



---

DATE: January 21, 2009

TO: Honorable Mayor and City Councilmembers

FROM: Neighborhood Services Department  
Housing and Code Enforcement Division

SUBJECT: **APPROVAL OF A PROFESSIONAL SERVICES AGREEMENT WITH RRM DESIGN GROUP IN THE AMOUNT OF \$98,930 FOR THE PREPARATION OF A VISION AND STRATEGIC PLAN FOR THE MISSION AVENUE MIXED-USE AFFORDABLE HOUSING DEVELOPMENT; APPROPRIATION OF INCLUSIONARY HOUSING (IN-LIEU) FUNDS FOR THE PROJECT**

**SYNOPSIS**

Staff and the Housing Commission recommends that the City Council approve a professional services agreement with RRM Design Group of San Luis Obispo in the amount of \$98,930 for the preparation of a Vision and Strategic Plan for the Mission Avenue Mixed-Use Affordable Housing Development; approve a budget appropriation in the amount of \$98,930 from Inclusionary Housing (In-Lieu) Funds to the Inclusionary Housing Admin/Consultant Account to fund the project; and authorize the City Manager to execute the agreement.

**BACKGROUND**

The 14.47-acre parcel located along the 3200 block of Mission Avenue was purchased by the City in 2006 for a future mixed-use affordable housing development. A Request for Proposals (RFP) to select a design firm to prepare a Vision and Strategic plan for the site was issued in September 2008. A total of ten RFP proposals were received and are listed in Attachment 3. Representatives from Housing, Planning, and the City Manager's Office participated in the RFP review process.

**ANALYSIS**

The RFP was issued to select an experienced consultant to work with the community and the Housing Commission with the goal of developing affordable housing units, while creating a high-quality, mixed-use or mixed-income development compatible with the surrounding neighborhood with connectivity to the historic San Luis Rey Mission area. The selected firm is required to host a series of public community design workshops and will work in collaboration with staff on the proposed development program, site layout, density, and design for the site. The firm will also incorporate the City's and Housing Commission's goals of achieving maximum use of alternative, renewable energy sources, and incorporating the principles of Universal Design.

**FISCAL IMPACT**

Staff is recommending that \$98,930 of Inclusionary Housing In-Lieu Fees be appropriated from the available fund balance in the Inclusionary Housing In-Lieu fund (278.3301) and transferred to the Inclusionary Housing Admin/Consultant Account (278.294594.5241) to fund the project. These funds are restricted for the development of affordable housing. There is no impact to the City's General Fund. Appropriation of these funds will leave an approximate fund balance, as of 12/31/08, of \$3,970,164 in the Inclusionary Housing In-Lieu Fee Fund.

**COMMISSION OR COMMITTEE REPORT**

At its meeting on October 28, 2008, the Housing Commission recommended that a professional panel of City staff conduct an initial review the RFP submittals and that the top three firms be presented to the Commission for its review and final recommendation. At its meeting on December 9, 2008, the Housing Commission recommended that RRM Design Group be selected as the consultant. The Commission's recommendation is attached.

**CITY ATTORNEY'S ANALYSIS**

The agreement has been reviewed by the City Attorney and approved as to form.

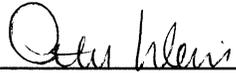
**RECOMMENDATION**

Staff and the Housing Commission recommend that the City Council approve a professional services agreement with RRM Design Group of San Luis Obispo in the amount of \$98,930 for the preparation of a Vision and Strategic Plan for the Mission Avenue Mixed-Use Affordable Housing Development; approve a budget appropriation in the amount of \$98,930 from Inclusionary Housing (In-Lieu) Funds to the Inclusionary Housing Admin/Consultant Account to fund the project; and authorize the City Manager to execute the agreement.

PREPARED BY:

  
\_\_\_\_\_  
David L. Manley  
Neighborhood Services Division Manager

SUBMITTED BY:

  
\_\_\_\_\_  
Peter A. Weiss  
City Manager

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager  
Margery M. Pierce, Neighborhood Services Director  
George Buell, Development Services Director  
Teri Ferro, Financial Services Director

  
\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_

- Attachments:
1. Housing Commission recommendation
  2. Professional Services Agreement
  3. List of respondents

HOUSING COMMISSION REPORT

TO: OCEANSIDE CITY COUNCIL  
FROM: HOUSING COMMISSION  
DATE: DECEMBER 9, 2008  
RE: MISSION AVENUE RFP SELECTION FOR  
VISIONING AND STRATEGIC PLAN

THE HOUSING COMMISSION RECOMMENDS THAT THE CITY COUNCIL SELECT **“RRM”  
DESIGN GROUP** FOR THE MISSION AVENUE SITE. THE VOTE WAS SEVEN IN FAVOR OF  
**RRM** AND ONE VOTE IN FAVOR OF **TORTI GALLAS & PARTNERS.**

CAMP NO  
I Prefer Torti Gallas & Partners, they were knowledgeable about A.D.A.  
CHRISTY YES  
COOPER YES  
I prefer RRM as they have done local work and are cheaper in their fee.  
DAVIS YES  
I am concerned about costs and prefer RRM.  
FARMER YES  
I like RRM  
HUSKEY absent  
PARKER YES  
I scored RRM the highest because they were cost competitive, very professional and we have local  
experience w/ El Corazon. The reimbursable fees were very reasonable.  
SORENSEN YES  
I favor RRM  
  
Alternate  
SAIZ YES  
I prefer RRM

**CITY OF OCEANSIDE**

**PROFESSIONAL SERVICES AGREEMENT**

**PROJECT: MISSION AVENUE MIXED-USE AFFORDABLE HOUSING  
DEVELOPMENT - VISION AND STRATEGIC PLAN**

THIS AGREEMENT, dated \_\_\_\_\_, 2009 for identification purposes, is made and entered into by and between the CITY OF OCEANSIDE, a municipal corporation, hereinafter designated as "CITY", and RRM DESIGN GROUP, hereinafter designated as "CONSULTANT."

**NOW THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:**

1. **SCOPE OF WORK.** The project is more particularly described as follows:

The completion of a Vision and Strategic Plan for the Mission Avenue Mixed-Use Affordable Housing Development. The work to be completed by CONSULTANT under this agreement is described in the attached proposal. (Exhibit 1)

2. **INDEPENDENT CONTRACTOR.** CONSULTANT'S relationship to the CITY shall be that of an independent contractor. CONSULTANT shall have no authority, express or implied, to act on behalf of the CITY as an agent, or to bind the CITY to any obligation whatsoever, unless specifically authorized in writing by the City Engineer. The CONSULTANT shall not be authorized to communicate directly with, nor in any way direct the actions of, any bidder or the construction contractor for this project without the prior written authorization by the Director of Neighborhood Services. CONSULTANT shall be solely responsible for the performance of any of its employees, agents, or subcontractors under this Agreement. CONSULTANT shall report to the CITY any and all employees, agents, and consultants performing work in connection with this project, and all shall be subject to the approval of the CITY.

3. **WORKERS' COMPENSATION.** Pursuant to Labor Code section 1861, the CONSULTANT hereby certifies that the CONSULTANT is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and the CONSULTANT will comply with such provisions, and provide certification of such compliance as a part of this Agreement.

**MISSION AVENUE MIXED-USE AFFORDABLE HOUSING DEVELOPMENT  
VISION AND STRATEGIC PLAN**

**4. LIABILITY INSURANCE.**

**4.1.** CONSULTANT shall, throughout the duration of this Agreement maintain comprehensive general liability and property damage insurance, or commercial general liability insurance, covering all operations of CONSULTANT, its agents and employees, performed in connection with this Agreement including but not limited to premises and automobile.

**4.2** CONSULTANT shall maintain liability insurance in the following minimum limits:

Comprehensive General Liability Insurance  
(bodily injury and property damage)

Combined Single Limit Per Occurrence	\$ 1,000,000
General Aggregate	\$ 2,000,000*

Commercial General Liability Insurance  
(bodily injury and property damage)

General limit per occurrence	\$ 1,000,000
General limit project specific aggregate	\$ 2,000,000

<u>Automobile Liability Insurance</u>	\$ 1,000,000
---------------------------------------	--------------

\*General aggregate per year, or part thereof, with respect to losses or other acts or omissions of CONSULTANT under this Agreement.

**4.3** If coverage is provided through a Commercial General Liability Insurance policy, a minimum of 50% of each of the aggregate limits shall remain available at all times. If over 50% of any aggregate limit has been paid or reserved, the CITY may require additional coverage to be purchased by the CONSULTANT to restore the required limits. The CONSULTANT shall also notify the CITY'S Project Manager promptly of all losses or claims over \$25,000 resulting from work performed under this contract, or any loss or claim against the CONSULTANT resulting from any of the CONSULTANT'S work.

**4.4** All insurance companies affording coverage to the CONSULTANT for the purposes of this Section shall add the City of Oceanside as "additional insured" under the designated insurance policy for all work performed under this agreement. Insurance coverage provided to the City as additional insured shall be primary insurance and other insurance maintained by the City of Oceanside, its officers, agents, and employees shall be excess only and not contributing with insurance provided pursuant to this Section.

**MISSION AVENUE MIXED-USE AFFORDABLE HOUSING DEVELOPMENT  
VISION AND STRATEGIC PLAN**

- 4.5 All insurance companies affording coverage to the CONSULTANT pursuant to this agreement shall be insurance organizations admitted by the Insurance Commissioner of the State of California to transact business of insurance in the state or be rated as A-X or higher by A.M. Best.
- 4.6 All insurance companies affording coverage shall provide thirty (30) days written notice to the CITY should the policy be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration shall be considered a cancellation.
- 4.7 CONSULTANT shall provide evidence of compliance with the insurance requirements listed above by providing a Certificate of Insurance and applicable endorsements, in a form satisfactory to the City Attorney, concurrently with the submittal of this Agreement.
- 4.8 CONSULTANT shall provide a substitute Certificate of Insurance no later than thirty (30) days prior to the policy expiration date. Failure by the CONSULTANT to provide such a substitution and extend the policy expiration date shall be considered a default by CONSULTANT and may subject the CONSULTANT to a suspension or termination of work under the Agreement.
- 4.9 Maintenance of insurance by the CONSULTANT as specified in this Agreement shall in no way be interpreted as relieving the CONSULTANT of any responsibility whatsoever and the CONSULTANT may carry, at its own expense, such additional insurance as it deems necessary.
5. **PROFESSIONAL ERRORS AND OMISSIONS INSURANCE.** Throughout the duration of this Agreement and four (4) years thereafter, the CONSULTANT shall maintain professional errors and omissions insurance for work performed in connection with this Agreement in the minimum amount of One Million Dollars (\$1,000,000.00).

CONSULTANT shall provide evidence of compliance with these insurance requirements by providing a Certificate of Insurance.

6. **CONSULTANT'S INDEMNIFICATION OF CITY.** CONSULTANT shall indemnify and hold harmless the CITY and its officers, agents and employees against all claims for damages to persons or property arising out of CONSULTANT'S negligent acts, errors or omissions or wrongful acts or conduct of the CONSULTANT, or its employees, agents, subcontractors, or others in connection with the execution of the work covered by this Agreement, except for those claims arising from the willful misconduct, sole negligence or active negligence of the CITY, its officers, agents, or employees. CONSULTANT'S

**MISSION AVENUE MIXED-USE AFFORDABLE HOUSING DEVELOPMENT  
VISION AND STRATEGIC PLAN**

indemnification shall include any and all costs, expenses, attorneys' fees, expert fees and liability assessed against or incurred by the CITY, its officers, agents, or employees in defending against such claims or lawsuits, whether the same proceed to judgment or not. Further, CONSULTANT at its own expense shall, upon written request by the CITY, defend any such suit or action brought against the CITY, its officers, agents, or employees founded upon, resulting or arising from the conduct, tortious acts or omissions of the CONSULTANT.

CONSULTANT'S indemnification of CITY shall not be limited by any prior or subsequent declaration by the CONSULTANT.

7. **COMPENSATION.** CONSULTANT'S compensation for all work performed in accordance with this Agreement, shall not exceed the total contract price of **\$98,930.00**

No work shall be performed by CONSULTANT in excess of the total contract price without prior written approval of the Director of Neighborhood Services. CONSULTANT shall obtain approval by the Director of Neighborhood Services prior to performing any work, which results in incidental expenses to CITY.

Fees for employee rates, subconsultant expenses, reimbursable expenses, and CONSULTANT reproductions shall be billed to CITY on an "as-performed basis," unless otherwise agreed by the parties in advance. Payment shall be due and payable upon presentation. In order to defray carrying charges resulting from delayed payments, a finance charge at 1.5% (or the maximum rate allowed by law, whichever is less) per month shall be added to any undisputed unpaid balance after sixty (60) days from the date of CONSULTANT'S invoice.

8. **TIMING REQUIREMENTS.** Time is of the essence in the performance of work under this Agreement and the timing requirements shall be strictly adhered to unless otherwise modified in writing. All work shall be completed in every detail to the satisfaction of the Director of Neighborhood Services.
9. **ENTIRE AGREEMENT.** This Agreement comprises the entire integrated understanding between CITY and CONSULTANT concerning the work to be performed for this project and supersedes all prior negotiations, representations, or agreements.
10. **INTERPRETATION OF THE AGREEMENT.** The interpretation, validity and enforcement of the Agreement shall be governed by and construed under the laws of the State of California. The Agreement does not limit any other rights or remedies available to CITY.

The CONSULTANT shall be responsible for complying with all local, state, and federal laws whether or not said laws are expressly stated or referred to herein.

**MISSION AVENUE MIXED-USE AFFORDABLE HOUSING DEVELOPMENT  
VISION AND STRATEGIC PLAN**

Should any provision herein be found or deemed to be invalid, the Agreement shall be construed as not containing such provision, and all other provisions, which are otherwise lawful, shall remain in full force and effect, and to this end the provisions of this Agreement are severable.

- 11. **AGREEMENT MODIFICATION.** This Agreement may not be modified orally or in any manner other than by an agreement in writing signed by the parties hereto.
  
- 12. **SIGNATURES.** The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the CONSULTANT and the CITY.

IN WITNESS WHEREOF, the parties hereto for themselves, their heirs, executors, administrators, successors, and assigns do hereby agree to the full performance of the covenants herein contained and have caused this Professional Services Agreement to be executed by setting hereunto their signatures on the dates set forth below.

ERM DESIGN GROUP  
By:   
Erik Justesen, CEO

CITY OF OCEANSIDE  
By: \_\_\_\_\_  
City Manager

Date: JAN. 6, 2009

Date: \_\_\_\_\_

By: ERIK P JUSTESEN, CEO  
Name/Title

APPROVED AS TO FORM:  
  
City Attorney

Date: \_\_\_\_\_

95-2923783  
Employer ID No.

**NOTARY ACKNOWLEDGMENTS OF CONSULTANT MUST BE ATTACHED.**

**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

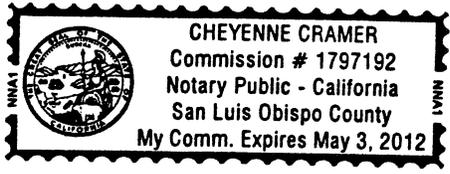
State of California

County of San Luis Obispo

On Jan 6 2009 before me, Cheyenne Cramer Notary Public

personally appeared Erik P. Justesen

who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity, and that by his/her/their signature on the instrument the person, or the entity upon behalf of which the person acted, executed the instrument.



I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature Cheyenne Cramer

Place Notary Seal Above

**OPTIONAL**

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

**Description of Attached Document**

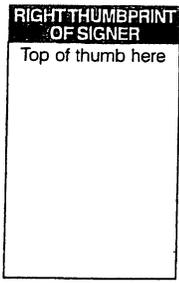
Title or Type of Document: Professional Services Agreement

Document Date: 1-6-09 Number of Pages: 6

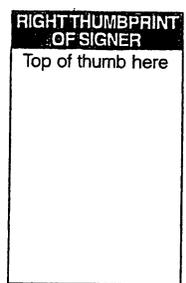
Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

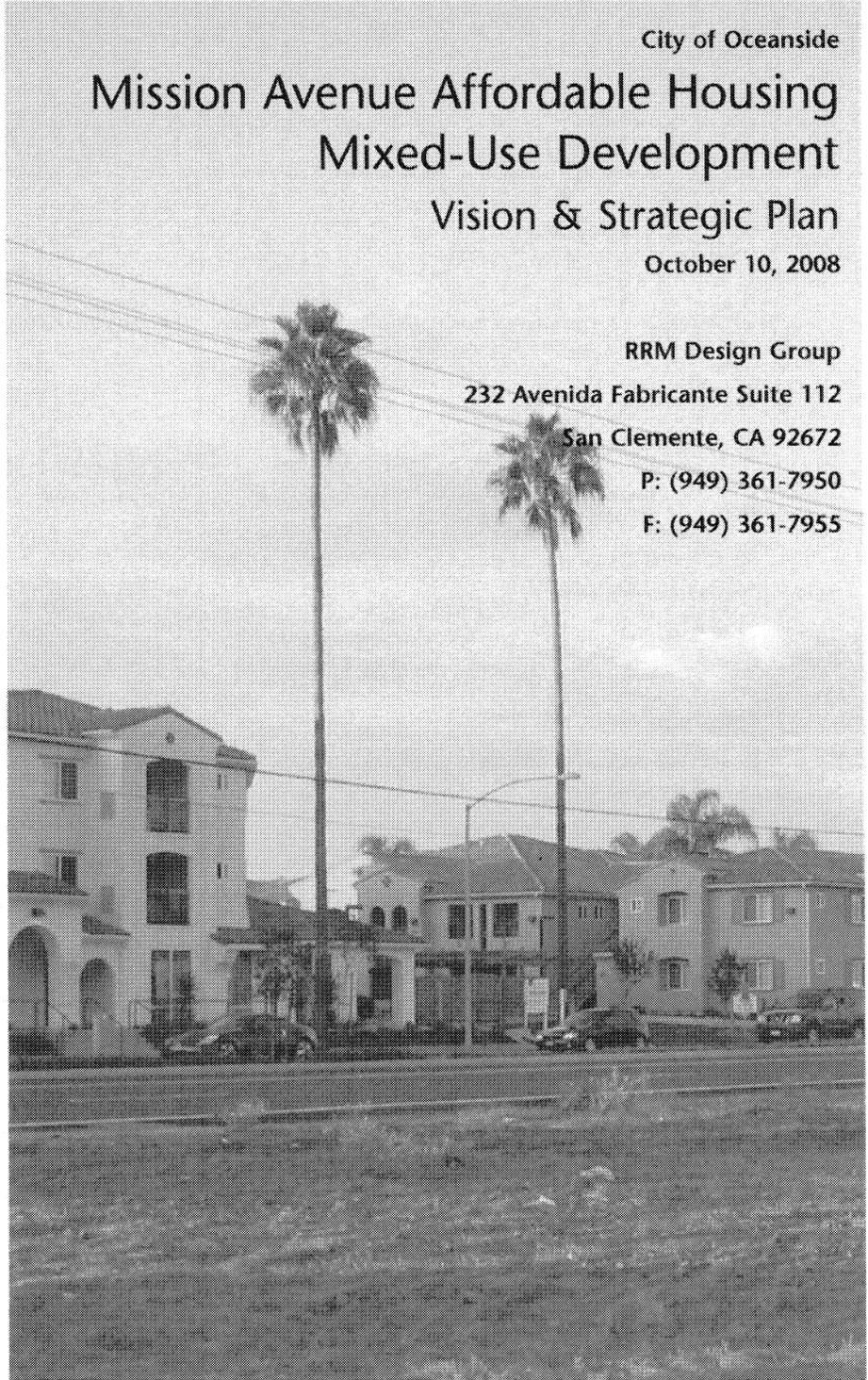
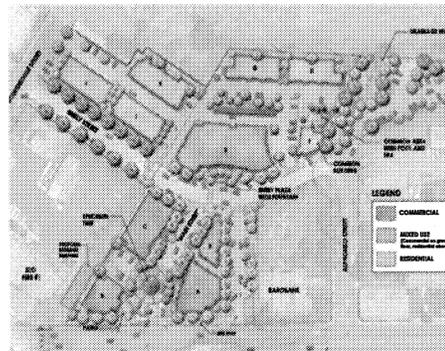
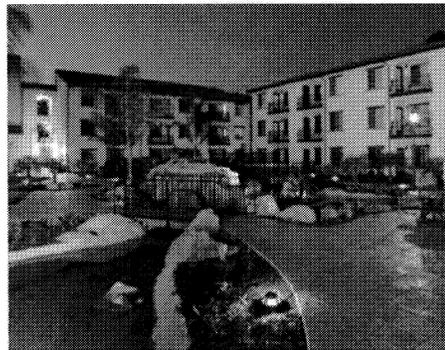
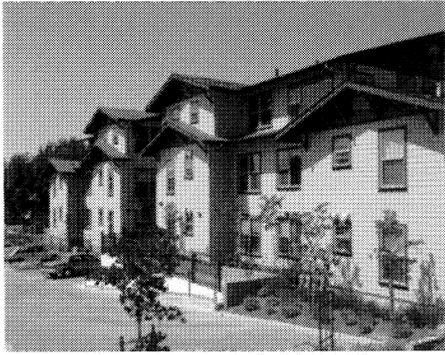
Signer's Name: \_\_\_\_\_  
 Individual  
 Corporate Officer — Title(s): \_\_\_\_\_  
 Partner —  Limited  General  
 Attorney in Fact  
 Trustee  
 Guardian or Conservator  
 Other: \_\_\_\_\_  
Signer Is Representing: \_\_\_\_\_



Signer's Name: \_\_\_\_\_  
 Individual  
 Corporate Officer — Title(s): \_\_\_\_\_  
 Partner —  Limited  General  
 Attorney in Fact  
 Trustee  
 Guardian or Conservator  
 Other: \_\_\_\_\_  
Signer Is Representing: \_\_\_\_\_



See attached



City of Oceanside

# Mission Avenue Affordable Housing Mixed-Use Development Vision & Strategic Plan

October 10, 2008

RRM Design Group

232 Avenida Fabricante Suite 112

San Clemente, CA 92672

P: (949) 361-7950

F: (949) 361-7955

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

October 10, 2008

City of Oceanside  
Neighborhood Services Department  
Attn: Margery M. Pierce, Director  
300 N. Coast Highway  
Oceanside, CA 92054

Re: Proposal for Mission Avenue Affordable Housing Mixed-Use Development Vision and Strategic Plan

Dear Ms. Pierce;

We appreciate receiving this request for proposals. After examining the study area and visiting the site, reviewing the RFP and available City documents, and discussing the project with City staff, we are confident that our experience and capabilities are a direct match with your needs. In our due diligence, we take great care to ensure that our effort will result in a “win-win” for both the City and for RRM, safeguarding your investment. We are pleased to present our qualifications and proposal for planning and design services on your project.

The Vision and Strategic Plan is an important project for your City. The City is seeking visioning, evaluation of alternatives, and implementation strategies for a preferred alternative for the 14-acre project site located in the 3200 block of Mission Avenue. We understand the Redevelopment Agency intends that the site development include low-income, tax credit financed rental housing for families. The goal is to develop affordable family rental units, while creating a high quality, mixed-use or mixed-income development. The development must be compatible with the surrounding neighborhood, consistent with the City’s design standards and provide connectivity with the historic Mission San Luis Rey Mission. The site design should also consider adjacent commercial uses to the north. It is important that the visioning process be designed for inclusive participation of the community and stakeholders. At the end of the day, the resulting preferred plan must meet both affordable housing objectives and community desires, and be financially feasible.

Our scope of work outlines the sequence of tasks designed to meet your goals and complete this assignment. We have endeavored to be sensitive to budgetary constraints, and have developed a scope of services that meets the requirements of the RFP. In addition, we have included several optional tasks in our scope that may be selected by the City to add value for development of the Vision and Strategic Plan.

Key to the success of the Vision and Strategic Plan will be RRM’s charge to facilitate the following:

- Develop a trusted relationship with the City/Redevelopment Agency, neighbors, developers, property owners and other affected stakeholders.
- Create a compelling yet realistic vision for the 14-acre site based on the results of an inclusive outreach process.
- Include design elements and amenities that will position the site competitively for federal and state tax credits and other funding opportunities.
- Integrate universal design, sustainability and maximum conservation measures into project concepts.
- Provide relevant fiscal information to ensure the preferred alternative is feasible and the decision making process is well informed.
- Define development types and densities that will be necessary to meet City affordable housing and community goals.
- Provide clear implementation strategies and phasing (if needed).
- Establish a concise, easy-to-use Vision and Strategic Plan report that will be compatible with other existing City procedures.

As a multi-discipline design firm of planners, landscape architects, engineers, and urban designers, RRM has worked extensively with both private and public sectors. Our knowledge of the needs of both sectors benefits your City with a balance of practice that makes our plans creative yet realistic and implementation-oriented. Above all, our plans are prepared in a truly collaborative process that enables productive dialog to advise the planning process throughout the assignment. We enjoy working with community members to help them create the right plan for their town. We endeavor to identify the unique attributes that represent the values and culture of each community, and to do so, we recognize that successful revitalization efforts are each one-of-a-kind assignments.

To complement RRM's outreach facilitation and design skills, we are fortunate to team with an experienced affordable housing expert, David Nahas with Veloce Partners. Veloce Partners provides real estate related finance and development advisory services with a specific focus on affordable housing. Mr. Nahas will fiscally evaluate concept alternatives and provide implementation strategies based on real-world development experience and intimate knowledge of affordable housing financing.

We are energized about this project and the prospect of bringing our experiences, resources, and lessons learned from our prior experience with the El Corazon Master Plan and other communities to help Oceanside achieve its community vision and affordable housing goals. We have been deliberate in our efforts to customize this work scope with efficiency in mind. Please don't hesitate to call with any questions you might have. As CEO, Erik Justesen, is an RRM Design Group official authorized to sign this proposal. Diane Bathgate, AICP, is the project manager and primary contact. The project will be managed from our San Clemente office.

We look forward to the opportunity to discuss our proposal with you and would be honored to work with the City on this exciting, important project.

Sincerely,

RRM Design Group



Erik Justesen, ASLA  
CEO/Principal-in-Charge



Diane Bathgate, AICP  
Project Manager

<b>Section 1:</b> Cover Letter	
<b>Section 2:</b> Methods and Strategic Plan	1
<b>Section 3:</b> Qualifications and Experience	7
<b>Section 4:</b> Project Personnel	19
<b>Section 5:</b> Organization Chart	26
<b>Section 6:</b> Schedule of Rates & Proposed Budget	27

In preparation of this scope of work, we carefully reviewed the RFP and the desires expressed by the City/Redevelopment Agency (hereinafter "City") through consultations with staff. We also conducted a site visit and reviewed relevant policies from the General Plan and other available City/Redevelopment Agency documents. Our scope of work is organized sequentially in the order in which we intend to run the project. We are prepared to work as necessary to best satisfy the City objectives, budget, and time frames. The proposed project schedule with task timelines is provided at the end of this "Methods and Strategic Plan" section.

In an effort to be sensitive to budgetary constraints, we have developed a scope that meets the requirements of the RFP. We have also included a couple of optional tasks that may be selected by the City/Redevelopment Agency to add value to the development of the Vision and Strategic Plan.

## PHASE 1 – INVENTORY AND ANALYSIS

In this initial phase of the project, the consultant team will engage in a due diligence process designed to inform the consultant team and key City staff on the primary issues to be addressed. The first phase sets the stage for the preparation of the draft Vision and Strategic Plan including vision, land use alternatives, preferred land use plan and implementation strategies.

### Task 1.1 Data Collection and Review

As a first step in preparing the Vision and Strategic Plan, the consultant team will gather and review data that is relevant to this project. This will include mapping information for base maps, General Plan, zoning, traffic/circulation, transit, bicycle facilities, utilities, and prior plans and studies for the area. The primary effort here is to get up to speed on past and current planning efforts and harness the wealth of existing data that can be used in the planning process. A preliminary list of needed materials and data from the City for this work effort is identified below:

- General Plan and Environmental Impact Report
- Zoning Ordinance
- RHNA housing goals and current status
- Local housing funding resources and programs
- Prior housing and mixed-use economic/market studies
- Preliminary City goals: target resident profile, rental v. for sale, etc.
- Available infrastructure information and planning studies (water,

- sewer, stormwater, utilities)
- Established City/school/infrastructure/entitlement fees
- Capital Improvement Program
- Redevelopment Agency projects and budgets
- Information on past and pending relevant housing projects
- Auto CAD/GIS data for project area including parcel line, rights-of-way, etc.
- Soils report
- Archaeological report
- Title report/legal description
- Drainage infrastructure information
- Aerial photograph files for project area

Deliverable Products: Collection and review of relevant data as described above.

### Task 1.2 Kick-off Meeting and Site Tour

The consultant team will prepare for and conduct a kick-off meeting and field reconnaissance with City staff. This includes field data verification and documents regarding the existing infrastructure (emphasis to be placed on identifying existing condition of infrastructure and/or physical constraints that may limit design parameters). This task will include the following:

- Review of project objectives, scope of work, and project timeline
- Identification of key project contacts and information exchange
- Identification of potential stakeholder interviewees (see optional task 1.4 below)
- Discussion of general problems, hot spots, and issues to be focused on during the project
- Identification of optimal working relationship in terms of receipt and review of materials, turn around times, etc.
- Discussion of document and product format, organization, and graphic quality presentation
- Walking tour of the study area

Deliverable Products: Refined scope of work and summary of kick-off meeting.

### Task 1.3 Base Map and Opportunities and Constraints Analysis

The consultants will prepare, using City-provided data, a project area base map in AutoCAD/GIS format. This base map will compile existing data into one exhibit to show the following: parcel lines, ownership, street locations, easements/rights-of-way, land uses and

# Scope of Services

existing development areas, circulation routes, aerial photos, surface infrastructure, etc. The base map will be used throughout the project for various mapping and design exhibits. As an overlay to this base, the consultant team will prepare an existing conditions map with opportunities/constraints illustrating significant site features for use in public meetings and discussions. The opportunities and constraints map also will identify potential amenities and design considerations that will competitively position the project for federal, state and local funding. Veloce Partners will provide an advisory role for this task.

**Deliverable Products:** Electronic base maps scaled for appropriate presentation format, large and small. Existing conditions/opportunities and constraints overlay map using existing data and aerial photographs provided by the City.

## Task 1.4 Key Stakeholder Interviews (Optional)

This task will involve a series of half-hour to one-hour meetings (held over a one-day period) with various stakeholders, including City staff, select decision makers and commission members (City Council/Redevelopment Agency, Redevelopment Advisory Commission, Housing Commission), local interest groups, residents, developers, neighborhood organizations, etc. The purpose of these meetings will be to listen to the issues and observations from key persons about the planning area. The interviews will be used to identify important issues to be solved and to allow the consultant team to understand the desires in terms of physical improvements and quality of life strategies. A written summary of the interviews will be provided.

**Deliverable Products:** Prepare for and attend one day of interviews. Summary of meeting notes. City staff will schedule meetings and arrange meeting location.

## PHASE 2 – VISIONING AND CONCEPT DEVELOPMENT

### Task 2.1 Community Workshop I – Project Introduction/Exercises

RRM will conduct the first public workshop with assistance from the City to gain input on key issues, opportunities and priorities in the study area. This workshop will likely be structured in two parts.

In the first portion of the workshop participants will be guided through the background, objectives and timeline of the visioning and planning effort. Attendees will engage in interactive exercises designed to create and prioritize a list of key planning issues and

opportunities to be resolved and respected throughout the planning effort. Exercises may involve forms of “polling” participants through the use of color tape dots, report cards, or similar methods to identify issues in order of priority.

The second part of the workshop may involve facilitating an interactive design charrette, a “roll up your sleeves” activity aimed at exploring big picture ideas and design concepts. The RRM team will customize the workshop to address key items pertinent to visioning for the 14-acre site which may involve focus group exercises and general workshop exercises. The consultant team will prepare workshop materials including agendas, meeting handouts, base maps, comment sheets, and other materials to help spur thoughts and ideas to encourage interaction.

**Deliverable Products:** RRM will prepare an agenda, flyer, workshop materials, sign-in sheets, and facilitate the workshop. City staff will be responsible for meeting notification, facility, logistics and refreshments.

### Task 2.2 Vision Statement and Planning Principles

The consulting team will collaborate with City staff to draft the vision statement and accompanying set of planning principles that will help guide the Vision and Strategic Plan process. The vision statement and planning principles will be based on the results of Community Workshop I and other information generated in Phase 1, as well as the optional key stakeholder interviews if selected. The vision statement will succinctly state the overall direction and character that is desired for the 14-acre site including desired land use, urban design, economic parameters, and jobs/housing balance. Key principles may include compatibility with surrounding residential neighborhoods and commercial uses, onsite amenities, affordability goals, sustainability objectives, pedestrian connections, etc.

**Deliverable Products:** Written vision statement and planning principles.

### Task 2.3 Prepare Conceptual Land Use Plan Alternatives

Three alternative conceptual land use plans will be created. The basis of these concepts will be from information gathered during the stakeholder interviews and community work shop. In addition to the community input these three alternatives will include design principles aimed at maximizing the potential affordable tax credits, universal design and sustainability measures while maintaining a

cohesive plan for each alternative. These alternatives will depict the conceptual design intent with enough information to develop fiscal comparisons of each as well as being presentable to the community. Veloce Partners will provide an advisory role for this task.

Deliverable Products: Three (3) alternatives Conceptual Land Use Plans on 30"x42" format.

## Task 2.4 Prepare Fiscal Comparison of Alternatives

A preliminary fiscal analysis will be provided for each of the three alternative land use plans and will include an estimate of the following factors:

- Direct construction costs
- Development "soft" costs (fees, permits, architecture and engineering, financing costs, etc.)
- Operating revenue and expense budget
- Potential financing structure and resultant requirement for city funding participation
- Key timing considerations, likelihood of success, and risk factors

The goal of this analysis will be to provide guidance regarding the viability of different planning alternatives. It is anticipated that the fiscal estimates will impact decisions about the range of different product types included within the mixed-use site plan, site area allocated to each different use, and desirable size (massing, density, and number of units) in each component. An updated fiscal analysis will be prepared as part of Task 3.1 for the alternative that is chosen through the Visioning process. Veloce Partners will provide the primary role for this task.

Deliverable Products: Preliminary budgets with accompanying notes and discussion narrative will be provided.

## Task 2.5 Community Workshop II – Review of Alternatives

The three Conceptual Land Use Plan Alternatives developed in Task 2.3 will be presented at this second public workshop for review and comment. Key elements of the three alternatives will be described and compared. The workshop format will be structured to solicit public comments and recommendations to shape and select a Preferred Land Use Plan, which may be one of the three alternatives presented or a combination of features from each. Results gleaned from this workshop will provided the foundation for the Preferred Land Use Plan preparation in Task 2.6.

Deliverable Products: RRM will prepare an agenda, flyer, workshop materials, sign-in sheets, and facilitate the workshop. City staff will be responsible for meeting notification, facility, logistics and refreshments.

## Task 2.6 Prepare Preferred Land Use Plan

The preferred land use plan will be refined to include the comments and consensus of the community, Housing Commission, Redevelopment Advisory Commission, City Council and staff. This plan will include the overall urban design, zoning, preliminary density and intensity standards, external circulation access points, and statistical summary. Refined fiscal comparisons will be completed to reflect the preferred plan and its components. Veloce Partners will provide an advisory role for this task.

Deliverable Products: One (1) Preferred Land Use Plan on 30"x42" format and one (1) refined fiscal comparison.

## Task 2.7 Highly Illustrative Vision Plan

Most people in today's society are visually oriented, so in order to acquaint the greater public with the vision for this area of Oceanside, RRM proposes to develop a physical vision plan of how this area might appear twenty years from now. The vision poster becomes a great planning tool and has proven very successful in other towns. In addition, the vision poster can be printed poster size and becomes a wonderful marketing tool to attract a quality development and developer.

As currently envisioned, the poster will be a full color one-sided poster depicting the design plan. Leader notes and text will help the reader identify key concepts contained in the vision. Also, around the periphery of the poster, up to five (5) architectural perspective color drawings and vignettes will help illustrate the desired character and vision.

Deliverable Products: One (1) draft 24" by 36" color poster; and one (1) digital and five (5) hard copies.

## Task 2.8 3-D Visualizations – "Visioneering" (Optional)

This is an extremely useful and powerful task to show residents and community members what the built out conditions might look like. RRM will prepare three (3) before and after computer visualizations. This will include taking photos of key views of the site and preparing 3-D computer simulations of what the view could look like after

## Scope of Services

implementation of the Master Plan. This is a good tool to help City staff and the public see how the area will look and feel when the Preferred Land Use Alternative is implemented. This will require RRM to prepare preliminary architectural elevations to use in the images.

Deliverable Products: Two (2) colored before and after 3-D computer simulated images in hard copy and electronic version.

### Task 2.9 Community Workshop III – Present Preferred Alternative

This public workshop will focus on presentation of the Preferred Land Use Alternative and solicit input from the community regarding any needed refinements. The consultant team will conduct and facilitate a general public workshop with the purpose to review the key elements of the Preferred Land Use Plan including site layout, densities, uses, development guidelines, circulation, amenities, open space, etc. The planning team will coordinate the agenda for this meeting with City staff. Resulting comments and suggestions from this workshop will be incorporated into the Preferred Land Use that will become part of the Vision and Strategic Plan Report.

Deliverable Products: RRM will prepare an agenda, flyer, workshop materials, sign-in sheets, and facilitate the workshop. City staff will be responsible for meeting notification, facility, logistics and refreshments.

### Task 2.10 Refine Preferred Alternative

Based upon input received at Community Workshop III, one set of revisions will be incorporated into the Preferred Land Use Plan which will be used in the Vision and Strategic Plan Report.

Deliverable Products: Prepare one (1) set of revisions to the Preferred Land Use Plan.

## PHASE 3: VISION AND STRATEGIC PLAN REPORT

In this phase of the project, the consultant team will work with the City staff in the production of the Vision and Strategic Plan Report. Products developed in Phases 1 and 2 with feedback from the City/Redevelopment Agency staff, the community workshops, and other agency coordination will be utilized in preparation of the Report. The consultant team will create a format for the Vision and Strategic Plan Report document and produce a draft of the overall document. The consultant team will coordinate with City/Redevelopment staff on the most appropriate format for clarity, conciseness, and ease of use.

### Task 3.1 Implementation Strategies and Phasing

The consultant team will prepare an updated project budget for the Preferred Land Use Plan, to include an estimate of overall project cost, funding strategies, and required public agency resources. Veloce Partners will provide a primary role for this task. A recommended implementation plan will be provided based on the following considerations:

- Market constraints – current demand and value levels for the non-affordable housing components of the Plan
- Physical constraints – timing of off-site or on-site utility or infrastructure upgrades
- Approval constraints – timing of any required city planning actions
- Financing constraints – availability of city and other agency resources
- Developer selection process – procedures the city will use to solicit and select a developer for the project

Deliverable Products: Provide an updated budget for the chosen development alternative accompanied by a timeline identifying critical tasks and target dates.

### Task 3.2 Administrative Draft Vision and Strategic Plan Report

In this task the consultant team will compile the Administrative Draft Vision and Strategic Plan Report including description of existing conditions, opportunities and constraints, public outreach and participation summary, vision statement and planning principles, the preferred land use plan and development guidelines, and implementation strategy. The document will include all two-dimensional graphics developed for the Vision and Strategic Plan as well as other relevant work products developed in prior tasks.

Preliminarily, the document is anticipated to follow the following outline. The precise format and contents will be developed in coordination with City staff.

1. Introduction
2. Summary of Planning and Public Participation Process
3. Existing Conditions and Opportunities and Constraints
4. Vision Statement and Planning Principles
5. Preferred Land Use Plan and Development Guidelines
6. Implementation Strategies and Phasing

Deliverable Products: RRM will provide one (1) digital and one (1) color hard copy of the Administrative Draft Vision and Strategic Plan

Report. Staff will provide one (1) consolidated marked up redline version of all comments, and RRM will make such revisions.

### **Task 3.3 Hearing Draft Vision and Strategic Plan Report**

In this task the Screencheck Draft Vision and Strategic Plan Report will be finalized for the Hearing Draft that will be made available to the public at large as part of the review and approval process. The plan will incorporate Screencheck Draft comments and input from City staff.

**Deliverable Products:** RRM will provide one (1) digital and one (1) color hard copy of the Hearing Draft Vision and Strategic Plan Report. Staff will provide one (1) consolidated marked up redline version of all comments, and RRM will make such revisions.

## **PHASE 4: MEETINGS AND PROJECT MANAGEMENT**

This project phase provides support for review and approval of the Vision and Strategic Plan by three Oceanside reviewing bodies. Needed ongoing project management and coordination for the duration of the project is also described in this phase.

### **Task 4.1: Housing Commission Meeting**

The consultant team will prepare for and attend one (1) Housing Commission meeting to present the Hearing Draft Vision and Strategic Plan.

**Deliverable Products:** Prepare for and attend meeting. Assist City staff in presenting Hearing Draft Vision and Strategic Plan at one (1) Housing Commission meeting. Make list of Housing Commission suggested revisions to present to City Council/Redevelopment Agency.

### **Task 4.2: Redevelopment Advisory Commission Meeting**

The consultant team will prepare for and attend one (1) Redevelopment Advisory Commission meeting to present the Hearing Draft Vision and Strategic Plan.

**Deliverable Products:** Prepare for and attend meeting. Assist City staff in presenting Hearing Draft Vision and Strategic Plan at one (1) Redevelopment Advisory Commission meeting. Make list of Redevelopment Advisory Commission suggested revisions to present to City Council/Redevelopment Agency.

### **Task 4.3: City Council/Redevelopment Agency Meeting**

The consultant team will prepare for and attend one (1) City Council/Redevelopment Agency meeting to present the Hearing Draft Vision and Strategic Plan.

**Deliverable Products:** Prepare for and attend meeting. Assist City staff in presenting Hearing Draft Vision and Strategic Plan at City Council/Redevelopment Agency meeting.

### **Task 4.4: Final Vision and Strategic Plan Report**

Following the action taken by the City Council/Redevelopment Agency, the consultant team will make the final edits and modifications to the document. It is assumed that one (1) set of revisions will be made to the document incorporating the final City Council/Redevelopment Agency revisions and final action. Errata sheets may be used to discuss preferred changes between the Housing Commission, Redevelopment Advisory Commission and City Council meetings.

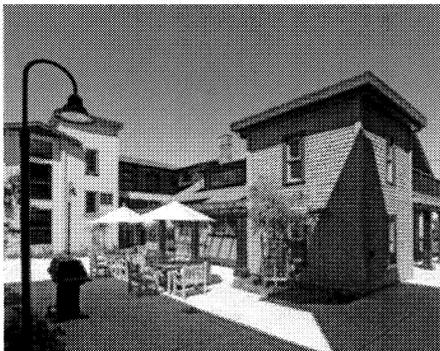
**Deliverable Products:** Make final edits and produce the Final Vision and Strategic Plan Report. Two (2) color hard copies and one (1) electronic version will be provided.

### **Task 4.5: Project Coordination and Management**

Throughout the preparation of the Vision and Strategic Plan, the consultant team will need to coordinate with City/Redevelopment Agency staff, various departments, subconsultants and interest groups. This task is intended to allow for necessary coordination by the consultant team throughout the Vision and Strategic Plan process. This will include informal teleconferences meetings, research correspondence, record keeping, project coordination, report production, electronic file management, graphic preparation, and all other coordination during the preparation of the Vision and Strategic Plan.

**Deliverable Products:** Ongoing project coordination and management throughout Vision and Strategic Plan process as described above. This assumes an average of three (3) hours per week for 6 months.

	December	January	February	March	April	May
<b>Phase 1: PHASE 1 – INVENTORY AND ANALYSIS</b>						
Task 1.1 Data Collection and Review	●					
Task 1.2 Kick-off Meeting and Site Tour	●					
Task 1.3 Base Map and Opportunities and Constraints Analysis	●					
Task 1.4 Key Stakeholder Interviews (Optional)	●					
<b>Phase 2: PHASE 2 – VISIONING AND CONCEPT DEVELOPMENT</b>						
Task 2.1 Community Workshop I – Project Introduction/Exercises	●					
Task 2.2 Vision Statement and Planning Principles		●				
Task 2.3 Prepare Conceptual Land Use Plan Alternatives		●				
Task 2.4 Prepare Fiscal Comparison of Alternatives		●				
Task 2.5 Community Workshop II – Review of Alternatives		●				
Task 2.6 Prepare Preferred Land Use Plan		●				
Task 2.7 Highly Illustrative Vision Plan		●				
Task 2.8 3-D Visualizations – “Visioneering” (Optional)		●				
Task 2.9 Community Workshop III – Present Preferred Alternative		●				
Task 2.10 Refine Preferred Alternative		●				
<b>Phase 3: PHASE 3: VISION AND STRATEGIC PLAN REPORT</b>						
Task 3.1 Implementation Strategies and Phasing						
Task 3.2 Administrative Draft Vision and Strategic Plan Report						
Task 3.3 Hearing Draft Vision and Strategic Plan Report						
<b>Phase 4: PHASE 4: MEETINGS AND PROJECT MANAGEMENT</b>						
Task 4.1: Housing Commission Meeting					●	
Task 4.2: Redevelopment Advisory Commission Meeting					●	
Task 4.3: City Council/Redevelopment Agency Meeting					●	
Task 4.4: Final Vision and Strategic Plan Report (Optional)					●	
Task 4.5: Project Coordination and Management						●



### **Del Rio Terrace Apartments**

San Luis Obispo, CA

RRM Design Group was hired to provide site design, architecture, and construction administration for the new Del Rio Terrace apartment complex in San Luis Obispo, CA. This 41 unit, affordable, senior housing facility consists of five craftsman-style buildings that offer either two or three story living. Building on a steep, sloping lot, RRM was able to design an accessible path throughout the entire complex. To encourage tenant interaction and offer common areas for socializing, RRM incorporated multiple outdoor plazas throughout the complex and renovated the existing 1920's home into the community room and manager's apartment.

Dennis Cox  
San Luis Obispo Non-Profit Housing  
Corp. 487 Leff Street  
PO Box 1289  
San Luis Obispo, CA 93406-1289  
Phone: (805) 543-4478  
RRM Project Manager: Jeff Dillon

## Qualifications & Experience



### **Cortina d' Arroyo Grande Senior Apartments**

Arroyo Grande, CA

RRM Design Group provided the planning, architecture, civil engineering, landscape architecture, survey, and construction support for the Cortina d' Arroyo Grande Senior Apartments located in Arroyo Grande, CA. The 108 unit, multi-story building takes advantage of ocean views for upper living units and includes an exterior common space, promoting a sense of community for its senior housing tenants. Crafted with a Mediterranean style tile roof, the architectural theme includes wrought iron railings and arched openings for doors and windows.

Larry Persons, Partner  
Pacific Harbor Homes  
2259 Ward Avenue, Suite 200  
Simi Valley, CA 93065  
Phone: (805) 577-6222  
Fax: (805) 582-5046  
Email: [larry.persons@pacharbor.com](mailto:larry.persons@pacharbor.com)  
RRM Project Manager: Pat Blote



### **La Vigna at Westgate Ranch**

Santa Maria, CA

RRM Design Group provided architectural design, civil engineering, landscape architecture, planning and construction administration for the Specific Plan for La Vigna at Westgate Ranch, a 17 acre development in Santa Maria, California. The newest portion of the Blosser Southwest Specific Plan, the La Vigna development includes 142 farmhouse style single family detached houses on small lots. The farmhouse style captures the area's rich agricultural history. The residential project also contains private streets, recreation buildings, play areas, a pool, and a common open space.

Jon Martin, Vice President  
Martin Farrell Homes, Inc.  
330 East Canon Perdido Street, Suite F  
Santa Barbara, CA 93101  
Phone: (805) 962-8299  
Fax: 805-962-2919  
Email: [jmartin@martinfarrellhomes.com](mailto:jmartin@martinfarrellhomes.com)  
RRM Project Manager: Jeff Dillon

## Qualifications & Experience



### Dove Creek

Atascadero, CA

Using extensive public outreach and coordination between the developer and the City of Atascadero, RRM Design Group provided the planning and entitlement services for this 65-acre parcel in Atascadero, CA. The development strategy utilized a cluster approach and includes a mix of residential densities (townhomes, cluster homes, and single family homes), a neighborhood commercial center, 4 parks, restoration of riparian corridors, and a substantial amount of open space. The Plan includes wetlands protection, oak tree preservation, and extensive pedestrian circulation. Entitled by RRM at the request of Bermant Development Company (from Santa Barbara), the project is currently under construction by Centex Homes.

Travis Fuentes, Division President  
Centex Homes Central Coast Division  
735 Tank Farm Road, #100  
San Luis Obispo, CA 93401  
Phone: (805) 548-0333 , ext  
Fax: (805) 548-0444  
Email: tfuentes@centexhomes.com  
RRM Project Manager: John Knight



### **569 Higuera Street Mixed-Use Building**

San Luis Obispo, CA

RRM Design Group provided site design, architecture, civil engineering, supervision, and implementation for this 4,480 sf two-story Downtown San Luis Obispo mixed-use building. RRM designed the street level for 2,400 sf of retail occupancy and the upper floor for 2,080 sf of office use. Located on a Downtown infill lot measuring 45' x 120', the building incorporates a Spanish Revival/Mediterranean style with an exposed exterior stairway to the second floor and a second floor terrace for the office suites.

Tom Murrell  
Harding and Murrell Enterprises, Inc.  
P.O. Box 1265  
San Luis Obispo, CA 93406  
Phone: (805) 544-1860  
RRM Project Manager: Victor Montgomery

## Qualifications & Experience

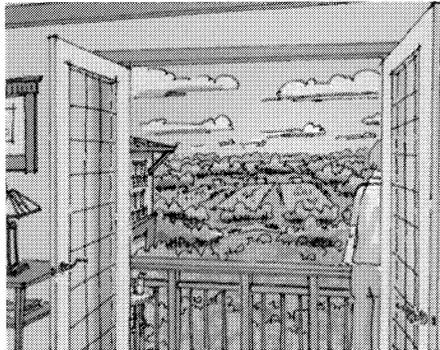


### Village at Broad Street Mixed-Use

San Luis Obispo, CA

RRM Design Group provided architectural design, planning, landscape architecture and civil engineering for the Village at Broad mixed-use project for Rick Moses Development. Village at Broad consists of 34,000 sq. ft. of commercial lease space and 74 residential apartments, with private residential garages and a community building and pool, on an approximately 6 acre site. The project is both vertical and horizontal mixed-use. Village at Broad logically unifies urban living into a community with characteristics that preserve the historic quality and contribute to the authenticity of the San Luis Obispo Railroad District area. This is a place where you will find a balanced mix of uses that offer retail destinations, restaurant establishments, and residential units. Incorporating sustainable design elements into the village design and architecture is a key component of the project. The village is designed to be pedestrian oriented, tucking the residential parking lots and garages behind the buildings. The main street is lined with retail and restaurant uses that open onto wide sidewalks with street trees and benches, with a large heritage tree located in the center of the round-a-bout. This main street culminates at the central plaza and signature building. This public plaza is envisioned as the heart to the village, with restaurants and outdoor seating, a fountain, and public art, where people can congregate and come together as a community. The plan fosters a sense of community by encouraging walking and providing gather spaces for people to relax, play and interact.

Rick Moses, President  
Rick Moses Development  
6320 Canoga Ave.  
Ste. 1500  
Woodland Hills, CA 91367  
Phone: (818) 227-5177  
Fax: (818) 227-5099  
Email: rick@rickmosesdevelopment.com  
RRM Project Manager: Jeff Dillon



### El Corazon Community Park Master Plan

Oceanside, CA

RRM Design Group provided site design, architecture, civil engineering, supervision, and implementation for this 4,480 sf two-story Downtown San Luis Obispo mixed-use building. RRM designed the street level for 2,400 sf of retail occupancy and the upper floor for 2,080 sf of office use. Located on a Downtown infill lot measuring 45' x 120', the building incorporates a Spanish Revival/Mediterranean style with an exposed exterior stairway to the second floor and a second floor terrace for the office suites.

Michelle Skaggs-Lawrence, Deputy City  
Manager

City of Oceanside

300 North Coast Highway

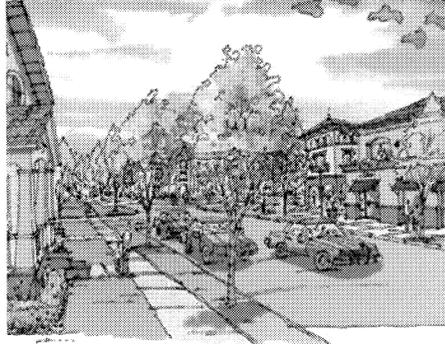
Oceanside, CA 92054

Phone: (760) 435.3072

Email: [mlawrence@ci.oceanside.ca.us](mailto:mlawrence@ci.oceanside.ca.us)

RRM Project Manager: Erik Justesen





Camarillo Commons Strategic Plan  
Camarillo, CA

The City of Camarillo retained RRM Design Group to prepare a strategic redevelopment plan (encompassing an urban design concept, design guidelines, a circulation plan, and a streetscape plan) for properties within and surrounding the Ponderosa North and Ponderosa Shopping Centers. To foster stakeholder input and help develop the vision for the area, RRM worked closely with City staff and held a series of public workshops and charrettes. The resultant plan contains commercial, office, public, quasi-public, and multi-family residential uses, including two of the City’s oldest shopping centers, the City’s main post office branch, and a county fire station. Central to RRM’s design is the City’s desire for a high quality, pedestrian-oriented, unique shopping environment for Camarillo, combining retail, dining, and residential uses. Ultimately, the vision plan has evolved into a well-connected, mixed-use village that promotes an appropriate density and diversity of housing types supported by proximal commercial and recreational uses, inducing pedestrian activity and establishing a sense of community.

Robert W. Burrow, Director of Community Development  
City of Camarillo  
Community Development Department  
601 Carmen Drive  
Camarillo, CA 93010  
Phone: (805) 388-5361  
Fax: (805) 388-5388  
Email: bburrow@ci.camarillo.ca.us  
RRM Project Manager: Debbie Rudd



## Qualifications & Experience



### Huntington Beach Downtown Specific Plan

Huntington Beach, CA

The City of Huntington Beach departments of Economic Development and Planning have contracted RRM Design Group to update the Downtown Specific Plan. The purpose of the update is to re-analyze potentially modify development thresholds and develop land use provisions and urban design guidelines that support and encourage mixed-use development. The Plan will incorporate an updated Downtown Parking Master Plan and will utilize shared use parking strategies and other innovative approaches to regulate parking. The Specific Plan will be a catalyst to promote development on underutilized parcels and will ultimately set the stage for a vibrant pedestrian oriented downtown incorporating a mix of residential, retail, hotel and dining uses.

Kellee Fritzal  
Deputy Director  
City of Huntington Beach Economic  
Development  
2000 Main Street  
PO Box 190  
Huntington Beach, CA 92648  
Phone: (714) 374-1519  
Email: [kfritzal@surfcity-hb.org](mailto:kfritzal@surfcity-hb.org)  
RRM Project Manager: Jami Williams



### Chula Vista Urban Core Specific Plan and Design Guidelines

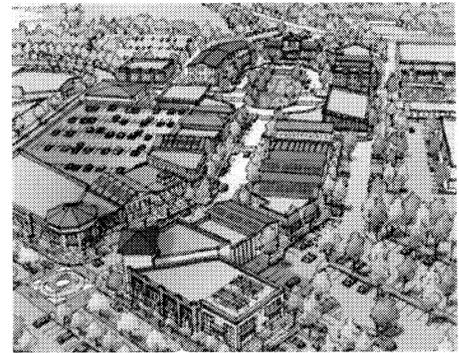
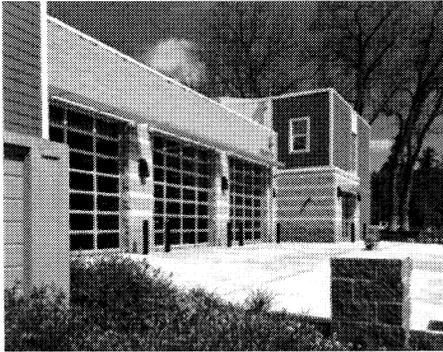
Chula Vista, CA

Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA

Using a vision-driven dialog process (including one-on-one interviews, an advisory committee, information sessions, a 3 day charrette, workshops, a storefront office, website postings, and neighborhood roundtables), RRM Design Group prepared a Specific Plan with design guidelines for the urban core of Chula Vista, a once small agricultural community that is now a San Diego bedroom community reaching build out. The Plan is designed to “urbanize” Chula Vista’s suburban downtown area; to unite its General Plan with the Port of San Diego’s work on its waterfront; to structure its urban land uses for densities far higher than currently exist; and to link it with San Diego transit systems and the Bay Front environment.

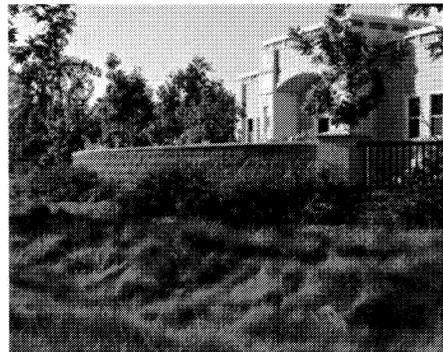
Mary Ladiana, Planning and Housing  
Division Manager  
City of Chula Vista  
Community Development Department  
276 Fourth Avenue  
Chula Vista, CA 91910  
Phone: (619) 409-5432  
Fax: (619) 585-5698  
Email: [mladiana@ci.chula-vista.ca.us](mailto:mladiana@ci.chula-vista.ca.us)  
RRM Project Manager: Diane Bathgate

# Qualifications & Experience



## Sustainable Design

RRM has led the charge to fully integrate sustainable design into every aspect of our business. As a multi-discipline firm, we have trained professionals in each discipline to provide sustainable solutions for your project. Our sustainable design experience services range from full certification to holistic sustainable projects to assisting clients with selecting environmentally responsible building materials for a tenant improvement project. Our 12 LEED® accredited professionals are currently working on LEED certification projects throughout California. RRM's San Luis Obispo headquarters building was recently certified LEED-EB gold, solidifying our commitment as a company to sustainable practices.



The sustainable design process is an evolving practice with new products and innovation on a daily basis. RRM is familiar with sustainable design practices that include sustainable site design, efficient building systems, and rapidly renewable resources, as well as solid waste management.

RRM is committed to and believes in the benefits of sustainable projects and green building practices. We believe that even small steps in using green building practices have greater effect on living environment of which we are all a part.

*Erik P. Justesen, ASLA*  
*CEO, Principal*

*Project Role*  
*Principal-in-Charge*

*25 Years of Experience*

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

*Associate, Horticulture, Cuesta Community*  
*College, San Luis Obispo, CA*

*Registrations*  
*1985, Landscape Architect, CA No. 2608*

*Affiliations*  
*American Society of Landscape Architects*  
*(ASLA), #425664*  
*American Planning Association (APA),*  
*#137670*  
*San Luis Obispo Chamber of Commerce*  
*Board of Directors, 2008-2009*  
*Rails to Trails Conservancy*  
*San Luis Obispo County Bicycle Coalition*  
*San Luis Obispo Chamber of Commerce,*  
*Board Member*  
*Urban Land Institute (ULI), #288901, Los*  
*Angeles District Council Association*  
*San Luis Obispo Chamber of Commerce*  
*Sustainability and Resources Committee,*  
*Committee Chair*

### Related Project Experience

- Agoura Village Specific Plan, Agoura Hills, CA
- Amarateca Valley Concept Plan and Design Guidelines, Honduras,
- Arroyo Linda Crossroads Specific Plan with Design Guidelines, Arroyo Grande, CA
- Arvin Downtown Revitalization Program, Arvin, CA
- Avenal Downtown Vision Plan, Avenal, CA
- Buellton Urban Design Plan, Buellton, CA
- Calabasas Old Town Improvements Project, Calabasas, CA
- Camarillo Commons Strategic Plan, Camarillo, CA
- Capitola Village Master Plan, Capitola, CA
- Centex Cherry Development, Arroyo Grande, CA
- Cherry Creek Subdivision, Arroyo Grande, CA
- Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
- Dixon Downtown Revitalization Plan, Dixon, CA
- Dove Creek, Atascadero, CA
- Eagle Ranch Master Plan, Atascadero, CA
- East Colorado Boulevard Specific Plan, Pasadena, CA
- El Corazon Community Park Master Plan, Oceanside, CA
- El Corazon Specific Plan, Oceanside, CA
- Fresno Uptown Arts District, Fresno, CA
- Gilroy Downtown Visioning Charrette, Specific Plan, and Design Guidelines, Gilroy, CA
- Huntington Beach Downtown Specific Plan, Huntington Beach, CA
- Huntington Park Downtown Specific Plan, Huntington Park, CA
- Las Lomas Specific Plan, Atascadero, CA
- Las Virgenes Road Corridor, Calabasas, CA
- Lompoc General Plan Update and EIR, Lompoc, CA
- Malibu Civic Center Specific Plan and Design Guidelines, Malibu, CA
- Margarita Area Specific Plan, San Luis Obispo, CA
- Ponderosa Corridor Specific Plan, Camarillo, CA
- Rolling Hills Estates Urban and Streetscape Concept Plan, Rolling Hills Estates, CA
- Santa Clarita Architectural and Urban Design, Santa Clarita, CA
- Santa Clarita Beautification Master Plan, Santa Clarita, CA
- Santa Maria Downtown Specific Plan and Design Guidelines, Santa Maria, CA
- Tapo Street Revitalization, Simi Valley, CA
- Tehachapi Downtown Master Plan, Tehachapi, CA
- Tehachapi Specific Plan and Design Guidelines, Tehachapi, CA
- Thousand Oaks Boulevard Specific Plan, Thousand Oaks, CA
- Whittier Boulevard Specific Plan Improvements, Whittier, CA

# Project Personnel

*Diane Bathgate, AICP*

*Principal Planner*

*Project Role*

*Project Manager*

*23 Years of Experience*

*Education*

*Bachelor of Arts, Environmental Studies and Psychology, University of California, Santa Barbara, CA*

*Graduate Studies, Public Administration, California State University, Long Beach, CA  
Course Work, Planning Law, Environmental Design, Architecture, University of California, Irvine, CA*

*Affiliations*

*American Planning Association (APA)*

*American Institute of Certified Planners (AICP)*

*Association of Environmental Professionals (AEP)*

*Certifications*

*American Institute of Certified Planners (AICP), Certificate No. 013489*

*Civic/Community Service*

*City of San Juan Capistrano*

- *Mayor (2001-2002)*
- *City Council Member (2000 - 2007)*
- *Planning Commission (1990-2000)*
- *Design Review Committee (1990-2000)*
- *Chairman, Downtown Visioning Blue Ribbon Committee (2002-2003)*

*Ribbon Committee (2002-2003)*

*South Orange County Wastewater Authority, Board Member*

*San Juan Basin Authority, Board Member*

*Growth Management Areas 9 and*

*11 Interjurisdictional Planning Forum,*

*Representative*

*Camino Health Center Board of Directors*

**Presentations**

*"Defending Infill Development: Going Up, Not Out" CDA Conference, Monterey, September 2006*

**Related Project Experience**

- *Agoura Village Specific Plan, Agoura Hills, CA*
- *Anaheim Staff Support Services, Anaheim, CA*
- *Buellton Community Design Guidelines, Buellton, CA*
- *Calabasas General Plan Update, Calabasas, CA*
- *Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA*
- *Dalidio Ranch, San Luis Obispo, CA*
- *El Corazon Specific Plan, Oceanside, CA*
- *Foothill Boulevard Specific Plan and Design Guidelines, Rialto, CA*
- *RHE Peninsula Village Overlay District, Rolling Hills Estates, CA*
- *Endevco Property Redevelopment, San Juan Capistrano, CA*
- *Estrella de Oro Mobile Home Park, Vista, CA*
- *Gilroy Downtown Visioning Charrette, Specific Plan, and Design Guidelines, Gilroy, CA*
- *Huntington Park Downtown Specific Plan, Huntington Park, CA*
- *Lincoln East Specific Plan, Yuba City, CA*
- *Pelton House Winery IS-MND, Knights Valley, CA*
- *Platinum Gateway Mixed-Use Development, Anaheim, CA*
- *Rancho Santa Margarita On-Call Planning Services, Rancho Santa Margarita, CA*
- *San Clemente Affordable Housing Concept Plan, San Clemente, CA*
- *San Juan Capistrano University Master Plan, San Juan Capistrano, CA*
- *Southwest Fillmore Business Park Master Plan, Fillmore, CA*
- *Temecula Citywide Design Guidelines, Temecula, CA*
- *Temple City Infill Residential Design Guidelines, Temple City, CA*

**Previous Project Experience**

- *City of Irvine Development Monitoring Program, Irvine, CA*
- *City of Seal Beach General Plan Update/Local Coastal Program, Seal Beach, CA*
- *Old Ranch Town Center EIR, Seal Beach, CA*
- *Pacifica San Juan Comprehensive Development Plan Update/Mitigation Monitoring Program, San Juan Capistrano, CA*
- *Tomlinson Park Specific Plan EIR, Brea, CA*
- *Tonner Hills Planned Community EIR, Brea, CA*

*Jeff Dillon, AIA*

*Architect*

*Project Role*

*Affordable Housing Specialist*

*26 Years of Experience*

*Education*

*Bachelor of Architecture, California*

*Polytechnic State University, San Luis Obispo*

*Registrations*

*1987, Architect, CA No. C18244*

*Affiliations*

*Member, American Institute of Architects*

*since June 1989*

*Communications Director, American Institute of Architects California Central Coast Chapter, 2007*

### Related Project Experience

- Broad Street Implementation, San Luis Obispo, CA
- Carmel Condominiums, Carmel, CA
- Centennial Square Re-dux, Santa Maria, CA
- Del Rio Terrace Apartments, San Luis Obispo, CA
- El Camino Real Senior Apartments, Atascadero, CA
- Fellowship Hall for Templeton Presbyterian, Templeton, CA
- Fountain/Laurel Mixed-Use Development, Carmel, CA
- Grover Mixed Use, Grover Beach, CA
- Humbert Street Multi-Family Residential, San Luis Obispo, CA
- La Vigna at Westgate Ranch Single Family Homes, Santa Maria, CA
- Los Robles Del Mar Senior Housing Studies, Pismo Beach, CA
- Meadowlands Estates, Lincoln, CA
- Miravale II Multi-Family Housing, Soledad, CA
- Morro Bay Blvd. Mixed-Use, Morro Bay, CA
- Pacific Grove Mixed Use Redevelopment, Pacific Grove, CA
- Riverside Avenue Commercial Site Analysis, Paso Robles, CA
- Roberts Road Property Riverside County, , CA
- San Clemente Affordable Housing Concept Plan, San Clemente, CA
- Spring Street Mixed-Use Development, Paso Robles, CA
- The Village Commercial Development, Buellton, CA
- Twentieth Street Residential Duplex, Paso Robles, CA
- UCSC Employee Housing Master Plan, Santa Cruz, CA
- Villa Toscana Elevation Studies, Paso Robles, CA
- Village at Broad Street Mixed-Use, San Luis Obispo, CA

# Project Personnel

*Jami Williams*

*Manager of Planning Services*

*Project Role*

*Sr. Urban Designer*

*12 Years of Experience*

*Education*

*Masters Business Administration, Architecture*

*Management Track, California Polytechnic*

*State University, San Luis Obispo, CA*

*Bachelor of Architecture, Architecture,*

*California Polytechnic State University, San*

*Luis Obispo, CA*

*Semester Design Program, Ecole Des Beaux*

*Art Americaines De Fontainebleau, France*

*Associate Science, Cuyamaca College, San*

*Diego, CA*

*Affiliations*

*American Planning Association (APA)*

*Presentations*

*"I Hate Yellow: The Importance of Design*

*Review," League of California Cities Planners*

*Institute, San Diego, March 2007*

*"Defending Infill Development: Going Up,*

*Not Out" CDA Conference, Monterey,*

*September 2006*

## Related Project Experience

- Agoura Village Specific Plan, Agoura Hills, CA
- Bakersfield Mill Creek Vision Plan, Bakersfield, CA
- Buellton Community Design Guidelines, Buellton, CA
- Camarillo Commons Strategic Plan, Camarillo, CA
- Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
- Claremont Village West Specific Plan and Design Guidelines, Claremont, CA
- Foothill Boulevard Specific Plan and Design Guidelines, Rialto, CA
- East Colorado Boulevard Specific Plan, Pasadena, CA
- El Centro Downtown Revitalization, El Centro, CA
- El Corazon Specific Plan, Oceanside, CA
- Gilroy Downtown Visioning Charrette, Specific Plan, and Design Guidelines, Gilroy, CA
- Huntington Beach Downtown Specific Plan, Huntington Beach, CA
- Huntington Park Downtown Specific Plan, Huntington Park, CA
- LAX Northside Community Outreach, Los Angeles, CA
- Ojai Arcade Plaza, Ojai, CA
- Old Town Sand City Urban Design Plan, Sand City, CA
- San Clemente Residential Massing Study, San Clemente, CA
- Santa Clarita Architectural and Urban Design, Santa Clarita, CA
- Santa Clarita Beautification Master Plan, Santa Clarita, CA
- Santa Clarita Citywide Architectural Design Guidelines, Santa Clarita, CA
- Santa Maria Downtown Specific Plan and Design Guidelines, Santa Maria, CA
- Silverdes Visual Simulations, Rolling Hills Estates, CA
- Soledad Design Review Services, Soledad, CA
- Soledad Miravale III Specific Plan, Soledad, CA
- Southern California Regional Airport Authority (SCRAA) Facilitation, Los Angeles, CA
- Tehachapi Downtown Master Plan, Tehachapi, CA
- Thousand Oaks Boulevard Specific Plan, Thousand Oaks, CA
- Woodlands Specific Plan, Nipomo Mesa, CA
- Yorba Linda Planned Community Zoning District Regulations, Yorba Linda, CA
- Temple City Infill Residential Design Guidelines, Temple City, CA

*David Chacon*

*Architectural Designer*

*Project Role*

*Urban Designer*

*23 Years of Experience*

*Education*

*Bachelor of Architecture, Architecture,  
California Polytechnic State University, San  
Luis Obispo, CA*

*Affiliations*

*American Institute of Architects (AIA),  
Associate Member  
Building Institute Association (BIA), Southern  
California Chapter  
San Pedro Chamber of Commerce*

**Related Project Experience**

- Arvin Downtown Revitalization Program, Arvin, CA
- Bellwood Residential, Bellflower, CA
- Brookhurst Triangle-Garden Grove Development, Garden Grove, CA
- Centre Street Lofts, San Pedro, CA
- Chula Vista Urban Core Specific Plan and Design Guidelines, Chula Vista, CA
- Cloisters Master Plan, Morro Bay, CA
- Cottages at Walnut, Bellflower, CA
- Echo Park Neighborhood Initiative Plan, Los Angeles, CA
- Leimert Park Village Facades and Streetscapes, Los Angeles, CA
- Linden Street Homes, Bellflower, CA
- On Call Design Review Services (Urban Design Builders), Long Beach, CA
- Port of Los Angeles Community Consensus Process, San Pedro, CA
- Port of Los Angeles Waterfront Master Plan, San Pedro and Wilmington, CA
- San Diego State University Telecommunications Infrastructure, San Diego, CA
- SLO Promenade Retail Center, San Luis Obispo, CA
- Wilmington Parkway, Wilmington, CA

## Project Personnel

David C. Nahas  
Veloce Partners, Inc.  
President

### Education

University of Southern California, Los Angeles,  
California (1989)

Master of Business Administration.

Concentration: Corporate Finance. Options:  
Real Estate and Financial Institutions.

California State University Northridge,  
Northridge, California (1982)

Bachelor of Science, Business Administration.

Options: Corporate Finance and Real Estate.

### Publications

"Appraising Affordable Multifamily Housing."  
The Appraisal Journal LXII.3 (July 1994):  
455-464.

"Lender Consortia: What Makes Them  
Unique? What Makes Them Popular?"  
Community Investments, Federal Reserve  
Bank of San Francisco, IV.1 (Winter 1992):  
6-8.

"Leveraging the Low-Income Housing Tax  
Credits Program." Los Angeles Lawyer  
XXVI.10 (January 2004): 23-29.

The firm provides real estate related finance and development advisory services, with a specific focus on affordable housing. Typical engagements include evaluating financing feasibility for developments and capital structures, project management, asset management, program design and administration, staff training programs, expert witness services, and a range of financial structuring including tax exempt bonds, tax credits, and conventional financing.

The firm is also engaged in direct real estate development activities for its own account. It has recently completed the renovation of a 13 property scattered site acquisition / rehab portfolio in Long Beach, new construction of 64 senior / special needs units in Hollywood, and new construction of a 51 unit family development in Pacoima. A new construction 32 unit family development in North Hills is underway.

Clients include a range of for-profit, non-profit, and public agencies, including:

- Impact Capital LLC
- YWCA of Greater Los Angeles
- City of Los Angeles Housing Department
- Housing Authority of the County of Los Angeles
- Bank of America
- Edison Capital
- BRIDGE Housing Corp.
- Mercy Housing California.

## Project Personnel

### Personel References:

#### Erik Justesen, ASLA

Robert W. Burrow, Director of Community Development  
City of Camarillo  
Phone: (805) 388-5361

Mary Ladiana, Planning and Housing Division Manager  
City of Chula Vista  
Community Development Department  
Phone: (619) 409-5432

#### Diane Bathgate

Tom Bartlett, City Planner  
City of Calabasas  
Phone: (818) 224-1600

Kevin McSweeney, Planning Director  
City of Fillmore  
Phone: (805) 524-3701

#### Jeff Dillon

Michael Codron, Housing Programs Manager  
City of San Luis Obispo  
Phone: (805) 781-7175

Carol Hatley, Executive Director of the San Luis Obispo Housing  
Authority  
Phone: (805) 594-5303

#### Jami Williams

Michelle Skaggs-Lawrence, Deputy City Manager  
City of Oceanside  
Phone: (760) 435.3072

#### Kellee Fritzal

Deputy Director  
City of Huntington Beach Economic Development  
Phone: (714) 374-1519

#### David Chacon

Paul Feilberg-CEO  
Mesa Verde Development  
Homebuilding Company  
Phone: (949) 581-1567

#### Roger Phillips-CEO

Philips Group USA  
International Developer  
Phone: (310) 765-7020

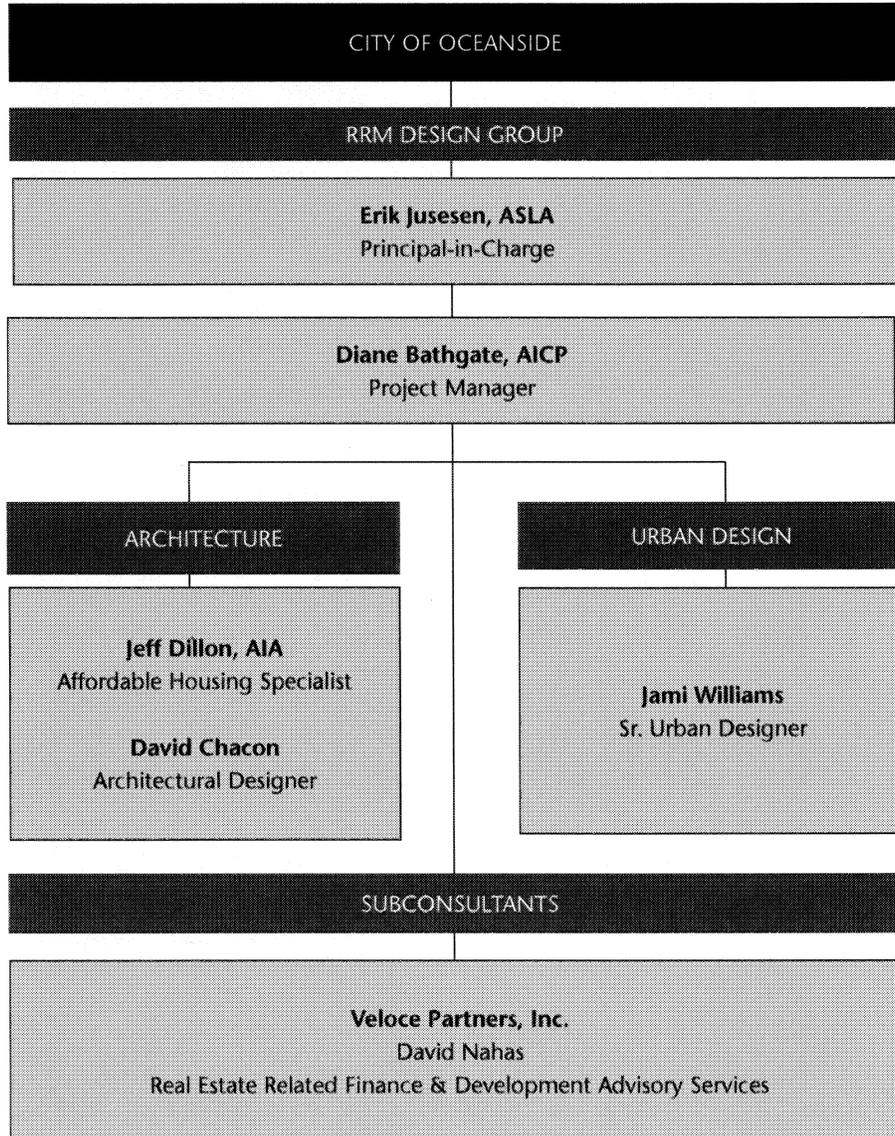
#### David C. Nahas

Carolina Romo  
County of Los Angeles  
Community Development Commission  
Phone: (323) 890-7255

#### Tim Elliott

City of Los Angeles  
Housing Department  
Phone: (213) 808-8948

# Organizational Chart



RRM Design Group

Bill Rate Ranges

Effective March 1, 2008

Admin Support	\$ 45 - \$ 75
Administrative Assistant	\$ 65 - \$ 85
Agency Coordinator	\$ 75 - \$ 120
Architect	\$ 115 - \$ 150
Associate Exhibit Planner	\$ 95 - \$ 125
Chief Executive Officer	\$ 170 - \$ 220
Civil Designer I	\$ 45 - \$ 60
Civil Designer II	\$ 75 - \$ 100
Civil Designer III	\$ 80 - \$ 125
Construction Inspector	\$ 105 - \$ 140
Corporate Graphics Specialist	\$ 80 - \$ 105
Designer	\$ 80 - \$ 120
Engineer I	\$ 85 - \$ 110
Engineer II	\$ 100 - \$ 130
Intern	\$ 65 - \$ 85
Job Captain	\$ 90 - \$ 145
Landscape Architect	\$ 95 - \$ 125
Manager of Architecture	\$ 150 - \$ 240
Manager of Engineering Services	\$ 135 - \$ 185
Manager of Planning	\$ 130 - \$ 190
Manager of Surveying	\$ 130 - \$ 170
Office Coordinator	\$ 65 - \$ 100
Party Chief	\$ 95 - \$ 130
Planning & Landscape Architecture Assistant	\$ 75 - \$ 105
Planning & Landscape Architecture Associate	\$ 80 - \$ 130
President	\$ 250 - \$ 325
Principal	\$ 140 - \$ 325
Principal Landscape Architect	\$ 125 - \$ 175
Principal Planner	\$ 135 - \$ 185
Project Manager	\$ 110 - \$ 175
Runner	\$ 45 - \$ 60
Senior Civil Designer	\$ 110 - \$ 145
Senior Construction Administrator	\$ 150 - \$ 195
Senior Designer	\$ 105 - \$ 170
Senior Engineer	\$ 105 - \$ 140
Senior Landscape Architect	\$ 100 - \$ 160
Senior Party Chief	\$ 110 - \$ 145
Senior Planner	\$ 100 - \$ 150
Supervisor of Surveying	\$ 120 - \$ 160
Survey Technician I	\$ 65 - \$ 85
Survey Technician II	\$ 75 - \$ 100
Survey Technician III	\$ 100 - \$ 130

Survey Crew Rates	
Regular	
One person w/ GPS or Robotic Workstation	\$ 170 - \$ 220
Two person	\$ 190 - \$ 250
Three person	\$ 270 - \$ 350
Prevailing Wage	
One person w/ GPS or Robotic Workstation	\$ 195 - \$ 255
Two person	\$ 240 - \$ 315
Three person	\$ 340 - \$ 440
Leica HDS Scanner (per day, equipment only)	\$ 1,000 - \$ 1,000

Please note that RRM Design Group billing rates are subject to annual review and adjustment.

Hourly Rates									
RRM Design Group					Subcontractant				
Erk Jrestesen Principal/In-Charge	Diane Bohopate Project Manager	Jeff Dillon Architect	Urban/Architectural Designer	Production Staff	Value Partners, Inc.	Hours	Rate	Hours	Rate
\$170	\$125	\$130	\$120	\$87	\$250				
<b>PHASE 1 – INVENTORY AND ANALYSIS</b>									
Task 1.1 Data Collection and Review	4	\$540	0	\$0	18	\$1,440	0	\$0	
Task 1.2 Kick-off Meeting and Site Tour	6	\$610	0	\$0	0	\$0	4	\$1,000	
Task 1.3 Base Map and Opportunities and Constraints Analysis	4	\$540	2	\$240	36	\$2,880	0	\$0	
Task 1.4 Key Stakeholder Interviews (Optional)	8	\$1,080	0	\$0	0	\$0	4	\$1,000	
Phase 1 - Value (excluding optional task) \$10,280									

<b>PHASE 2 – VISIONING AND CONCEPT DEVELOPMENT</b>										
Task 2.1 Community Workshop I – Project Introduction/Exercise	8	\$1,360	10	\$1,040	8	\$960	24	\$1,920	0	\$0
Task 2.2 Vision Statement and Planning Principles	2	\$340	8	\$260	0	\$0	0	\$0	0	\$0
Task 2.3 Prepare Conceptual Land Use Plan Alternatives	0	\$0	4	\$540	30	\$3,900	8	\$960	48	\$3,840
Task 2.4 Prepare Fiscal Comparison of Alternatives	0	\$0	2	\$270	0	\$0	0	\$0	20	\$5,000
Task 2.5 Community Workshop II – Review of Alternatives	8	\$1,360	10	\$1,040	8	\$960	24	\$1,920	0	\$0
Task 2.6 Prepare Preferred Land Use Plan	0	\$0	2	\$270	2	\$240	24	\$1,920	0	\$0
Task 2.7 Highly Illustrative Vision Plan	4	\$680	8	\$1,080	4	\$520	16	\$1,920	56	\$4,480
Task 2.8 3-D Visualizations – “Visioneering” (Optional)	2	\$340	6	\$610	8	\$1,040	12	\$1,440	56	\$4,480
Task 2.9 Community Workshop III – Present Preferred Alternative	8	\$1,360	8	\$1,040	8	\$960	16	\$1,280	0	\$0
Task 2.10 Refine Preferred Alternative	0	\$0	2	\$270	6	\$780	0	\$0	20	\$1,600
Phase 2 - Value (excluding optional task) \$48,060										

<b>PHASE 3: VISION AND STRATEGIC PLAN REPORT</b>										
Task 3.1 Implementation Strategies and Phasing	1	\$170	2	\$270	2	\$260	0	\$0	20	\$5,000
Task 3.2 Administrative Draft Vision and Strategic Plan Report	1	\$170	16	\$2,160	2	\$260	0	\$0	36	\$2,880
Task 3.3 Hearing Draft Vision and Strategic Plan Report	0	\$0	8	\$1,080	2	\$260	0	\$0	20	\$1,600
Phase 3 - Value \$14,110										

<b>PHASE 4: MEETINGS AND PROJECT MANAGEMENT</b>										
Task 4.1: Housing Commission Meeting*	0	\$0	8	\$1,080	8	\$1,040	0	\$0	10	\$800
Task 4.2: Redevelopment Advisory Commission Meeting*	0	\$0	8	\$1,080	8	\$1,040	0	\$0	10	\$800
Task 4.3: City Council/Redevelopment Agency Meeting*	0	\$0	8	\$1,080	8	\$1,040	0	\$0	10	\$800
Task 4.4: Final Vision and Strategic Plan Report (Optional)	0	\$0	4	\$540	2	\$260	0	\$0	10	\$800
Task 4.5: Project Coordination and Management	0	\$0	72	\$9,720	0	\$0	0	\$0	0	\$0
Phase 4 - Value (excluding optional task) \$21,480										

\* If needed or desired by the City, Principal in Charge will attend these meetings free of charge.

**Reimbursable Expenses**

\$5,000

This allocation will cover direct reimbursable expenses at cost plus 10% for administrative services as incurred. Cost for expenses will include travel related expenses, photography, fax, telephone, plotting, printing, copying, and other costs associated with producing the work products as described in the scope of work.

**TOTAL PROJECT VALUE (excluding optional tasks)**

\$98,030



**Mission Avenue Mixed-Use Affordable Housing Development  
List of RFP Respondents**

Name of Firm	Proposed Cost
KTG Y Group, Inc. 17992 Mitchell South Irvine, CA 92614	\$290,560
OJMR Architects 501 S. Fairfax Avenue, Suite 202 Los Angeles, CA 90036	\$35,000*
M.W. Steele Group, Inc. 325 Fifteenth Street San Diego, CA 92101	\$156,000
Project Design Consultants 701 B Street, Suite 800 San Diego, CA 92101	\$146,500
Torti Gallas and Partners, Inc. 523 West 6 <sup>th</sup> Street, Suite 212 Los Angeles, CA 90014	\$132,080
William Hezmalhalch Architects, Inc. 2850 Redhill Avenue, Suite 200 Santa Ana, CA 92705	\$194,729
RRM Design Group 232 Avenida Fabricante, Suite 112 San Clemente, CA 92672	\$98,930
Urban Housing Partners, Inc. 620 First Avenue San Diego, CA 92101	\$355,500
RBF Consulting 9755 Clairemont Mesa Blvd. San Diego, CA 92124	\$259,496
MVE & Partners, Inc. 1900 Main Street, Suite 800 Irvine, CA 92614	\$129,200

\* This proposal did not include a complete site/development financial analysis