out the timing of the release of the NOP with the Stakeholder Engagement Strategy related to the visioning and planning efforts for the Specific Plan.

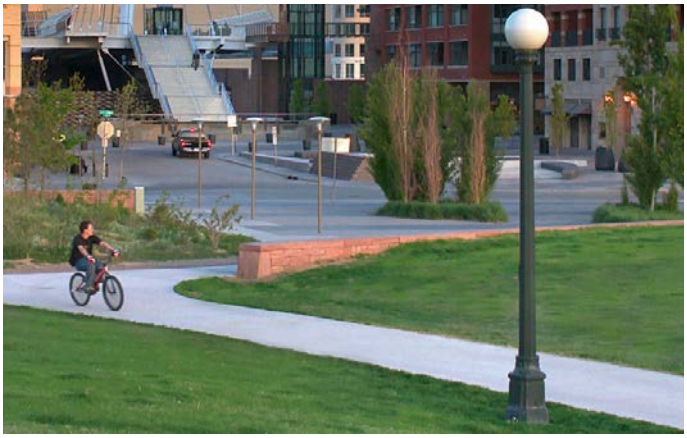
Public Scoping for the project will consist of issuance of an NOP by the City and incorporation of comments received on the NOP as required by CE QA. The RICK Team will coordinate and lead a Public Scoping Meeting in coordination with the Planning Commission. The meeting will be initiated with an overview of the project description, the goals of the Specific Plan and the PEIR scope of work, based on the initial study. The topics introduced by the public in this meeting will be addressed in the draft PEIR .

Input from the scoping process, including any public input from the planning process, as well as comments received during the NOP public comment period will be used to prepare the screen check draft PEIR . The draft PEIR will be prepared in conformance with the criteria, standards, and provisions of CE QA of 1970, the California Public Resources Code Section 21000 et seq., and the State CE QA guidelines.

Following the scoping process, the project description will be detailed in the draft PEIR . It is important that upon commencement of the draft PEIR , the project description be agreed upon and no significant changes be made to the project description. The technical reports outlined above will serve as the cornerstone to the PEIR analysis.

The draft PEIR will include the issue areas that the initial study determined could be potentially significant either with or without mitigation. Based on our understanding of the project so far, we anticipate that the PEIR would address the following issue areas:

- Aesthetics
- Air Quality
- Biological Resources
- Cultural Resources
- Energy Conservation
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology/Water Quality
- Land Use
- Population/Housing
- Public Services
- Noise
- Transportation/Traffic
- Utilities/Service Systems
- Cumulative Impacts, Alternatives (up to four)
- Growth-inducing Impacts/Irreversible Impacts.



DESIGN WORKSHOP: MILLENIUM PLAZA | Denver, Colorado

The environmental process includes three rounds of review and revisions to the screen check draft PEIR by the City and its legal counsel. Upon approval of the draft PEIR to be released for public review, the Notice of Completion (NOC) will be provided and executive summary to accompany the draft EIR for review and signature. At the close of the public review period, the RICK Team will review the comments received and meet with City staff to develop the strategy for responding to substantial comments. Draft responses to comments received on the draft PEIR will be prepared and provided to the City for review and comment. The Final PEIR will include copies of all written comments received on the draft PEIR and responses to these comments. If needed, an erratum from the draft EIR that incorporates minor changes, additional information, or corrections made from the draft EIR to the final EIR will be prepared. The errata will be included in the Final EIR. CEQA requires the preparation and adoption of a Mitigation Monitoring and Reporting Program (MMRP) to address all mitigation measures required by the EIR (Public Resources Code 21081.6). The RICK Team will prepare a summary of the program and will prepare a matrix of mitigation measures that identifies (1) the agency/agencies responsible for their implementation and monitoring, (2) the monitoring and reporting schedule, and (3) completion requirements. The MMRP will be developed and finalized during the final phase of the Final PEIR preparation.

The Rick Team will use the City's standard format for findings and prepare a draft for the City to review, finalize, and use in its staff report. The RICK Team will also prepare a draft statement (or statements) of overriding considerations, if it is determined to be warranted as a result of the environmental analysis.

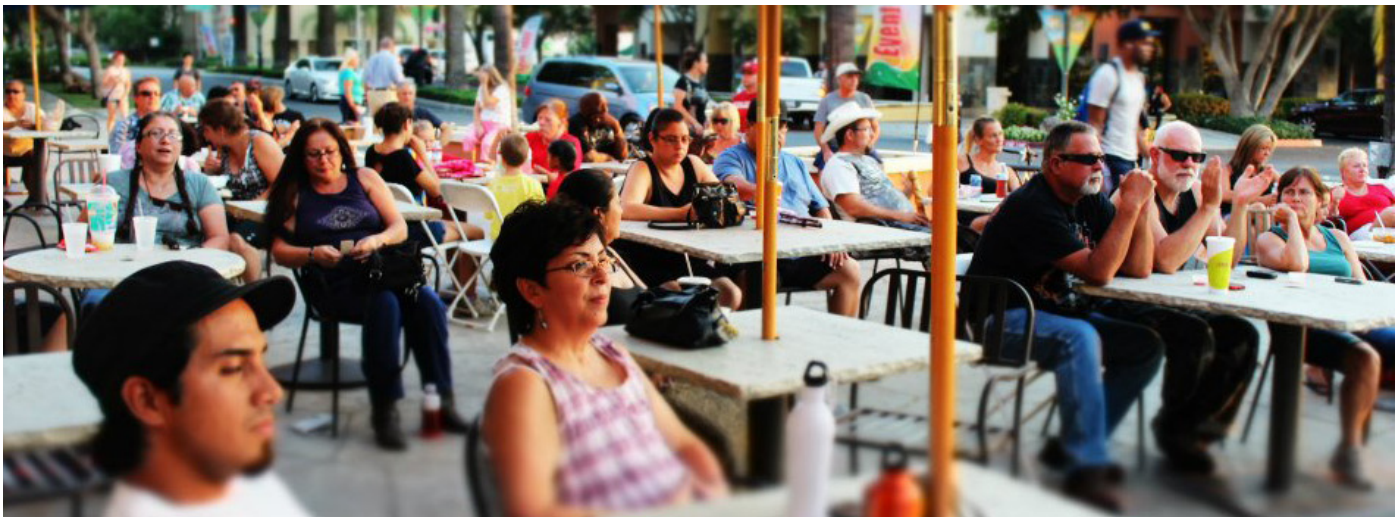
- Initial Study
- Notice of Preparation
- Public Scoping Meeting
- Technical Reports
- Screen Check Draft PEIR
- Draft PEIR
- Notice of Completion
- Response to Comments
- Erratum Sheet
- Mitigation Monitoring and Reporting Program (MMRP)
- Final PEIR
- Draft Statement (or Statements) of Overriding Considerations

A. PEOPLE.

The RICK Team will be led by Robert Stockton PE LEED AP, who will serve as Principal in Charge. Robert manages the RICK Engineering Company Riverside office and is active in numerous community activities that have allowed him to be integrally involved and knowledgeable of the Northside Neighborhood & Pellissier Ranch Inter-Jurisdictional Specific Plan issues. These include three years on the City of Riverside Planning Commission, Past Chair of the City of Riverside's Public Utilities Board & Active Board Member for six years, current Western Municipal Water District 1 Director and past Director of Riverside Chamber Economic Development Council.

Brian F Mooney, FAICP will serve as the Program Manager for the Specific Plan and Program Environmental Impact Report. In this role he will oversee the Dudek team led by Carey Fernandes and the RICK Community Planning team led by Martin Flores ASLA and Richard O'Neil PE leading the engineering components. Brian has over 40 years of experience leading large scale Community and Specific Plans in California and their associated environmental programs under CE QA and NEPA . Kurt Culbertson FAICP , FASLA will lead the design team supported by Chuck Ware ASLA LEED who will be the Task Leader for Design Workshops design team and Form Based Code. We also have included on our team Eva Yakutis to lead the integration with the existing Asset Based Community Development (ABCD) program and supported by Joan Isaacson from Kearns West to assist in overall public outreach. Kearns West in association with Eva Yakutis and the Management Team will develop a public outreach program that includes elements to incorporate all local agencies, neighborhood groups, property owners and other stake holders into a comprehensive planning program. The outreach program will include numerous Spanish speaking staff members from RICK.

A key element of the planning program will be the integration of the public outreach and ABCD programs into the Baseline Environmental and Land Use Analysis data collection task to identify physical, social and economic issues from the beginning. These issues will provide a basis in developing both a vision for the property and overall goals. The vision and goals will allow for the development of land use scenarios through public workshops that can be tested against the issues to determine the variety of scenario performance in achieving the ultimate vision.



RICK: UNIVERSITY VILLAGE | Riverside, California

B. PLACE.

The RICK Team will incorporate traditional environmental planning processes, Legacy Design® and integration with the existing Asset Based Community Development (ABCD) process. The integration of these processes is intended to assure a complete and multi-faceted representation of interests, attributes, challenges and opportunities.

A comprehensive range of planning analyses will be complemented with community input to gain a full understanding of existing conditions and associated issues. These conditions will be organized as a baseline from which progress will be measured. Baseline data will be used, in part, to evaluate the success of proposed solutions in improving or building upon baseline conditions. Analyses will be organized under four "legacy" headings: environmental, community, economic, and art/culture. Synergies between elements will be sought, e.g. relationships between environmental and community health. Relationships that yield the most benefits will be identified.

The team will focus on building upon assets found in the community and mobilizing individuals, associations and institutions to build on these assets. Assets will be matched with community groups and institutions in order to in find shared interests and identify priorities as well as the nature of conflicting interests. This exercise is important in identifying relationships between various community groups, as relationships are at the heart of community building. A search for common ground between various groups will be pursued, as a component of a trust-building process. In this sense, relationships will be treated as assets.

The planning area will be determined, in part, as it relates to serving issues identified by the community. For example, stormwater management, truck traffic and air quality topics might suggest a certain planning area. In establishing the planning area, special attention will be given to issues identified by representatives of Pellissier Ranch, North Main Street, the residential area east of I-215, the area between City of Riverside and Pellissier Ranch, and Roquet Ranch.

C. PRODUCTS.

Products are comprehensively itemized below. The highest value products are those which establish the decision-making foundation. This foundation is informed by planning analyses and community intent. Intent is initially defined as issues, opportunities and measurable objectives. Intent culminates with a definition of Critical Success Factors, i.e. those issues which must be addressed for the revitalization to be successful.

The innovation or genius in the proposed work products relies upon identification of the most significant dilemma(s) or challenge(s) that must be overcome for the project to be transformative. The importance of identifying the right issues to solve cannot be overstated, as solving the wrong issue is of little value. In following, the confident solving of these issues with measurable evaluation of alternative solutions is an important work product to make transparent to the community.

Accordingly, an Inter-Jurisdictional Plan will be prepared with the following principles in mind:

KEYSER MARSTON: CHULA VISTA BUSINESS CLUSTER ANALYSIS
Chula Vista, California

- No Boundaries: The study area will be examined as a place without borders, a community of shared interests, as opposed to a compartmentalized set of interests;
- Level Playing Field: Transparency and inclusiveness will drive the process. All jurisdictions, neighborhood groups and individuals will be given equal access to information and decision-making processes.

Community and Stakeholder Engagement

A. Public Engagement Work Plan
B. Web Site, Blog, Flyers, Posters and Public Meeting Presentations
C. Asset Based Community Development Integration
D. Community Intent: Prioritized Issues and Opportunities
E. Community Intent: Measureable Objectives
F. Community Intent: Critical Success Factors
G. Community Intent: Program Survey
H. Plan Alternatives and Metrics-Based Evaluation

Analyses

A. Great Neighborhoods Precedent Analysis
B. Land Use Compatibility Analysis
C. Market Analysis
D. Community Facilities Analysis
E. Historic Context Analysis
F. Cursory Hydrologic Analysis
G. Arborist Report
H. Biological and Natural Resources Analysis and Mitigation Program
I. Potential Flooding Evaluation
J. Transportation and Traffic Analysis
K. Urban Form Analysis, including Edges, Centers, Gateways and Networks
L. Public Realm Analysis
M. Asset Mapping
N. Neighborhood Character and Aesthetic Analysis
O. Air Quality & Greenhouse Gas
P. Acoustics

Specific Plan Document
I. Introductory Plan Information

II . Summary
A. Purpose Statement and Range of Issues
B. Location and Acreage
C. Summary of Preparation Process

III. Introduction
A. Detailed Specific Plan Purposes
B. Development and Conservation Issues Addressed in the Plan
C. Project Location, Including Influencing JurisdictionsD. Planning Area Information and Environmental Description.
D. Relationship of the Specific Plan to the General Plan.
E. Relationship of the Specific Plan to Neighboring Plans and those of Other Jurisdictions.
F. List of Projects Required by Law to be Consistent with the Specific Plan.

IV . Land Use Planning and Regulatory Provisions
A. Illustrative Plans and Supporting Renderings that Highlight the Neighborhood Vision and Depict Hypothetical Development that incorporates Design Criteria and Community Consensus.
B. Land Use Plan - A Statement of Development Policies (Opportunities, Issues, and Analysis of Data) Pertaining to the Planned Type, Intensity, and Location of Land Uses

V Mobility Plan

VI. Infrastructure Plan

VII . Program of Implementation Measures
VIII . Relationship of the Specific Plan's Environmental Document to Subsequent Discretionary Projects

IX . Specific Plan Administration

X . Specific Plan Enforcement

X. Appendices

D. PROGRESS.

The Rick Team will utilize an industry-leading system for managing this important project. It is known as PDS, the Project Delivery System. The mission of PDS is to exceed the City's expectations by reinforcing the team's value proposition, creating projects of legacy value, through exemplary people and delivering projects that exceed expectations. PDS is an integrated design and management tool, organized around the premise that design and management are not separate activities, but indispensably linked to achieve the City's and project objectives. The City's expectations include on-time, on-budget, design excellence and risk mitigation. The City plays an active role in the successful use of PDS , where all your objectives can be recorded, monitored and ultimately accomplished.

The Project Delivery System is a central repository for all of the tools required for project managers and designers to successfully organize and lead projects. The digital nature of the system facilitates regular updates and allows important project information to be stored and retrieved.

The Project Management Plan
To ensure that your project is delivered successfully a Project Management Plan (PMP) will be developed. Every PMP includes a number of well-defined components, including Team Roles and Responsibilities, Client's Vision and Critical Success Factors, Project Performance Measures, a Quality Management Plan, a Communication Plan, a Document Distribution Strategy, a Risk Management Plan and a Client Care Plan. These elements are briefly highlighted below.

The City's and stakeholders' vision for the project is essential to the success of the project. We use the City's and stakeholders' Vision and Critical Success Factors to capture the description of what they envision as the final outcome of the project. Critical Success Factors and associated Performance Measures (metrics) accompany this statement. The entire multi-disciplinary team is integral to the fullest definition of this intent.

You need to be assured that the product we deliver to you is of the highest quality, free from errors and is well-coordinated. For that reason, we develop a Quality Management Plan which includes a coordinated list of all project deliverables and the quality management activities associated with them. The purpose of this plan is to assure the delivery of high-quality products. The most experienced staff is assigned as reviewers of selected documents. A Document Distribution Plan is used to communicate what information will be delivered to each member of the City's and Consultant team.

You need to be comfortable that our team can foresee and minimize potential project risks. The Risk Management Plan is used to document potential problems that might be encountered during the course of the project and to describe the actions that can be taken to minimize the probability of these problems actually occurring. The Communication Plan is used to describe the method and frequency of City staff and public communications.

RICK: COMMUNITY PLANNING + SUSTAINABLE DEVELOPMENT, URBAN DESIGN, & LANDSCAPE ARCHITECTURE LEADERSHIP
San Diego, California

NORTHSIDE SPECIFIC PLAN SCHEDULE – 20 MONTHS

		2016					2017												2018			
TASK	TASK DESCRIPTION	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
1	PROJECT MANAGEMENT																					
2	STRATEGIC KICK-OFF PROGRAM	*																				
3	STAKEHOLDER ENGAGEMENT STRATEGY																					
4	BASELINE ASSESSMENT & ENVIRONMENTAL TECHNICAL STUDIES																					
5	WORKSHOP #1							*														
6	PRINCIPAL'S GOALS, OBJECTIVES & DRAFT PERFORMANCE METRICS																					
7	DEVELOP CONCEPTUAL MASTER PLAN (5) ALTERNATIVES & TESTING & START OF NOP PROCESS																					
8	WORKSHOP #2											*										
9	TYPICAL DESIGN CONCEPTS & TESTING																					
10	PRIORITZIED PROJECT LIST																					
11	IMPLEMENTATION FOR PROPOSED CATALYST PROJECTS																					
12	WORKSHOP #3														*							
13	DRAFT SPECIFIC PLAN																					
14	FINAL SPECIFIC PLAN REVIEW																			*		
15	PROGRAM ENVIRONMENTAL IMPACT REPORT																					

* TENTATIVE MEETINGS & PRESENTATIONS

PART IV: ESTIMATED BUDGET

RICK: WEST GRAND AVENUE STREETSCAPE | Grover Beach, California

PART IV | ESTIMATED BUDGET

We have provided the below line-item budget based on major tasks and key milestones.
This has been refined from our previous submittal that included cost ranges.

TASK	TASK DESCRIPTION		RICK	DESIGN WORKSHOP	DUDEK	KEYSER MARSTON ASSOCIATES	KEARNS & WEST	
1	PROJECT MANAGEMENT							$191,905.00
		LABOR COSTS	$64,670.00	$36,320.00	$49,455.00	$10,080.00	$31,380.00	
2	STRATEGIC KICK-OFF MEETING							$28,520.00
		LABOR COSTS	$8,400.00	$7,280.00	$5,220.00	$3,120.00	$4,500.00	
3	STAKEHOLDER ENGAGEMENT STATEGY							$99,623.00
	a. Community Engagement Strategy						$12,280.00	
	b. Informational Materials						$5,435.00	
	c. Support Meeting & Community Organizations						$23,728.00	
	d. Pop Up Outreach Programs						$16,690.00	
	e. Availability Sessions						$15,470.00	
		LABOR COSTS	$23,780.00			$2,240.00	$73,603.00	
4	BASELINE ASSESSMENT							$267,670.00
		LABOR COSTS	$140,230.00	$26,160.00	$43,800.00	$57,480.00		
5	WORKSHOP #1							$36,465.00
		LABOR COSTS	$12,185.00	$11,440.00	$1,740.00		$11,100.00	
6	PRINCIPAL'S GOALS, OBJECTIVES, & DRAFT PERFORMANCE METRICS							$67,720.00
		LABOR COSTS	$23,200.00	$44,520.00				
7	DEVELOP CONCEPTUAL MASTER PLAN (5) ALTERNATIVES & TESTING							$263,120.00
		LABOR COSTS	$80,800.00	180,580.00	$1,740.00	$12,580.00		
		OPTIONAL FISCAL ANALYSIS				*$16,830.00*		
8	WORKSHOP #2							$36,935.00
		LABOR COSTS	$12,575.00	$11,520.00	$1,740.00		$11,100.00	
9	TYPICAL DESIGN CONCEPTS AND TESTING							$71,440.00
		LABOR COSTS	$26,000.00	$45,440.00				
10	PRIORITIZED PROJECT LIST							$30,650.00
		LABOR COSTS	$3,150.00	$27,500.00				
11	IMPLEMENTATION FOR PROPOSED CATALYST PROJECTS							$11,740.00
		LABOR COSTS	$3,600.00	$8,140.00				
12	WORKSHOP #3							$35,680.00
		LABOR COSTS	$11,320.00	$11,520.00	$1,740.00		$11,100.00	
13	DRAFT SPECIFIC PLAN							$155,610.00
		LABOR COSTS	$123,050.00	$32,560.00				
14	FINAL SPECIFIC PLAN REVIEW							$70,740.00
		LABOR COSTS	$49,060.00	$21,680.00				
15	PROGRAM ENVIRONMENTAL IMPACT REPORT							$413,240.00
	a. Technical Studies		$90,000.00		$64,040.00			
	b. Draft PEIR Preparation		$13,500.00	$4,600.00	$169,640.00			
	c. Final EIR Preparation		$13,000.00		$58,460.00			
		LABOR COSTS	$116,500.00	$4,600.00	$292,140.00			
		REIMBURSABLES						$17,000.00
		TOTAL LABOR COSTS	$698,520.00	$469,260.00	$397,575.00	$85,500.00	$142,783.00	$1,810,638.00

PART V: TEAM SUCCESS

BLACK MOUNTAIN RANCH

SAN DIEGO, CALIFORNIA

RICK prepared the Black Mountain Ranch Subarea Plan, one of five Subarea Plans within the City of San Diego North City Future Urbanizing Area. We have been responsible for three subsequent amendments. This document guides land use within a 5,000-acre planning area, that includes 5,400 dwelling units primarily within two distinct communities named "Del Sur" and "Santaluz". The "Del Sur" community is comprised of 7 distinct neighborhoods, each echoing San Diego's historic regions such as Banker's Hill, Mission Hills, Kensington, La Jolla, and Rancho Santa Fe. "Santaluz" is a 3,800 acre village which has been completed with overwhelming success. In addition to the single family, multi-family, and affordable dwelling residences, the plan integrates new urbanist principles in a pedestrian-accessible mixed use village core. Amenities include pocket parks, canyon views, a fire station and an 18-hole golf course and resort.

RICK prepared the Community Design Guidelines that serve as the guiding documents in the development of over 2,700 dwelling units within the Del Sur community portion of the Subarea. Since project inception in 1991 and Subarea Plan adoption in 1998, RICK has continually maintained an on-going working relationship through a number of updates and is still utilized today.

TEAM MEMBERS ROLE

Lead

SERVICE PROVIDED

Sub-Area Plan/Community Plan Preparation,
Master Planning, Urban Design, Civil Engineering

PRE-PROJECT CONDITIONS

Undeveloped agricultural land used for grazing. Historically used for crop farming.

POST PROJECT CONDITIONS

Clearly distinguishable community that fosters appealing and enjoyable neighborhoods and business districts.

STRATEGIES RECOMMENDED

- Provide a range and mix of residential development with a neighborhood focus supported by a mix of commercial, employment and public uses.
- Provide an employment center as a means to create a balance between the provision of new housing and the creation of places where those residents may work
- Designate sites for public facilities and services to serve the needs of residents and workers which are convenient and establish community identity without burdening adjacent communities.
- Create opportunities through a mix of uses and intensity of development to reduce the dependency on private automobiles and encourage alternative forms of transportation.

IMPLEMENTATION RESULTS

A new home community designed with a commitment to conservation. Intimate neighborhoods and distinctive parks that draw neighborhoods out of their homes and into one another's lives. The street pattern and pedestrian and bike paths have created a system of fully connected routes to commercial, cultural and recreational destinations.

PHYSICAL CHANGES

Has been developed as a traditional community of distinct yet complementary neighborhoods. A complete and integrated community containing housing, shops, work places, schools, parks and civic facilities essential to the daily life of the residents. Strong community identity and sense of place established through the overall design and fine grained development pattern.

ECONOMIC CHANGES

Very well received and successful development satisfying ongoing demand for high quality housing and employment center.

SOCIAL FABRIC/COMMUNITY CHANGES

With the development of a wide variety of housing types and affordability within this compact community, a diverse community population has emerged. Community building programs have been implemented thus connecting residents with one another.

COMMUNITY ENGAGEMENTS METHODS

The creation of a well-organized Community Association and Community Services Council that focuses on identifying the assets, resources and gifts of the community and its residents and builds on strengthening the relationships between people through the promotion of year round activities that motivate social relationships and socializing.

PROJECT REFERENCE

William M. Dumka, *Vice-President of Forward Planning*
CalAtlantic Homes
willam.dumka@calatl.com / 858-618-4910

RIVERFRONT COMMONS + MILLENNIUM PLAZA

DENVER, COLORADO

DESIGNWORKSHOP

Denver Commons and Riverfront Park has emerged from a 60-acre former railyard located next to Denver's downtown core to become a place where people live, work and play. The district was integrated into the historic grid of downtown Denver and was this city's first significant mixed-use and transit-oriented urban redevelopment. Riverfront Park catalyzed redevelopment of the brownfield, added value to the nearby LoDo historic warehouse district, and laid a realistic urban framework that could be supported in the marketplace. Land swaps created a block that mixes a cultural institution, affordable housing and market rate residential. As a result, this area has become the priority address for development in the core of downtown Denver. The district, which has seen success from the physical connections made to pedestrian, bike and transit modes, continues to improve, with increasing ties to light rail due to the redevelopment of the Union Station Terminal.

Design Workshop led the master planning/entitlement effort and form-based code for the redevelopment. To achieve this, the firm led a multi-disciplinary team of real estate economists, financing experts, business leaders, transportation planners, engineers and lawyers, to create the master plan, urban design guidelines and streetscape plan that transformed the 65-acre railyard site into a 21-block mixed use urban village. The project acts as a national model for infill and redevelopment excellence. As a result the project has been awarded by the Congress for New Urbanism in 2002 for planning vision, and by the Dreihaus Foundation for its form-based code integrity and implemented results.

The overall plan and design have been shaped by two critical infrastructure elements that were essential to making the project work - Commons Park and Millenium Bridge. Commons Park includes a pedestrian bridge over the South Platte River, serves as a connector to neighborhood to its north, provides open space of recreational activities, and has elevated property values in the surrounding areas. The second piece of critical infrastructure that have helped determine the development's success is the Millennium Bridge. This $11 million bridge spans the railroad tracks and extends the 16th Street Pedestrian Mall and connects to the Union Station Redevelopment.

TEAM MEMBERS ROLE

Lead Planning and Design Consultant

SERVICE PROVIDED

Community and Stakeholder Engagement, Master Planning, Urban Design, Design Guidelines and Form-Based Code, Landscape Architecture, Construction Observation

PRE-PROJECT CONDITIONS

Derelict Industrial and Rail Yard Uses

POST PROJECT CONDITIONS

Thriving Mixed-Use Urban Neighborhood

STRATEGIES RECOMMENDED

Urban Village, Connectivity, Transit, Public Realm and Mixed-Use Program

IMPLEMENTATION RESULTS

Massively Re-Built Urban Development, with Transit Nucleus

PHYSICAL CHANGES

Major new transit infrastructure, approximately 2,000 new housing units, over one dozen office buildings, neighborhood retail, art and culture, four new pedestrian bridges, three new parks, plazas, a pedestrian mall, and streetscapes. Comprehensive environmental remediation.

ECONOMIC CHANGES

- Land Value increased by a factor of 200, from $.75 per square foot to $150
- Thousands of jobs housed in dozens of corporate buildings.
- Raised property value in surrounding neighborhoods

SOCIAL FABRIC/COMMUNITY CHANGES

- Neighborhood transformed.
- Major new public spaces and amenities.
- 10% of new housing units affordable.
- Dramatically improved access to public transit.
- Retail, art and culture expanded; community foundation established to incubate arts and education.
- Strengthened pedestrian corridors to access downtown.

COMMUNITY ENGAGEMENTS METHODS

Public meetings, web site, newsletter, public site tours, news media.

PROJECT REFERENCE

Tyler Gibbs, AIA, *Director of Planning and Community Development*
City of Steamboat Springs
tgibbs@steamboatsprings.net / 970.871.8244

DOWNTOWN VILLAGE SPECIFIC PLAN

LEMON GROVE, CALIFORNIA

Brian F. Mooney, FAICP, led the preparation of the Downtown Village Specific Plan (DVSP) for the City of Lemon Grove. The area had a varied mix of retail, office, civic, light industrial, and residential land uses and numerous vacant and underutilized parcels throughout the project area. While some of the existing land uses were compatible with the goal of providing a pedestrian-orientated downtown, numerous auto-oriented uses created serious conflicts with the pedestrian realm. The project team realized that by capitalizing on the area's access to the trolley station eventually it could transform into a lively downtown district. The team developed a Specific Plan that would provide a more creative regulatory environment to foster the desired pedestrian environment.

The Specific Plan leveraged innovative planning concepts to help the City achieve its aspirations. The plan featured:

The elimination of density and intensity maximums. In order to spur redevelopment and catalyze private investment, the Specific Plan eliminated floor area ratio (FAR) requirements for commercial and retail uses and established residential density minimums for new development within the downtown.

A hybrid zoning code. New zones were created that combined elements of both form-based code and traditional zoning. While density/intensity maximums had been eliminated, height and setback requirements ensured that the scale of future development would still conform to the desired small-town character for the downtown. The Specific Plan included more details regarding façade treatments, desired architectural styles, etc. within discretionary Design Guidelines. The overall result was a regulatory tool that City staff and applicants could utilize with ease and flexibility.

Customized parking standards. To reflect the mixed use nature of the downtown, a neighborhood-based approach to parking was developed. Each neighborhood had unique parking standards, and a framework for future development proposals to leverage further parking discounts based on proximity to transit and the ability to share parking was created.

Since the adoption of the Specific Plan in 2005, the City's downtown has experienced a positive transformation. Several major development projects have moved forward, and new businesses have also opened in the area, including a neighborhood market. Because the interest in redevelopment around the downtown continues to grow, RICK, has been retained to conduct an update and expand the area regulated by the Specific Plan.

The broader professional community has also recognized the merits of the plan, and it has won the *Outstanding Focused Plan Award* from San Diego Section of the American Planning Association.

TEAM MEMBERS ROLE
Lead

SERVICE PROVIDED
Specific Plan Preparation

PRE-PROJECT CONDITIONS
A mix of retail, office, civic, light industrial, and residential land uses and numerous vacant and underutilized parcels that were not unified under a common vision or regulatory framework for a pedestrian-oriented downtown.

POST PROJECT CONDITIONS
A regulatory environment that has been positively transforming the downtown by attracting residential, commercial, and retail development that is compatible with the community's desired character.

STRATEGIES RECOMMENDED
The elimination of density and intensity maximums, the development of a hybrid zoning code featuring elements of both form-based code and traditional zoning, and customized parking standards.

IMPLEMENTATION RESULTS
The physical transformation of the built environment through incentivizing high-quality development that meets the desired community character for the downtown, such as the Citronica One (56 affordable multi-family housing units + 3,650SF of retail), Citronica Two (80 affordable senior housing units), and Celsius (84 market-rate rental units) projects.

PHYSICAL CHANGES
Citronica One – 56 affordable multi-family housing units plus 3,650SF of retail; Citronica Two – 80 affordable senior housing units; Celsius – 84 market-rate rental units; and Main Street Promenade – a linear park adjacent to the trolley station.

A number of physical changes are also in progress as a result of the Specific Plan – the Lemon Grove Realignment of a major downtown thoroughfare; and Connect Main Street – the extension of the Main Street Promenade to the southern city limit in order to connect more residents to the downtown.

ECONOMIC CHANGES
The attraction of both affordable and market rate housing to the project area, and the attraction of new businesses that are compatible with the desired community character, such as the Lemon Grove Neighborhood Market.

SOCIAL FABRIC/COMMUNITY CHANGES
A diverse citizenry organized around a unified vision for the downtown that is supportive of major capital investments in the downtown, such as the Main Street Promenade and Lemon Grove Realignment projects.

COMMUNITY ENGAGEMENTS METHODS
Technical advisory committee and public workshops.

PROJECT REFERENCE
Carol Dick, *Director of Community Development*
City of La Mesa
cddir@ci.la-mesa.ca.us / 619-667-1177

CHERRY CREEK NORTH AND FILLMORE PLAZA

DENVER, COLORADO

DESIGNWORKSHOP

Cherry Creek North is a premier outdoor mixed-use neighborhood in central Denver. Together with the Cherry Creek Mall it has become the most popular retail tourist destination in Denver and has always been well-loved by locals for its urban village ambiance and mix of small independent shops and national retailers. Twenty years ago, the store and property owners in Cherry Creek North formed a Business Improvement District to make capital improvements to the entire 16-block district. In 2007 the BID members voted to issue $18.5 million in bonds for capital improvements. Design Workshop — with a team of six expert consultants in the areas of environmental graphics, transportation, parking and lighting — was awarded the contract to design and implement the project. One of the challenges was to make improvements to the district without destroying the assets that are still viable. The process involved a wide range of stakeholders including the BID, small independent store owners, major national retailers, a luxury hotel operator, office managers, residents, developers, the City and County of Denver and the Cherry Creek Mall.

In the heart of The Cherry Creek North Shopping District, Fillmore Plaza is the District's gateway and main public space. The design team was asked to introduce vehicular traffic to the plaza to increase levels of visitation and promote a broader spectrum of active retail while also allowing the plaza to continue to be pedestrian friendly daily and during special events. The team created a rhythmic canvas of brick paving that spans the entire floor of the plaza (including the roadway) with regimented sandstone seat-walls and a full tree canopy, both accented by vertical-blade lights and a central canopy with an illuminated suspended ring. Programmatically, Fillmore Plaza will be shut down to auto traffic regularly for concerts and other special events. The northern half of the plaza is curbless and the vehicle travel lanes are only defined by movable planters and retractable bollards, enabling a full-plaza effect. The detailed nature of the design exercise and the demanding nature of large client and constituent groups required the design team to create a digital model of the design in order to better explain the design options and possibilities to the multi-disciplinary team, the client and the public.

TEAM MEMBERS ROLE

Lead/Prime Design Consultant

SERVICE PROVIDED

Community and Stakeholder Engagement, Urban Design, Landscape Architecture, Signage + Wayfinding, Construction Administration & Observation

PRE-PROJECT CONDITIONS

Deteriorating infrastructure, tired aesthetics, and competition from a nearby indoor mall led to lower pedestrian rates, stagnant retail and higher maintenance costs.

POST PROJECT CONDITIONS

Transformed public realm, improving retail access.

Re-designed streets, for enhanced pedestrian access.

STRATEGIES RECOMMENDED

- Retain and attract visitors and users.
- Protect and preserve the district's character.
- Keep the district strong in a competitive retail environment.

IMPLEMENTATION RESULTS

- $18.5 million in streetscapes renovation.
- 20 new Art and Garden places and upgraded infrastructure.
- Improved parking.
- Improved infrastructure to host Cherry Creek Arts Festival.
- Renovation of Fillmore Plaza.

PHYSICAL CHANGES

- Increased tree canopy by 49%, which has resulted in an average mid-day air temperature reduction of 11 degrees Fahrenheit.
- Reduces annual water consumption for irrigation by 3,376,000 gallons, saving $17,600 annually by replacing over half of the spray-irrigated turf with drip-irrigated, water wise perennials and shrubs.
- Reduction in annual energy consumption by 223,000 kilowatts, or $12,700 in energy costs and $1,000 in maintenance and 80% reduction of solids in stormwater runoff.

ECONOMIC CHANGES

- Increased the district sales tax revenues by 16%, or over $1 million, in 1st year.
- Retailed vacancies deceased from 13.6% in 2009 to 7.2% in 2012. Thirty-five new businesses added in first year following renovation.
- Saved $188,000 by reusing existing light poles and bases.

SOCIAL FABRIC/COMMUNITY CHANGES

Comprehensive constituent and stakeholder involvement, including open houses and various communications.

COMMUNITY ENGAGEMENTS METHODS

Meetings with Cherry Creek North Neighborhood Association, Country Club Historic Neighborhood, Cherry Creek Arts Festival, Cherry Creek North BID board (BID), Capital Improvements Committee (CIC), Project Advisory Group (PAG), Cherry Creek East Neighborhood Association, and Design Advisory Board.

PROJECT REFERENCE

Toni Anderson, 303.394.2904, toni@maanderson.com
Julie Underdahl, 303.394.2904, julie@cherrycreeknorth.com

HARMONY GROVE VILLAGE

SAN DIEGO, CALIFORNIA

RICK prepared the entitlement and engineering documents for the 470 acre 742 dwelling unit community comprised of 10 neighborhoods, recreation center, 3 public parks, 5 neighborhood parks, a day-use equestrian facility and miles of public multi-use trails village shops and a fire station with forty percent of the site dedicated to recreation, parkland and open space. Harmony Grove Village is being developed as a rural village that blends with the local landscape and is responsive to the objectives of the neighboring residents for a distinctive single family residential community.

The services provided included a General Plan Amendment, Specific Plan that establishes uses and guidelines for a comprehensive, sensitively-designed master planned community, significant water resources engineering, final land development engineering and coordinated annexation and de-annexations through the Local Agency Formation Commission.

TEAM MEMBERS ROLE

Lead

SERVICE PROVIDED

General Plan Amendment & Specific Plan Preparation, Master Planning, Civil Engineering

PRE-PROJECT CONDITIONS

Area supported two egg ranches, a diary, avocado and citrus groves, an abandoned rock quarry, and scattered single-family residences.

POST PROJECT CONDITIONS

Distinctive single family residential community surrounding a village center.

STRATEGIES RECOMMENDED

- Create a village community which offers a broad range of for-sale housing types, lifestyles and conveniences.
- Create a built environment that is compatible with and sensitive to the existing topography and restores or rehabilitates degraded natural resources.
- Create convenience retail/commercial amenities that offer opportunities for gathering and socializing.
- Create a safe, convenient, efficient, and accessible multi-modal circulation system.

IMPLEMENTATION RESULTS

Currently being transformed into a rural themed residential community surrounding a small walkable village core entirely linked by public streets and a multi-use trail system.

PHYSICAL CHANGES

Two rehabilitated creeks, that are now multi-purposed in nature, have returned riparian habitat back to the area and have become a dominate feature of the open space system. The former rock quarry is being restored by employing contour grading and being revegetated with native and drought tolerant plantings. The Village Center, a residential enclave reminiscent of early rural communities, will consist of a mixed-use core that will provide live-work units, retail, office and recreation.

ECONOMIC CHANGES

The planning and design approach used maximized the value by realizing the fullest and best use of the land which came from gaining support from the local community. Creating a distinctive place enhances everyday life, enriches the experience and adds value.

SOCIAL FABRIC/COMMUNITY CHANGES

In its design Harmony Grove Village recognizes a desire to live away from the rapid pulse of urban development, but also to be within a reasonable distance of urban amenities. At the heart of the Village is the Village Center that brings together multiple uses employing a modified street grid pattern. The Center is the pedestrian-oriented, walkable core of the community. Residents can stroll for neighborhood shopping, and gather for community events.

COMMUNITY ENGAGEMENTS METHODS

The plan was developed using a wide array of public involvement strategies. Collaboration and consensus-building with stakeholders in developing specific goals and policies. This plan supplements countywide policies and diagrams and further directs the land uses and development desired to achieve the community's vision.

PROJECT REFERENCE

Jason Han, *Partner & President - San Diego*
New Urban West, Inc.
jasonh@nuwi.com / 310.394.3379

PART VI: SAMPLE PRODUCTS

DESIGN WORKSHOP: RIVERFRONT COMMONS + MILLENIUM PLAZA | Denver, CO

PART VI | SAMPLE PRODUCTS

LEMON GROVE DOWNTOWN VILLAGE SPECIFIC PLAN

Link to Specific Plan

https://www.lemongrove.ca.gov/departments/development-services/-folder-90

RED ROCKS CENTRE

Link to Master Development Program

https://rickengineering.sharefile.com/d-s6ab1eeb963c43c38

DENVER COMMONS AND RIVERFRONT PARK NEIGHBORHOOD REDEVELOPMENT

Link to Commons Standards and Guidelines

https://www.denvergov.org/content/dam/denvergov/Portals/646/documents/Zoning/other_regulations/CommonsGuidelines%20Dec%202011.pdf

CHERRY CREEK NORTH AND FILLMORE PLAZA

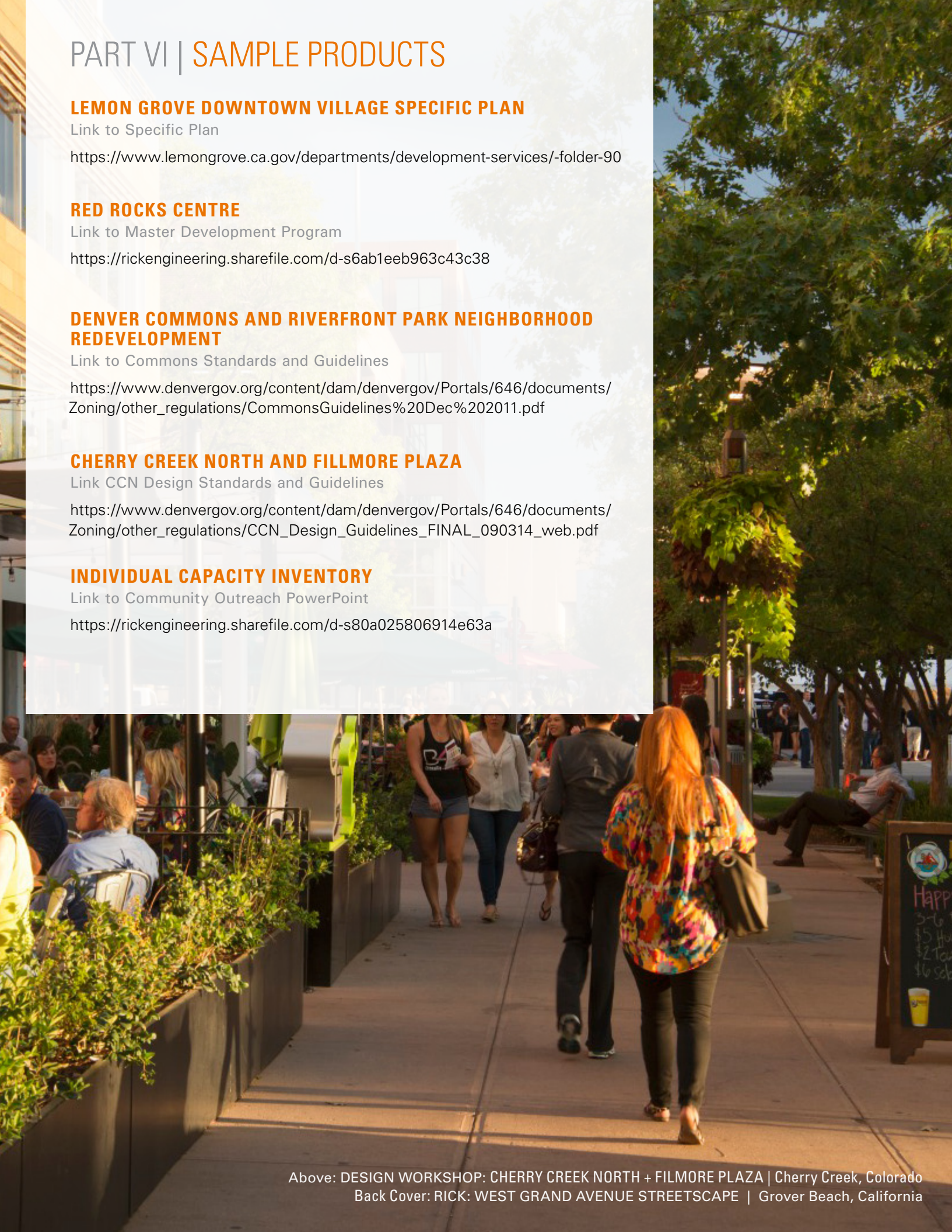
Link CCN Design Standards and Guidelines

https://www.denvergov.org/content/dam/denvergov/Portals/646/documents/Zoning/other_regulations/CCN_Design_Guidelines_FINAL_090314_web.pdf

INDIVIDUAL CAPACITY INVENTORY

Link to Community Outreach PowerPoint

https://rickengineering.sharefile.com/d-s80a025806914e63a



Above: DESIGN WORKSHOP: CHERRY CREEK NORTH + FILMORE PLAZA | Cherry Creek, Colorado
Back Cover: RICK: WEST GRAND AVENUE STREETSCAPE | Grover Beach, California