



**Council Meeting: October 19, 2010**

**SUBJECT: Award of a Contract for Urban Planning for the Lawrence Station Area Plan (SAP) (F0905-98) and Approval of Budget Modification No. 13**

**REPORT IN BRIEF**

Approval is requested for the award of a contract in the amount of \$150,000 to BMS Design Group of San Francisco for Phase 1 of the Lawrence Station Area Plan (SAP) as required by the Community Development Department. Approval is also requested for Budget Modification No. 13 to appropriate grant funding received for this project.

**BACKGROUND**

In May 2009, Council approved a feasibility study for Lawrence Station Area that reviewed and assessed current and future development potential in the area around the existing Caltrain Station near Lawrence Expressway. The main focus was to explore the feasibility of higher-density, transit-oriented development near the station that would, in turn, result in increased ridership at the station. As part of the approval, Council directed staff to:

- Develop a comprehensive Station Area Plan (SAP) for the Lawrence Station study area;
- Negotiate a Memorandum of Understanding (MOU) between the cities of Sunnyvale and Santa Clara (a stakeholder in the station area) to develop a joint SAP
- Pursue additional grant opportunities to raise funds for a comprehensive study; and
- Return to Council with a detailed work plan and funding report.

On April 27, 2010 staff presented Council with a work plan including the following updates:

- The City had been awarded a grant from Valley Transportation Authority (VTA) in the amount of \$150,000 under VTA's FY 2008/2009 *Community Design and Transportation Grant Program* for the Lawrence SAP project.
- Acknowledgement that the secured funding would not be sufficient to complete a comprehensive SAP, with staff proposing an alternative strategy to develop the SAP in four (4) phases as funding became available.

- Development of Phase 1 of the SAP utilizing the VTA grant money, which included a land use study, a parking study and an implementation strategy to accomplish land use and parking study goals; and
- Determination that a formalized MOU with the City of Santa Clara was not required, but that both cities will coordinate, share information and work together in developing the Lawrence SAP.

Council approved the work plan and directed the City Manager to continue to pursue additional grant funding opportunities for the project as they become available.

### **DISCUSSION**

Request for Proposals (RFP) No. F0905-98 for Phase 1 of the Lawrence SAP was developed by Planning and Purchasing Division staff. Because of the fixed budget available for this project, proposers were directed, at a minimum, to address Phase 1 of the SAP, and if budget was available, to propose on additional phases of the project. The project phases are as follows:

- Phase 1 - Land use, parking study and implementation strategy to accomplish land use and parking study goals
- Phase 2 - Access, circulation and streetscape and implementation tools to accomplish identified goals
- Phase 3 - Urban design guidelines and open space implementation tools to accomplish identified goals
- Phase 4 - Environmental review, plan adoptions and associated municipal zoning code changes for plan implementation.

The following rating criteria, based on 125 total possible points, was developed for the RFP:

- Adherence to the RFP requirements (15 points)
- Depth of project team's experience and its relevance to the City's project (25 points)
- Proposer's understanding of the project requirements (25 points)
- Proposer's methodology and management plan for the project (30 points)
- Proposed timeline for completion of services (10 points)
- Amount of total work plan and comprehensiveness of each phase proposed under the available budget (20 points)

The Request for Proposal was distributed on the Onvia DemandStar public procurement network and published on the City's web site. Ninety six (96) firms requested the RFP documents. Sealed proposals were publicly opened on July 28, 2010. Eight responsive proposals were received. Each proposal was

submitted by a “team”, consisting of a primary consultant, and anywhere from two to six technical subconsultants. After an initial ranking, six consultant teams were short listed for in-person interviews. The panelists included three staff members from the Planning and Traffic & Transportation Divisions and a staff member each from the Valley Transportation Authority (VTA) and the City of Santa Clara.

Based on the comprehensiveness of the consultant teams’ proposal, demonstration of project understanding, experience in Station Area Planning and feedback received from panelists after the interview process and reference checks, Sunnyvale staff selected BMS Design Group (and its team of subconsultants) to lead the Lawrence SAP effort. The BMS Design Group team includes the following subconsultants: Fehr and Peers for transportation planning and parking, EPS for market analysis and financial feasibility, and BKF Engineers for infrastructure analysis and civil engineering.

BMS Design Group differentiated itself on the basis of the firm’s depth of experience in Transit Oriented Development (TOD) planning and design, demonstrated success on similar projects with the proposed team of subconsultants, and a thorough understanding of the specific strengths and challenges of the Lawrence Station Area. The scope of work proposed by BMS includes completion of a land use and market demand analysis, circulation alternatives, parking demand analysis, implementation strategy and community outreach within the limited budget of \$150,000.

**FISCAL IMPACT**

There is no net fiscal impact to the General Fund for awarding this contract. The City was awarded grant funding in the amount of \$150,000 through VTA’s *Community Design and Transportation Grant Program* that will provide funding for this project (RTC 10-098, April 27, 2010). Budget Modification No. 13 has been prepared to appropriate grant revenues into a new project to provide funding for the Lawrence Station Area Plan.

**BUDGET MODIFICATION # 13**  
**FISCAL YEAR 2010/2011**

<b>General Fund</b>	<b>Current</b>	<b>Increase (Decrease)</b>	<b>Revised</b>
<u>Revenues:</u>			
VTA Community Design and Transportation Grant	\$0	\$150,000	\$150,000
<u>Expenditures:</u>			
New Project: Lawrence Station Area Plan	\$0	\$150,000	\$150,000

**PUBLIC CONTACT**

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall, at the Sunnyvale Senior Center, Community Center and Department of Public Safety; and by making the agenda and report available at the Sunnyvale Public Library, the Office of the City Clerk and on the City's Web site.

**RECOMMENDATION**

It is recommended that Council:

1. Award a contract, in substantially the same form as the attached draft and in the amount of \$150,000 to BMS Design Group for Phase 1 of the Lawrence Station Area Plan (SAP), and authorize the City Manager to Execute the contract when all the necessary conditions have been met; and
2. Approve Budget Modification No. 13 to appropriate grant funding received for this project.

Reviewed by:

Grace K. Leung, Acting Director, Finance  
Prepared by: Pete Gonda, Purchasing Officer

Reviewed by:

Hanson Hom, Director of Community Development

Approved by:

Gary M. Luebbers  
City Manager

**Attachments**

A. Draft Consultant Services Agreement

**ATTACHMENT A  
DRAFT**

**CONSULTANT SERVICES AGREEMENT BETWEEN THE CITY OF SUNNYVALE  
AND BMS DESIGN GROUP FOR URBAN PLANNING  
SERVICES FOR PHASE 1 OF THE LAWRENCE STATION AREA PLAN**

THIS AGREEMENT dated \_\_\_\_\_ is by and between the CITY OF SUNNYVALE, a municipal corporation ("CITY"), and BMS DESIGN GROUP ("CONSULTANT").

WHEREAS, CITY is in need of specialized services in relation to the preparation of Phase 1 of the Station Area Plan for the study area known as Lawrence Station Area; and

WHEREAS, CONSULTANT possesses the skill and expertise to provide the required services;

NOW, THEREFORE, THE PARTIES ENTER INTO THIS AGREEMENT.

1. Services by CONSULTANT

CONSULTANT shall provide services in accordance with Exhibit "A" (Scope of Services) attached and incorporated by reference. CONSULTANT shall determine the method, details and means of performing the services.

2. Time for Performance

The term of this Agreement shall be the date of contract execution through completion of the services described in Exhibit "A", unless otherwise terminated.

3. Duties of CITY

CITY shall supply any documents or information available to City required by CONSULTANT for performance of its duties. Any materials provided shall be returned to CITY upon completion of the work.

4. Compensation and Invoicing

CITY agrees to pay CONSULTANT a fee for professional services at the rates shown in Exhibit "B" Total compensation shall not exceed One Hundred Fifty Thousand and No/100 Dollars (\$150,000.00). CONSULTANT shall submit invoices to CITY no more frequently than monthly for services provided to date and in accordance with Exhibit "B" attached hereto. Payment shall be made within thirty (30) days upon receipt of an accurate, itemized invoice by CITY's Accounts Payable Unit.

5. Ownership of Documents

CITY shall have full and complete access to CONSULTANT's working papers, drawings and other documents during progress of the work. All documents of any

description prepared by CONSULTANT shall become the property of the CITY at the completion of the project and upon payment in full to the CONSULTANT. CONSULTANT may retain a copy of all materials produced pursuant to this Agreement. CONSULTANT shall not be liable for any modification to documents prepared by CONSULTANT which are made without CONSULTANTS' advice after delivery of such documents to CITY, nor shall CONSULTANT be liable for their use by CITY without CONSULTANTS' consent in projects other than the Project

6. Conflict of Interest

No officer or employee of CITY shall have any interest, direct or indirect, in this Agreement or in the proceeds thereof. During the term of this Agreement CONSULTANT shall not accept employment or an obligation which is inconsistent or incompatible with CONSULTANT's obligations under this Agreement.

7. Confidential Information

CONSULTANT shall maintain in confidence and at no time use, except to the extent required to perform its obligations hereunder, any and all proprietary or confidential information of CITY of which CONSULTANT may become aware in the performance of its services, unless maintaining confidentiality would violate the law, create the risk of significant harm to the Public, or prevent CONSULTANT from establishing a claim or defense..

8. Compliance with Laws

- (a) CONSULTANT shall not discriminate against, or engage in the harassment of, any City employee or volunteer or any employee of CONSULTANT or applicant for employment because of an individual's race, religion, color, sex, gender identity, sexual orientation (including heterosexuality, homosexuality and bisexuality), ethnic or national origin, ancestry, citizenship status, uniformed service member status, marital status, family relationship, pregnancy, age, cancer or HIV/AIDS-related medical condition, genetic characteristics, and physical or mental disability (whether perceived or actual). This prohibition shall apply to all of CONSULTANT's employment practices and to all of CONSULTANT's activities as a provider of services to the City.
- (b) CONSULTANT shall comply with all applicable federal, state and city laws, statutes, ordinances, rules and regulations and the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of the Agreement.

9. Independent Contractor

CONSULTANT is acting as an independent contractor in furnishing the services or materials and performing the work required by this Agreement and is not an agent, servant or employee of CITY. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between CITY and



To CONSULTANT: Barbara Maloney, Partner  
BMS Design Group  
414 Jackson Street, Suite 404  
San Francisco, CA 94111

Nothing in this provision shall be construed to prohibit communication by more expedient means, such as by telephone or facsimile transmission, to accomplish timely communication. However, to constitute effective notice, written confirmation of a telephone conversation or an original of a facsimile transmission must be sent by first class mail or commercial carrier, or hand delivered. Each party may change the address by written notice in accordance with this paragraph. Notices delivered personally shall be deemed communicated as of actual receipt; mailed notices shall be deemed communicated as of two days after mailing, unless such date is a date on which there is no mail service. In that event communication is deemed to occur on the next mail service day.

15. Assignment

Neither party shall assign or sublet any portion of this Agreement without the prior written consent of the other party.

16. Termination

If CONSULTANT defaults in the performance of this Agreement, or materially breaches any of its provisions, CITY at its option may terminate this Agreement by giving written notice to CONSULTANT. If CITY fails to pay CONSULTANT, CONSULTANT at its option may terminate this Agreement if the failure is not remedied by CITY within thirty (30) after written notification of failure to pay.

Without limitation to such rights or remedies as CITY shall otherwise have by law, CITY also shall have the right to terminate this Agreement for any reason upon ten (10) days' written notice to CONSULTANT. In the event of such termination, CONSULTANT shall be compensated in proportion to the percentage of services performed or materials furnished (in relation to the total which would have been performed or furnished) through the date of receipt of notification from CITY to terminate. CONSULTANT shall present CITY with any work product completed at that point in time.

17. Entire Agreement; Amendment

This writing constitutes the entire agreement between the parties relating to the services to be performed or materials to be furnished hereunder. No modification of this Agreement shall be effective unless and until such modification is evidenced by writing signed by all parties.

18. Miscellaneous

Time shall be of the essence in this Agreement. Failure on the part of either party to enforce any provision of this Agreement shall not be construed as a waiver of the right to compel enforcement of such provision or any other provision. This Agreement shall be governed and construed in accordance with the laws of the State of California.

IN WITNESS WHEREOF, the parties have executed this Agreement.

ATTEST:

CITY OF SUNNYVALE ("CITY")

By \_\_\_\_\_  
City Clerk

By \_\_\_\_\_  
City Manager

APPROVED AS TO FORM:

\_\_\_\_\_  
("CONSULTANT")

By \_\_\_\_\_  
City Attorney

By \_\_\_\_\_

\_\_\_\_\_  
Name and Title

By \_\_\_\_\_

\_\_\_\_\_  
Name and Title



July 28, 2010

Mr. David Gakle  
Principal Buyer  
Purchasing Division  
City of Sunnyvale  
650 West Olive Avenue  
PO Box 3707  
Sunnyvale, CA 94088-3707

Re: Urban Planning for Lawrence Station Area Plan (RFP #F0905-98)

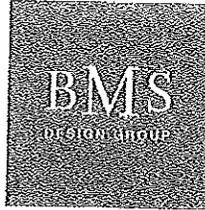
Dear Mr. Gakle:

BMS Design Group and our team of consultants are pleased to submit this proposal to prepare the Lawrence Station Area Plan. We have assembled a team of highly qualified and experienced firms to work with the City of Sunnyvale in this endeavor. The BMS Design Group team includes the following:

- BMS Design Group..... Project Management  
Land Planning, Urban Design and Landscape Architecture  
Community Engagement Coordination and Facilitation
- Fehr & Peers ..... Transportation Planning & Parking
- EPS..... Market Analysis & Financial Feasibility
- BKF Engineers..... Civil Engineering

BMS Design Group will lead the team in the station area planning effort; the experience of the firm in the preparation of plans for transit-oriented development, community outreach, and in managing complex planning projects make this role particularly appropriate. BMS Design Group, an urban design, planning, and landscape architecture firm, is working throughout the west on projects to improve the livability of communities. The firm was formed fourteen years ago by the two partners, who each have over 30 years of award-winning urban design and planning experience at large national and international multi-disciplinary firms. The firm was formed specifically to allow the partners to provide hands-on service on projects of particular interest, especially those involving land use / transportation planning (e.g., TOD), pedestrian circulation (e.g., streetscapes and transit facilities), urban design, campus planning, and neighborhood planning. BMS offers a range of services related to land planning, urban design and landscape architecture, including feasibility analyses through conceptual design and construction documents.

Barbara Maloney, Partner-in-Charge, will lead the team's planning work, coordination with City staff, and the community engagement aspects of the project work. Barbara is well known for her abilities in conceiving and facilitating community meetings in diverse communities. She led the Macdonald Avenue Revitalization Plan for the downtown of the City of Richmond, winner of ASLA and APA awards, and led multiple large community meetings that resulted in strong support for major redevelopment and change throughout the 2 mile corridor of the city. She recently completed the urban design, streetscape, and transit-oriented development master plan for The Alameda in San Jose, which has received broad community support.



She will be assisted by her partner, Michael Smiley, AICP, ASLA. In Michael's 30 years of experience as an urban designer, planner and landscape architect, he has specialized in transportation-related projects and in the design of the public environment of streets and open spaces. Michael recently led the firm's preparation of the Downtown San Leandro Transit-Oriented Development Strategy, which won the American Planning Association Northern California Chapter "Focused Issue Planning Award", the Association of Bay Area Governments "Start It Up" Award, and the Breathe California Clean Air Award - Smart Growth Honorable Mention.

### Team Qualifications

The BMS Design Group team is particularly suited to work with you in preparing the Lawrence Station Area Plan. The team's experience is unmatched in important areas:

- Depth of experience in TOD planning and design.
- Extensive experience in the market and financial aspects of TOD feasibility and implementation.
- A team that has worked together and has experience in Sunnyvale.
- Award-winning design and planning capabilities.
- Extensive experience helping diverse communities articulate and support a vision for the future.

### Planning Approach

Our approach to this project will draw from strengths the team brings:

- **Hands-on involvement of senior staff.** We will commit senior, experienced staff to this project. In particular, Barbara Maloney of BMS will be deeply involved throughout the process, attending all meetings and directly coordinating with your office and other key stakeholders. Our knowledge and depth of experience in TOD planning will allow us to work with you to devise a process that will be cost-effective, geared to short and long term goals.
- **Capitalize on deep and current knowledge of Sunnyvale and Santa Clara.** Our team's knowledge of the area and our understanding of current planning issues and opportunities, will be invaluable in the planning process.
- **Depth of Experience in TOD Planning.** The BMS team's experience in TOD planning is supported by all the disciplines and includes award-winning work in planning, mobility and connectivity, economic development and revitalization, and the design of the public realm of complete streets and open spaces.

Thank you for inviting us to submit this proposal. Our team is extremely interested in working with you on this important project.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Maloney".

Barbara Maloney  
Partner



**PROJECT TEAM INTRODUCTION**

BMS Design Group has assembled a team that is well suited to work with the City on this project. The team includes:

Primary Consultant

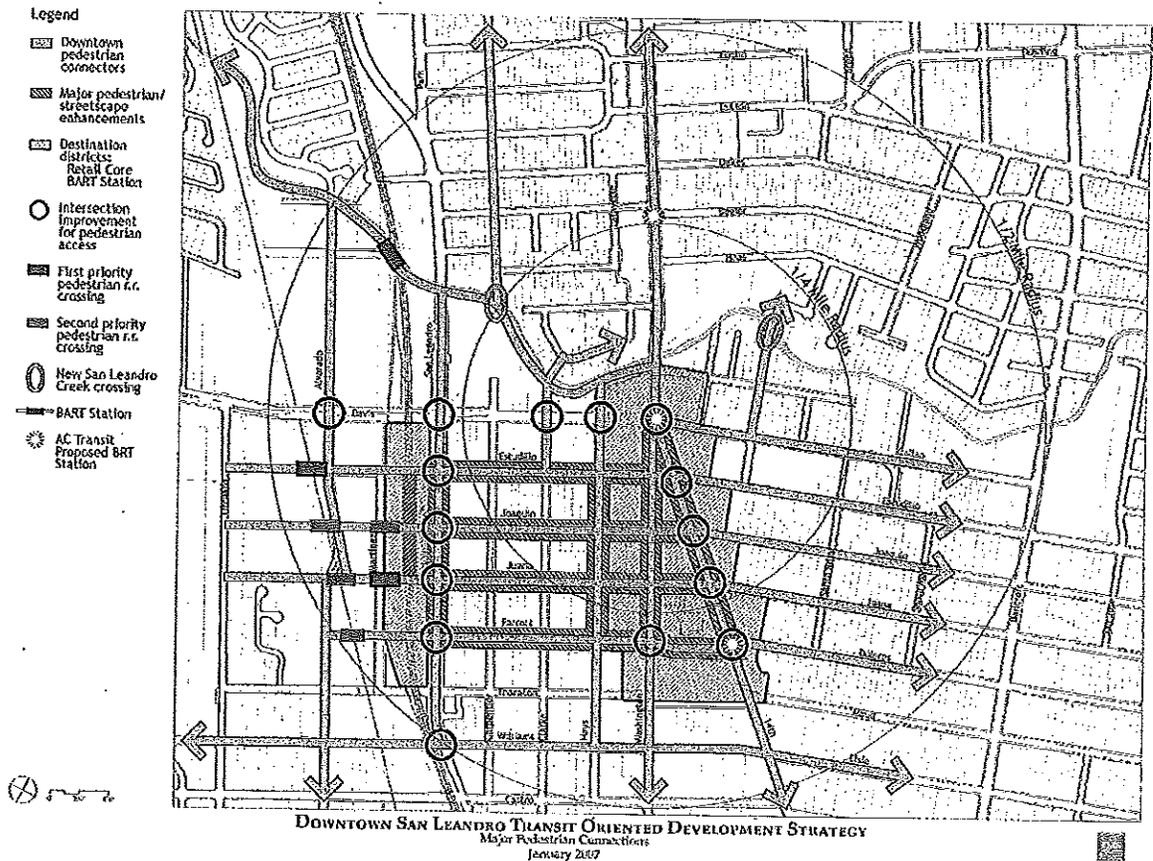
**BMS Design Group**      Project Management  
 Land Planning, Urban Design, and Landscape Architecture  
 Community Engagement Coordination & Facilitation  
 Plan Preparation

Sub-Consultants

**Fehr & Peers**                      Transportation Planning & Parking

**EPS**                                      Market Analysis & Financial Feasibility

**BKF Engineers**                      Civil Engineering



*BMS Design Group's Pedestrian Plan for the Downtown San Leandro Transit-Oriented Development Strategy, San Leandro, CA*



## TEAM CHARACTERISTICS

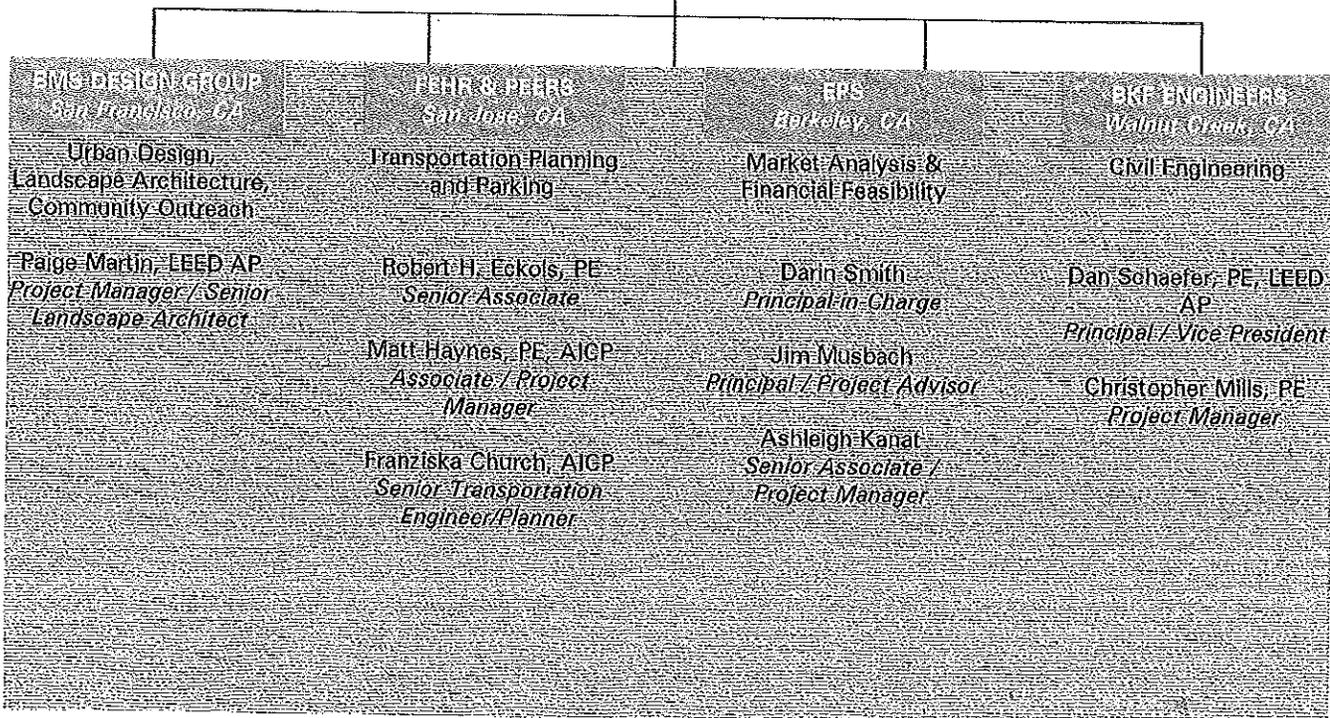
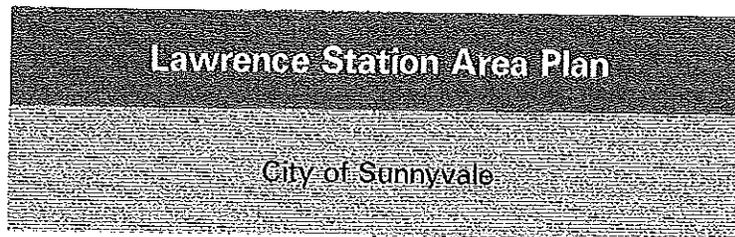
Characteristics of the team include:

- **Extensive experience in and understanding of the special character of Sunnyvale.** Team members Fehr & Peers and EPS have both completed and ongoing work with the City, and have a strong understanding of the character of the town and issues of concern to its citizenry.
- **Depth of experience in the design of streets and roadways for mobility and pedestrian comfort.** Mobility, complete streets, and the design of pedestrian environments is a particular focus of BMS Design Group's practice, and the creation of livable, accessible communities is a goal of each member of the team.
- **Experience in planning transit stations, access and amenities.** Each team member has experience in the design or planning of transit facilities (commuter rail, light rail, BRT) throughout California.
- **Depth of experience in transit-oriented planning and design.** The BMS team has extremely deep experience in TOD area planning, including developing framework plans, guidelines and implementing strategies.
- **Extensive experience in assessing development feasibility and implementation strategies.** EPS, working with BMS and others, has unmatched experience in analyzing and facilitating a wide range of development projects.
- **A team that has worked together.**
- **Award-winning design and planning capabilities.**
- **Great success and recognition in working with diverse communities** to help them understand project issues, articulate their own ideas and concerns, and support a vision for the future of their neighborhoods.

The BMS Design Group team will work in a highly collaborative and integrated manner, and will work closely with the community and City staff to prepare the Lawrence Station Area Plan Phase I concepts and documents. BMS will lead the management of the project, coordination with the City on community outreach, preparation and evaluation of urban framework and land use alternatives and urban design standards, and documentation.

*Descriptions of the team firms and key personnel follow. Full resumes for all key personnel are included in Section C: Appendix.*

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## TEAM QUALIFICATIONS | Firm Overview + Key Personnel

**BMS DESIGN GROUP** | Project Management, Land Planning, Urban Design,  
Landscape Architecture, Community Engagement

414 Jackson Street, Suite 404

San Francisco, CA 94111

Phone: 415.249.0130

www.bmsdesigngroup.com

Primary Contact: *Barbara Maloney (maloney@bmsdesigngroup.com)*

BMS Design Group provides professional consulting services in Urban Design, Urban Planning, Landscape Architecture and Community Outreach.

The firm, founded in 1996, currently has six employees and offers a range of services related to planning, urban design, and landscape architecture. BMS has provided services to institutions of all sizes throughout the world in the areas of transit-oriented development, long range planning, specific plans, master plans, site design, development guidelines, streetscape design and site landscaping. Sustainability goals have always been a guiding force in the firm's practice. BMS partners Barbara Maloney and Michael Smiley have been members of design review committees and have been in long-term advisory roles on planning and design issues. In addition, the firm offers considerable experience in community visioning, participation, and consensus building. Working in diverse communities and with a variety of institutions, the firm has a proven track record of working closely with individual stakeholders and communities at large.

The experience of the firm is divided between public and private clients, including particular expertise with complex projects that require the participation of multiple disciplines working together as a team. Project experience includes downtown revitalization, urban waterfront planning, public and private planning for tourism development, planning for urban and suburban regions, master planning for large-scale land development, and site-specific design for parks, streets, public plazas, and commercial facilities. Additionally, BMS Design Group led the preparation of the Downtown San Leandro Transit-Oriented Development Strategy, which won awards from the American Planning Association Northern California Chapter, the Association of Bay Area Governments, and Breathe California. In June 2008, this Strategy secured a further \$24 million in funding from the State of California for implementation.

The two partners of BMS Design Group will be actively involved in the project and will assume overall management and direction of this work. **Barbara Maloney** will act as Partner-in-Charge, providing project management as well as coordinating community outreach. **Michael Smiley, ASLA, AICP** will assist in the areas of urban design, and the design of streets and open space.

The following senior staff from BMS Design Group will be assigned to this project:

**Barbara Maloney - Partner-in-Charge & Project Director**

Barbara Maloney will lead the team's planning work, coordination with City staff, and the community engagement aspects of the project work. With over 30 years of experience in planning and urban design, Barbara is well known for her abilities in conceiving and facilitating community meetings in diverse communities. She led the Macdonald Avenue Revitalization Plan for the downtown of the City of Richmond, winner of ASLA and APA awards, and led multiple large community meetings that resulted in strong support for major redevelopment and change throughout the 2 mile corridor of the city. She recently completed the urban design, streetscape, and transit-oriented development-master plan for The Alameda in San Jose, which has received broad community support.



### **Michael Smiley, AICP, ASLA - Partner & Project Designer**

In Michael Smiley's 30+ years of experience as an urban designer, planner and landscape architect, he has specialized in transportation-related projects and in the design of the public environment of streets and open spaces. Michael currently leads the firm's preparation of the Historic Folsom Station Plaza Revitalization Plan, which won the Sacramento Regional Transit's 2010 TOD of the Year Award.

### **Paige Martin, LEED AP - Project Manager & Landscape Architect**

Paige Martin is a licensed Landscape Architect with LEED accreditation and 11 years of professional experience. Her work has included projects of varying scale across the country, including station area and streetscape planning, and town centers. She is also skilled in community outreach activities including community workshops, citizen advisory committees, visioning events, and stakeholder interviews. She is dedicated to creating sustainable plans and landscapes that respond to the existing site, regional context and project program. She was recently the Project Manager for "The Alameda: A TOD Plan for the Beautiful Way" in San Jose, CA.

## **FEHR & PEERS | Transportation Planning & Parking**

160 W. Santa Clara, Suite 675

San Jose, CA 95113

Phone: 408.278.1700

[www.fehrandpeers.com](http://www.fehrandpeers.com)

Founded in 1985, Fehr & Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. The firm emphasizes the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation. With over 250 staff in 12 offices, including three offices in the Bay Area, Fehr & Peers is able to provide a variety of experience and perspectives to transportation planning and engineering that blend fundamental approaches with state-of-the-practice implementation. The Lawrence Station Area Plan Project will be conducted from our San José office.

Station Area Plans are designed to maximize use of rail service by providing excellent station access for pedestrians, bicycles, transit, and private vehicles and planning for supportive land uses. The right amount of parking must be provided – enough for those who need to drive to the rail station and the surrounding uses but a managed supply to discourage vehicle overuse and the attended consequences of congestion and a less pedestrian-friendly environment. Fehr & Peers has conducted research into transit and trip generation for land uses surrounding stations and the design characteristics that affect the amount of travel known as the Smart Growth Ds. We have conducted similar research into the factors that determine parking demand rates in station areas – types of uses, shared parking opportunities, and parking management measures. The firm offers specialized expertise in the following areas:

- Station Access and Circulation Planning and Design
- Parking Demand, Supply, and Management
- Smart Growth/TOD Planning
- Bicycle & Pedestrian Facility Planning and Design
- Transit Planning & Ridership Forecasts



## TEAM QUALIFICATIONS | Firm Overview + Key Personnel

- Complete Streets
- Traffic Calming
- Traffic Engineering Design

Fehr & Peers offers the City of Sunnyvale the unique combination of local experience and familiarity with City staff, and specialized skills in multi-modal transportation access and circulation and parking for station areas.

Fehr & Peers' local experience includes work on various projects such as the downtown Sunnyvale Urban Design Plan, downtown Caltrain station parking structure, Sunnyvale Town Center, Evelyn Avenue widening and bike lanes, bicycle capital improvement project program, and numerous transportation impact analyses (TIAs). Additionally, the firm would be continuing its relationship with City staff on the Land Use and Transportation Element (LUTE) and Climate Action Plan (CAP).

Senior staff from Fehr & Peers to be assigned to this project are:

**Robert H. Eckols, PE - Senior Associate**

Robert Eckols has over 30 years of consulting experience and has managed several transportation projects in Sunnyvale including the Mary Avenue Extension traffic analysis and EIR and transportation impact analysis for Moffett Towers and Palo Alto Medical Foundation. His role will be to provide his local Sunnyvale transportation experience to the team and will be the liaison with the Sunnyvale Land Use Transportation Element and Climate Action Plan project.

**Matthew Haynes, PE, AICP - Associate / Project Manager**

Matt Haynes will oversee and manage Fehr & Peers efforts. He has multi-modal transportation planning experience and has managed station access plans, pedestrian and bicycle master plans, transportation studies for mixed-use and infill developments, and transportation sections of Specific Plans and General Plans. His relevant experience includes the Diridon Station Area Plan, the San Bruno Transit Corridors Plan, Balboa Park BART Station Bicycle and Pedestrian Access Plan, and Envision 2040 San José General Plan Update.

**Franziska Church, AICP - Senior Transportation Engineer/Planner**

Franziska Church will conduct the technical analyses including trip generation estimates and parking demand and supply analyses. Franziska is familiar with transportation conditions in Sunnyvale through her work on Sunnyvale Town Center, Moffett Towers Transportation Impact Analysis, and Onizuka Air Force Base Redevelopment project. Other relevant project experience includes the San Bruno Transit Corridors Plan and Milpitas Transit Area Specific Plan.

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## ECONOMIC & PLANNING SYSTEMS | Market Analysis & Financial Feasibility

2501 Ninth Street, Suite 200

Berkeley, CA 94710

Phone: 510.841.9190

www.epsys.com

EPS is a land economics consulting firm experienced in the full spectrum of services related to real estate development market analysis, public/private partnerships, and the financing of government services and public infrastructure. The firm was founded in 1983 and has a staff of over 50 professionals in three offices located in Berkeley and Sacramento, California, and Denver, Colorado. The four managing principals have more than 90 years of combined experience in the field.

EPS, in association with allied planning, civil engineering, transportation and environmental firms, has been involved with the development of numerous master plans. The firm's integrated approach to land use, transportation, market, fiscal and financial issues results in plans that effectively and efficiently guide future development. EPS's work on Master Plans typically involves one or more of the following services:

- Market Analysis
- Public Facilities and Infrastructure Financing Analysis
- Real Estate Financial Feasibility Analysis
- Fiscal Impact Analysis
- Public Services and Facilities Planning
- Negotiation Support

Senior staff from EPS committed to this project will be:

### **Darin Smith** - *Principal-in-Charge*

Darin Smith is a real estate economist with broad experience providing strategic advice to public and private clients on the economic and financial dimensions of land use and real estate development. He has particular expertise in complex, large scale urban reuse and redevelopment projects, and in the negotiation of public/private development and financing agreements. Darin has also helped numerous clients to evaluate and optimize opportunities for transit-oriented development, as well as creating strategies and policies to promote the creation of affordable housing and the revitalization of downtown areas. Recent transit-oriented development experience includes the Land Use/Transportation Corridor Plan for the City of San Mateo, and the Joint Development Strategies and Implementation in San Jose for the Santa Clara Valley Transportation Authority.

### **Jim Musbach** - *Principal / Project Advisor*

Jim Musbach is a real estate economist with over 30 years of experience in providing strategic advice to public and private clients on the economic and financial dimensions of land use and real estate development. As Project Advisor, he will provide leadership and direction to the EPS work effort and will participate in client meetings and public presentations. His recent project experience includes overseeing the market and feasibility analysis for the El Cerrito Del Norte BART station area, as well as the Fruitvale BART Transit Village.



## TEAM QUALIFICATIONS | Firm Overview + Key Personnel

### **Ashleigh Kanat - Senior Associate / Project Manager**

Ashleigh Kanat has significant professional experience in public finance, real estate market and financial feasibility analysis, economic development, and industry analysis. Since joining EPS in 2007, Ms. Kanat has worked in the firm's market analysis and urban revitalization and redevelopment practice areas. Having previously worked for the New York City Economic Development Department, she has significant experience developing and implementing development strategies.

Mr. Musbach, Mr. Smith and Ms. Kanat have staffed several recent assignments relevant to this Lawrence Station Area Plan, including the following:

- **Lawrence Station TOD Feasibility Study**— Working with KenKay Associates, Mr. Musbach and Ms. Kanat conducted market and feasibility analysis for a potential transit village at Caltrain's Lawrence Station in Sunnyvale, in support of an application for MTC funding. Using market pricing comparables and prevailing construction costs, EPS derived residual land values and identified financing gaps for a variety of land uses.
- **Joint Development Opportunities for VTA's Property Inventory**— Mr. Smith evaluated physical and market-based development opportunities for 30 different sites owned by the VTA. This work included an assessment of future transit-related functions on the sites, and a quantification of the amount and value of remaining developable lands, using development prototype feasibility analysis to determine residual land values.
- **Due Diligence of Joint Development Proposals**— Within the past year, Mr. Smith has evaluated developer proposals for BART's San Leandro, Millbrae, Fruitvale, and Glen Park stations, as well as several projects for the City of San Mateo. This work has involved reviews of developer's qualifications, pro forma materials, and negotiated development terms.
- **Windsor Station Area Plan**— Working with a multi-disciplinary team in support of the Town's Station Area Plan, Mr. Smith and Ms. Kanat are preparing a market demand analysis for the ½ mile-radius Study Area, as well as contributing financing analyses for the Plan's implementation strategies.
- **Mesa Arizona TOD Study**— In support of plans to extend a light rail system into Downtown Mesa, Mr. Smith and Ms. Kanat identified opportunity sites for TOD and evaluated the feasibility of various land uses at each, deriving residual land values and financing gaps.
- **Middle Green Valley Specific Plan**— Ms. Kanat conducted feasibility analysis for a variety of land uses for this Specific Plan in Solano County, and also created a financing strategy for public infrastructure and community amenities.

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## BKF ENGINEERS | Civil Engineering

4670 Willow Road, Suite 250

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Phone: 925.396.7700

www.bkf.com

BKF Engineers (BKF) is a multi-disciplinary consulting engineering firm with four offices in the Bay Area. Designing landmark projects since 1915, the firm employs 200 people and brings specialized experience to infrastructure projects for public agencies. BKF has performed many studies in support of planning and development projects and is well acquainted with the requirements of numerous agencies at local, regional, state and federal levels.

BKF has extensive project experience with multi-jurisdictional projects, including recent work in the Peninsula with the Santa Clara VTA, Santa Clara County, BART, and Caltrain:

- VTA Vasona Corridor Surveys (Santa Clara County, California)
- VTA Vasona C345 LRT Ped Tunnel & Diridon Station (San Jose, California)
- SVRT BART Extension to San Jose (Santa Clara County, California)
- VTA Light Rail Transit Stations (Santa Clara County, California)
- Millbrae BART Station (Millbrae, California)
- CALTRAIN Line Four Grade Separations (Menlo Park, California)
- BART Extension to SFO (San Mateo County, California)

The firm also offers expertise in these areas:

- *Civil Engineering*
  - Site Development
  - Parking Lot Planning and Design
- *Transportation*
  - Geometric Roadway Design
  - Traffic Signal Design
- *Land Planning*
  - Master Planning
  - Zoning Modification
- Grade Separations
- Storm, Sewer, and Water Systems
- Highway and Interchange Design
- Light and Heavy Rail
- Permit Application
- Contract Planning to Public Agencies.

Senior staff from BKF to be assigned to this project are:

### **Daniel G. Schaefer, PE, LEED AP - Principal / Vice President**

Dan Schaefer specializes in facilitating sustainable communities. His 20 years of joint public and private experience provide a unique perspective to projects. Throughout California he has successfully completed large urban in-fill, redevelopment, mixed-use, and multi-phased private and public projects. In working with clients to create a shared vision, Mr. Schaefer implements those ideals into practical design solutions and straight-forward construction. His insightful contributions during the feasibility, alternative analysis and entitlement/environmental review of projects ensures that a project's viability (e.g. financial, regulatory, constraints) is considered early in the process. Dan is a LEED® Accredited Professional and a member of the US Green Building Council and the American Society of Civil Engineers.



## TEAM QUALIFICATIONS | Firm Overview + Key Personnel

### **Christopher Mills, PE - Project Manager**

With over 16 years of technical design and management experience, Christopher Mills manages projects with clear communication and documentation. Mr. Mills implements these projects with an astute means of working jointly with project stakeholders to define and implement the project's goals and vision. As a Project Manager, Christopher directs all aspects of the feasibility, compliance, design, coordination, review, and approval of projects. Mr. Mills has effectively managed large design teams and worked closely with public agencies, community organizations, utility companies, and private owners to incorporate specific concerns and regulations into the design.

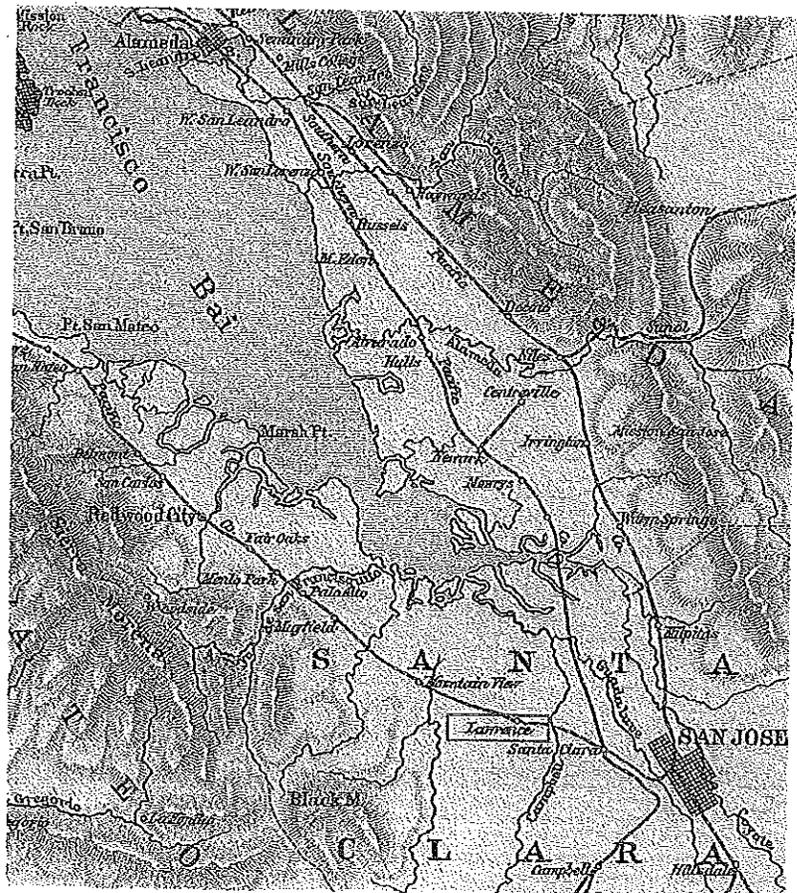
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## TRANSIT-ORIENTED DEVELOPMENT IN SUNNYVALE

### Transit-Oriented Development

Transit-Oriented Development (TOD) is little different from good town planning: it creates a place where people have convenient access to the goods and services they need on a daily basis, provided in an environment that is attractive, usable, accessible and enjoyable. Transit-Oriented Development recognizes that proximity to transit can be vital to achieving this environment, especially in metropolitan areas where opportunities for living and working are abundant and accessible by such transit. TOD comprises the following characteristics:

- A circulation framework (streets, paths and transit ways) accessible to all members of society, that accommodates all modes of transportation - pedestrians, bicycles, transit and motor vehicles - without allowing one mode to dominate the others. The circulation framework enables and encourages walking;
- A mix of land uses, such as housing, office, retail, and civic and cultural institutions that support transit operations by attracting people to the area;
- Sufficient densities to support transit and the retail, entertainment, services, public spaces and other attractions of the area.



Map of southern region of the Bay Area showing Lawrence Station, circa 1908.

## B METHODOLOGY - Project Understanding

Historically, nearly all older communities were transit-oriented and Sunnyvale's historic downtown area illustrates a pattern of development that provided good access to the rail line that connected San Francisco, the Peninsula, San Jose and points beyond. In the downtown the development pattern was supportive of convenient access to the station. In other areas, such as around the Lawrence Station, a suburban pattern of development prevailed.

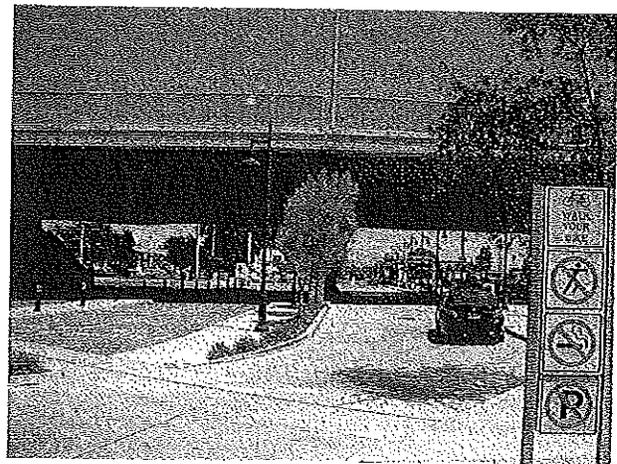
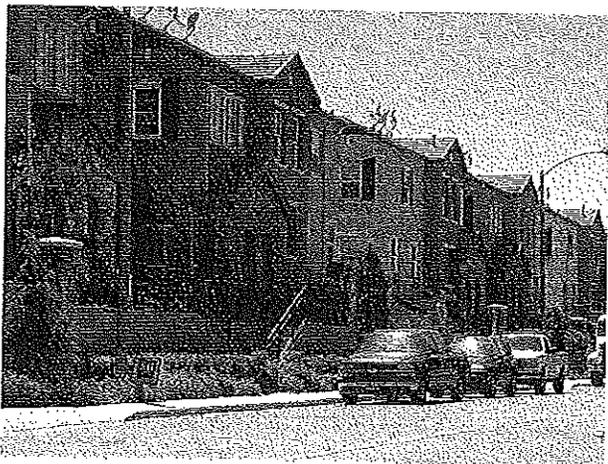
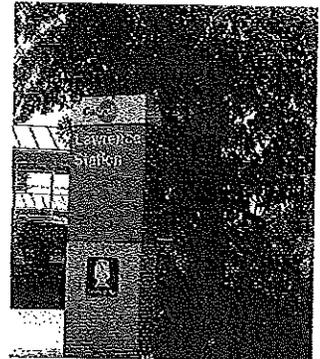
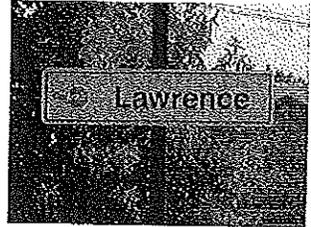
### The Lawrence Station Area

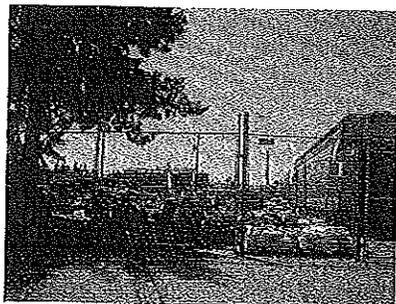
The Lawrence Caltrain Station is located in eastern Sunnyvale adjoining Lawrence Expressway. On the north, land uses within the ½ mile study area radius tend to be older office parks and R&D, generally configured as one story buildings surrounded by surface parking. South of the rail line, the block pattern is similar with long standing industrial uses beginning to give way to several higher density multi-family housing projects. To the south, established residential neighborhoods, schools and other community facilities are located.

Planning for this area requires an approach that addresses the inherent challenges of the existing pattern of development. The study area is highly auto-dominated. A physical framework of pedestrian-scaled streets and blocks generally does not exist and the residential and industrial street network is discontinuous. The block pattern is long in the east/west direction, with little to no mid block connectivity. In addition to the challenge posed by the elongated block patterns immediately adjoining the station, the roadway system in the area is characterized by extremely wide arterials in addition to the expressway that serve the area, both of which constitute significant barriers to pedestrian movement to and from the station.

The challenge for the Lawrence Station Area Plan will be to prepare a plan that can evolve over the long term to include transit-oriented development characteristics:

- A multi-modal transit-supportive circulation framework
- Transit-supportive land uses such as housing, employment and mixed use
- Transit-supportive densities.





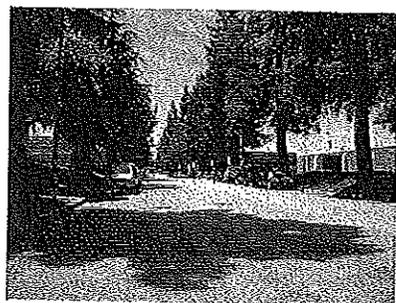
### Opportunity Sites

A visit to the study area and review of the Lawrence Station Area TOD Study (March 2009) reveals that there are a number of sites that could be redeveloped in the long term. Of particular interest is the Calstone site, given its proximity to the station. With higher density housing already adjoining this site, it is clearly a priority site for transit-oriented development. Other sites are scattered throughout the ½ mile radius study area and represent opportunities for a wide range of potential uses.

### Density and Community Acceptance

While there are many potential TOD development sites, careful consideration of density within the Lawrence Station Area context will be very important. Sensitivity to the local context, particularly south of the station where single family and low density multi-family housing predominates, will be critical. Typically, this requires your consultants to have the following capabilities:

- The ability to listen to the community, property owners, and civic leaders to learn of development opportunities and understand specific areas of concern.
- The skills to provide careful analysis of opportunity areas and their capacities and to illustrate these opportunities in a manner that is easy to understand
- The experience to provide the community with case studies, examples of TOD areas, and the educational materials to allow participants to clarify real versus perceived issues and concerns.



All of these elements are essential ingredients of the BMS Design Group team approach to dealing with issues of density and other community concerns in projects of this type. Most recently, our process in the San Leandro Downtown TOD Strategy resulted in broad support for transit-related land uses and densities, unanimous City Council support, and, subsequently, over \$20 million in infrastructure grants to begin implementation of the plan.



### Connectivity

Providing convenient connections to the transit station is a core element of any transit-oriented development strategy and will be a challenge in the Lawrence Station Area. The BMS Design Group team approach will put a significant emphasis on evaluating the circulation framework of the station area and on identifying street, sidewalk, and other improvements that can enhance pedestrian mobility and ensure ADA access. Connectivity by other modes will be a high priority as well.

# METHODOLOGY - Approach + Scope of Work

*The following Scope of Work describes the work tasks, methodologies and products that will be undertaken by consultant team in collaboration with city staff. The work program follows the Scope of Work presented in the Request for Proposals, with added subtasks to clarify the work process associated with major work elements.*

## **TASK 1: PROJECT INITIATION / PROJECT MANAGEMENT**

### **1.1 Refine / Finalize Work Scope and Program and Schedule**

The BMS Design Group team will work with city staff to finalize the work program and schedule for the project, and on that basis to discuss and finalize the project budget. The work program will be used throughout the process to monitor progress; work products will be clearly defined. It is assumed that one electronic and one hard copy of all deliverables will be provided to the city.

### **1.2 Establish Procedures for Team Management and Client Communications**

City staff and BMS Design Group will clarify roles and responsibilities for both parties throughout the process, and will establish a protocol for project management. A key element of project management will be regular bi-weekly coordination meetings or conference calls to ensure that information and review is being provided by the client in a timely fashion and that the project is proceeding on schedule and on budget.

#### *Task 1 Deliverables*

*Final Scope of Work and Schedule*

## **TASK 2: COMMUNITY INVOLVEMENT STRATEGY**

### **2.1 Prepare Community Involvement Strategy**

At the time of project initiation, BMS Design Group and staff will work together to define a community involvement strategy. Topics will include the materials, scheduling and responsibilities for the wide range of activities that should be undertaken. Included will be discussion of:

- Mailings, public notices, press releases and other informational materials
- Web site location, design and probable content
- Meeting locations, logistics, and content
- Information available from past or related community outreach efforts.

#### **2.1.1 Community Workshops**

The BMS Design Group team will prepare materials for and facilitate two community workshops during the planning process. These workshops will be designed to be highly interactive, including activities such as visioning, voting, small group discussions, and other means to engage attendees and gain their insights into issues and opportunities in the study area.

We would recommend that the first workshop will occur early in the process and will allow the team to:

- Introduce the project and process
- Review and confirm the consultant's understanding of existing conditions
- Brainstorm issues and opportunities for transit-oriented improvements within the study areas. This may take the form of a Visioning Workshop.

The second workshop will be focused on reviewing, voting or otherwise evaluating the alternative land use and circulation concepts for the study area.

## 2.1.2 Staff Workshops (5)

The consultants will meet throughout the project with the key city staff who will be in a position to advise as to specific technical issues. These meetings will occur regularly to ensure the efficient completion of the Phase 1 work. It will be particularly important that coordination meetings occur on a timely basis and that key staff provide all available information and input and that they are available to comment on and review products throughout the planning process. Staff meetings will likely be scheduled on the following topics:

- Site Tour and Kickoff
- Review Existing Conditions Documents
- Review Market Analysis, Development Alternatives and Capacity Studies
- Review Connectivity Plans and Parking Strategies
- Review Infrastructure Review and Implementation Strategies

## 2.1.3 Planning Commission / City Council Study Sessions and Hearings

The BMS team will present the project findings at up to study sessions of the Planning Commission and City Council and will attend public hearings of each group.

## 2.1.4 Other Community Outreach

Discussions during this task will determine other stakeholder outreach than may be desirable. This could include discussions or focus groups, conducted by staff and/or consultants, with:

- Property owners
- Neighborhood associations
- Local or regional developers (e.g., a developer roundtable)
- Community Leaders
- Social service agencies, schools, churches.

### Task 2 Deliverables

*Community Involvement Strategy and Schedule*

*Meeting Notes and List of Attendees*

# METHODOLOGY - Approach + Scope of Work

## TASK 3: ANALYSIS OF EXISTING CONDITIONS

### 3.1 Background Data Collection and Review

The BMS team will work with the city to collaborate on collection of existing data and reports and preparation of an existing conditions map. In addition the city will provide to the consultant team

- Other relevant mapping
- Feasibility study report
- Regulatory and policy documents (General Plan, Zoning Code, LUTE)
- Other area plans, development proposals, EIRs
- Pertinent/similar information from the City of Santa Clara, Caltrain and other relevant agencies.

The BMS Design Group team will undertake a thorough review of site conditions, relevant documents and plans pertaining to the station areas. Utilizing materials provided by the city, including policy and regulatory plans and ordinances, planned or proposed project information, site and aerial photos, and work by other city consultants, the BMS team will assemble and analyze materials that will help shape development alternatives and strategies for the station area.

### 3.2 Staff Workshop #1 and Site Tour

An initial staff and consultant team meeting will be conducted to introduce the team to key issues, ongoing and planned projects, and likely issues associated with the station area, in addition to expectations for the plan by the various stakeholders. As part of this meeting, the staff and team will take a tour of the study area so that city staff can brief attendees on site conditions. This tour will also provide an initial review of potential opportunity sites.

### 3.3 Transportation, Access and Circulation Analysis

Fehr & Peers will incorporate transportation planning work from the LUTE planning into this effort. Fehr & Peers will provide input into mapping of conditions and opportunities based on their knowledge of the area and ongoing work and on the site walk and interaction with the BMS team. Considerations will include conditions for pedestrians, bicyclists, transit vehicles, and motorists.

### 3.4 Land Use / Community / Urban Design Analysis

The BMS Design Group team will review information regarding existing conditions within the study area including observations from the site walk. The purpose of this information gathering will be to gain a clear understanding and appreciation of the character of the community and the conditions in the study area. Elements to be considered will include:

- Existing land uses
- Underlying urban framework of streets, blocks and parcels
- Community scale and character
- Distinguishing features such as entries, edges, landmarks
- Linkages and views within the site and to the wider city and region
- Architectural character
- Landscape character.



### **3.5 Identify Opportunity Sites**

Based on data provided and the site tour, the team and city staff will work to identify opportunity sites in the study areas suitable for transit-oriented development projects and compile essential data about these sites. Information to be compiled and considered will include:

- Parcel size
- Configuration and ownership of each site
- Potential for parcel consolidation
- Location, neighboring land uses, proximity to transit facilities
- Availability of infrastructure
- Key site constraints
- Development capacity for a range of possible land uses (to be coordinated with Task 4, Market Analysis).

### **3.6 Utilities and Infrastructure Analysis**

BKF will review and document the existing storm drain, wastewater, water, and recycled water information provided by the city and other relevant utility companies.

### **3.7 Staff Workshop #2**

The second staff workshop will review the analysis conducted to date and confirm existing conditions and the consultants understanding of the study area, conditions, issues and opportunities, including opportunity sites. This workshop will also include preparation for the Community Vision Workshop.

### **3.8 Community Vision Workshop**

This first community workshop will be designed and facilitated as a visioning workshop, providing attendees with an opportunity to articulate their ideas about the long term development of the Lawrence Station Area. The meeting will provide an introduction to the project and process and a review of the consultants work to date, including confirmation of the assessment of existing conditions. The visioning will be initiated with a slide show illustrating the elements of TOD development, examples throughout the Bay Area, and the elements of improved mobility systems, such as pedestrian and bicycle access improvements. The consultant team, with city staff help, will facilitate small group work sessions in which the community will articulate goals, issues, and ideas about the future of the study area.

### **3.9 Existing Conditions Report**

The BMS Design Group team will summarize findings from the field work, data review, and analysis described above into an Existing Conditions Report with supporting maps and diagrams. The report will not only describe relevant existing conditions but will also identify issues and opportunities, focused on 1) opportunity sites, capacity and development potential, and 2) mobility enhancements. The report will also include a summary of the Community Vision Workshop.

#### **Task 3 Deliverables:**

*3a Existing Conditions Report*

*3b Staff Workshop #1 Meeting Notes and Attendees*

*3c Community Vision Workshop materials and notes*

# METHODOLOGY - Approach + Scope of Work

## TASK 4: MARKET DEMAND ANALYSIS AND LAND USE / CIRCULATION ALTERNATIVES

### 4.1 Market Demand and Financial Feasibility Analysis

EPS will conduct a market analysis to assess the future demand for housing and commercial space in the Study Area. Reviewing area demographic and employment trends, development patterns, competitive supply, and project performance, EPS will characterize the market support for various types, densities, and price points of housing, as well as retail, office, and R&D space. EPS will make use of existing data and studies as much as possible, augmenting those materials as necessary to create a fuller portrait of the qualitative and quantitative demand for development in the study area in both the near- and longer-term.

Once the market-supported candidate land uses are identified, EPS will evaluate the financial feasibility of each land use prototype by updating and augmenting the residual land value analyses previously prepared in early 2009. The residual land value analysis is a static analysis that estimates the amount a developer could pay to acquire the land parcel and fund additional development costs, and receive a sufficient return on those costs. The results of the updated financial feasibility analysis can help identify potential financing gaps and will inform the subsequent implementation strategy.

### 4.2 Land Use / Circulation Alternatives

The results of EPS's market demand and financial feasibility analysis will be critical inputs for the land use alternatives. The BMS team will prepare three alternative land use and circulation plans for the study area. Depending on the preceding analysis and conclusions, the alternatives may take the form of a preferred circulation framework with alternative land use elements, or three alternative circulation framework plans with varying land uses. The alternatives will be illustrated with plans, cross sections, 3D massing studies, and photosimulations. Pros and cons of each alternative will be presented. The implications of each alternative in terms of its capitalization on market opportunities, its projected buildout timeframe, and the comparative value being created for property owners will also be noted.

Design concepts and standards will also be prepared by BMS Design Group for pedestrian and bicycle facilities, with special attention to the manner in which new development is integrated into the street and sidewalk fabric of the surrounding neighborhoods, and how the development of opportunity sites can improve access to the stations as well as to other destinations. Pedestrian safety and comfort will be a paramount concern. Fehr & Peers will also provide input on pedestrian safety and accessibility (including ADA) considerations building off their extensive pedestrian safety experience as the lead evaluators for the statewide Pedestrian Safety Assessments program.

### 4.3 Staff Workshop #3

The BMS team will conduct a workshop with staff to review and evaluate the land use / circulation alternatives.

#### Task 4 Deliverables:

4a: Market Demand Analysis

4b: Land Use / Circulation Alternatives

4c: Graphic materials including 3D modeling and photosimulations

4d: Staff Workshop #2: Meeting Notes and Attendees

## TASK 5: PARKING DEMAND ANALYSIS

### 5.1 Parking Demand Analysis

The purpose of this task is to develop appropriate vehicle parking rates for the proposed land uses within the station area, develop appropriate parking management and TDM strategies that will support parking reductions, project the future parking needs, and analyze how parking will be provided.

Fehr & Peers will conduct some selected surveys to obtain parking demand estimates for Caltrain and on-street parking utilization.

Fehr & Peers will develop rates for residential and non-residential uses based on available surveyed TOD parking rates, data from our extensive library including original research (such as the SANDAG smart parking study), and other published information for similar facilities. This work will incorporate information in MTC's Toolbox/Handbook: Parking Best Practices & Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area. The rates will incorporate reductions due to transit accessibility, the multi-use characteristics of the development, and planned pedestrian and bicycle connections. For example, recent surveys at a new apartment complex adjacent to the Pleasant Hill BART station indicate that a peak parking rate of 1.25 spaces per unit may be appropriate.

Fehr & Peers will determine the potential for shared parking for Caltrain facilities and for adjacent complementary uses such as residential and office on opportunity sites. While some sharing is possible between residential and retail commercial uses, the amount of retail parking available for residential use is highly dependent on the type of retail uses – small boutique shops will likely have lower parking demand during peak residential parking periods versus restaurants where parking demand can extend well beyond the early evening.

Lower parking demand rates and shared parking opportunities can be enhanced with parking management and TDM techniques such as car sharing, unbundled parking, and shuttle service, which will be addressed in this task.

### 5.2 Staff Workshop #4

The BMS team will conduct a workshop with staff to review and discuss the parking demand analysis and strategies, identifying any implications for the land use / alternatives.

### 5.3 Community Workshop #2

The second community workshop will be an opportunity for community members to review and comment on plan concepts. The meeting will be structured to include presentations as well as small group discussions and evaluations, with reporting back and identification of consensus items.

#### Task 5 Deliverables:

5a: Parking Demand Analysis

5b: Staff Workshop #3 Meeting Notes and Attendees

5c: Community Workshop #2 Notes

# METHODOLOGY - Approach + Scope of Work

## TASK 6: IMPLEMENTATION STRATEGY

The BMS team will prepare an outline implementation strategy that identifies potential programs and actions that will be required of in order to move the TOD concepts toward reality. Included will be actions by the City of Sunnyvale, other agencies or entities. Included will be the following elements as well as others as agreed with city staff.

### 6.1 Infrastructure Needs

Based on the information and analysis preceding, BKF will provide a planning-level analysis of utilities needs. This analysis will include a programmatic analysis of apparent deficiencies and recommendations for improvements to be included in the ultimate plan. The analysis will include future studies to needed to verify capacities and integrity of existing systems.

### 6.2 Financing Strategy

To the extent that any of the proposed land use types identified in the land use alternatives face financial feasibility challenges, EPS will frame a financing plan for those improvements by exploring strategies to enhance financial feasibility. These strategies may include cross-subsidization of land uses, developer contribution, public sector financing and/or subsidies for acquisition, infrastructure, or vertical construction. While not resulting in specific cost burdens and financing mechanisms assigned to specific properties, this analysis will indicate whether the study area development appears capable of carrying the burden for the new infrastructure or if alternative funding sources are likely to be required and what they might be.

### 6.3 Staff Workshop #5

This staff workshop will focus on reviewing the infrastructure needs and financing strategy, in preparation for incorporation into the overall planning and for presentation to the Planning Commission and City Council.

#### Deliverables:

*6a: Implementation Strategy including Infrastructure Needs Analysis and Financing Strategy*

## TASK 7: OUTREACH MEETINGS, FINAL STATION AREA REPORT, STUDY SESSIONS AND PUBLIC HEARING

### 7.1 Outreach Meetings

Additional outreach meetings will be conducted as mutually determined in Task 2.

### 7.2 Planning Commission and City Council Study Sessions

The consultants will work with staff and conduct study sessions to review plan recommendations and community input.

### **7.3 Draft Lawrence Station Area Plan**

The draft Station Area Plan will compile the information, analyses, and recommendations from the previous tasks into a document for review by city staff. The document will include plans, diagrams, tables, illustrations and guidelines and will include the following components:

- Project Goals
- Background and Existing Conditions
- Land Use and Market Demand
  - o Housing
  - o Employment
  - o Public and Other Uses
  - o Densities, Quantities and Other Land Use Assumptions
- Station Access and Parking
- Implementation Strategy

### **7.4 Planning Commission and City Council Hearings**

The BMS team will work with city staff to conduct a Planning Commission Study Session on the Station Area Plan alternatives and recommendations.

### **7.5 Final Plan Preparation**

BMS Design Group will finalize the Station Area plan, incorporating comments as agreed with city staff. BMS will provide electronic versions of the document in Word and a PDF, as well as 10 color print copies for the City of Sunnyvale and 4 color copies for VTA, City of Santa Clara, Caltrain, and Santa Clara County.

#### **Task 7 Deliverables:**

*Public Outreach Meetings*

*Study Sessions with Planning Commission and City Council*

*Meeting Notes and Attendee Lists*

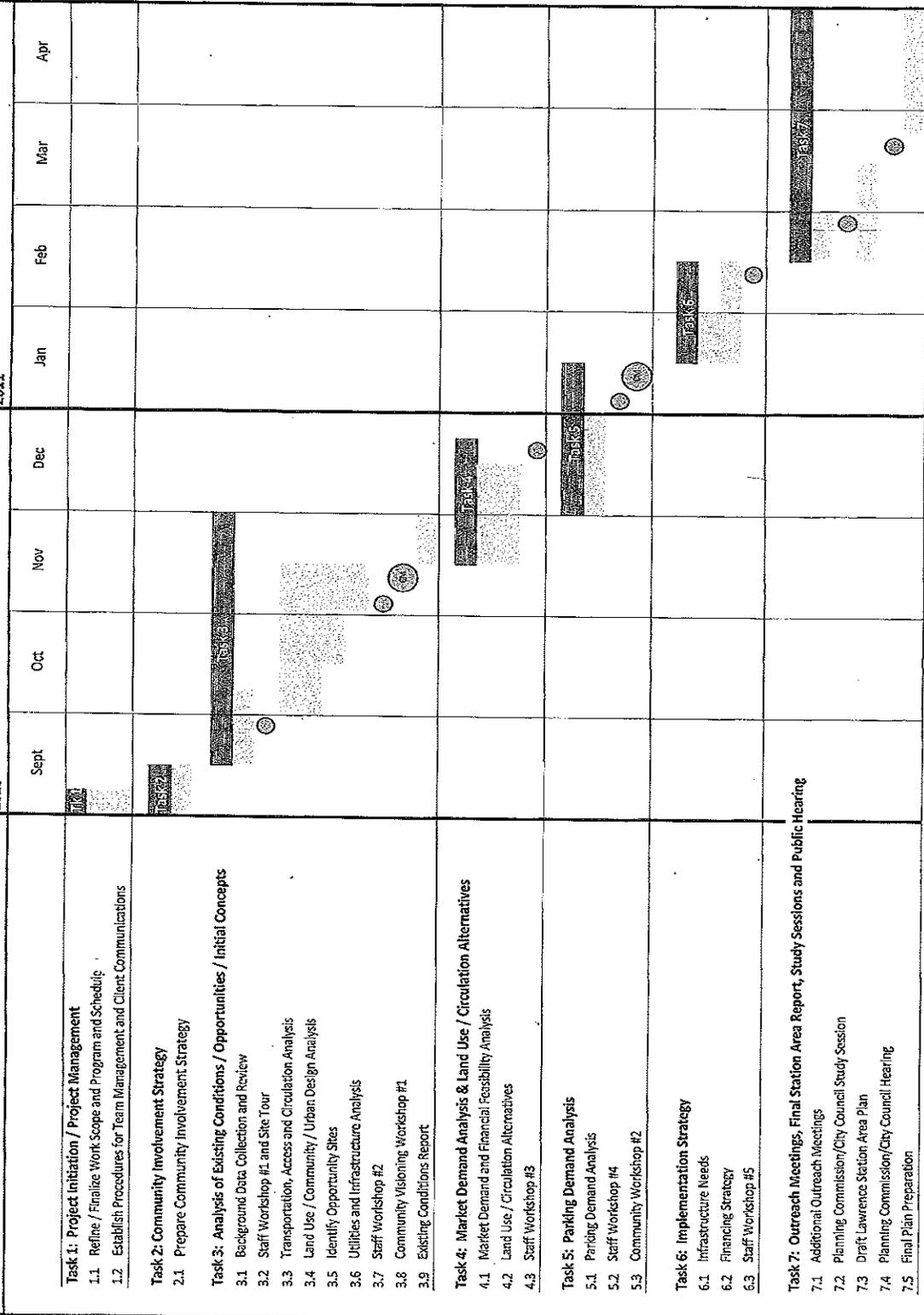
*Draft Lawrence Station Area Phase 1 Report*

*Public Hearings with Planning Commission and City Council*

*Final Lawrence Station Area Phase 1 Report*

City of Sunnyvale Lawrence Station Area Plan

SCHEDULE



LEGEND

- Sym. Description
- Overall Task Duration
- Sub-task Duration
- Staff Workshop
- Planning Commission/City Council Session
- Community Meeting

# EXHIBIT "B"

Lawrence Station Area Plan Phase I - Sunnyvale

Cost Summary / Project Budget

TASK ONE - PROJECT INITIATION / PROJECT MANAGEMENT	Hourly Rate	BMS Design Group			Fehr + Peers				EPS					BKF Engineers			Formality Task				
		Prin.	P/Mgr	Staff	Sr Assoc	Assoc	Sr Eng	Tech/Adm	Prin	Mng Prn	Sr Assoc	Anlyse	Staff	PMgr	Sr Eng	Proj Scr					
1.1 Refine / Finalize Work Scope and Program and Schedule																					
1.2 Establish Procedures for Team / Firm and Client Communication																					
<b>Subtotal Hours:</b>		2	2	1																	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	\$1,140	\$1,130	\$1,245	\$1,295	\$1,165	\$1,110	\$1,175	\$1,193	\$1,158	\$1,119					
<b>Subtotal Fee</b>		\$2,400	\$2,250	\$1,150	\$2,430	\$2,370	\$1,240	\$1,330	\$2,490	\$2,700	\$1,350	\$1,330	\$1,312	\$1,310	\$1,350	\$1,310					\$ 650
<b>Subtotal Fee</b>		\$2,400	\$2,250	\$1,150	\$2,430	\$2,370	\$1,240	\$1,330	\$2,490	\$2,700	\$1,350	\$1,330	\$1,312	\$1,310	\$1,350	\$1,310					\$ 125
<b>Total Task One Fee</b>																					\$ 775

TASK TWO - COMMUNITY INVOLVEMENT STRATEGY	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
2.1 Prepare Community Involvement Strategy							
<b>Subtotal Hours:</b>		4					
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,193	\$1,158	
<b>Subtotal Fee</b>		\$4,800	\$4,500	\$4,600	\$4,772	\$4,632	
<b>Total Task Two Fee</b>						\$ 500	

TASK THREE - ANALYSIS OF EXISTING CONDITIONS / OPPORTUNITIES / INITIAL CONCEPTS	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
3.1 Prepare Data Collection and Analysis							
3.2 Staff Workshop #1 and Staff							
3.3 Transportation Access and Circulation Analysis							
3.4 Land Use / Community / Urban Design Analysis							
3.5 Identify Objectives / Goals							
3.6 Urban and Intuitive Analysis							
3.7 Staff Workshop #2							
3.8 Community Visioning Workshop #1							
3.9 Existing Conditions Report							
<b>Subtotal Hours:</b>		32	133	160	10	47	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	
<b>Subtotal Fee</b>		\$38,400	\$148,875	\$184,000	\$12,150	\$55,260	
<b>Total Task Three Fee</b>						\$20,643	

TASK FOUR - MARKET DEMAND ANALYSIS & LAND USE / CIRCULATION ALTERNATIVES	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
4.1 Market Demand and Financial Feasibility Analysis							
4.2 Land Use / Circulation Alternatives							
4.3 Staff Workshop #3							
<b>Subtotal Hours:</b>		8	29	40	2	2	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	
<b>Subtotal Fee</b>		\$9,600	\$32,625	\$46,000	\$2,430	\$2,370	
<b>Total Task Four Fee</b>						\$4,800	

TASK FIVE - PARKING DEMAND ANALYSIS	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
5.1 Parking Demand Analysis							
5.2 Staff Workshop #4							
5.3 Community Workshop #2							
<b>Subtotal Hours:</b>		5	13	16	1	1	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	
<b>Subtotal Fee</b>		\$6,000	\$14,625	\$18,400	\$1,215	\$1,185	
<b>Total Task Five Fee</b>						\$4,015	

TASK SIX - IMPLEMENTATION STRATEGY	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
6.1 Infrastructure Needs							
6.2 Funding Strategy							
6.3 Staff Workshop #5							
<b>Subtotal Hours:</b>		6	7	8	11	2	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	
<b>Subtotal Fee</b>		\$7,200	\$7,875	\$9,200	\$13,365	\$2,370	
<b>Total Task Six Fee</b>						\$2,005	

TASK SEVEN - OUTREACH MEETINGS, FINAL STATION AREA REPORT, STUDY SESSIONS AND PUBLIC HEARING	Hourly Rate	BMS Design Group	Fehr + Peers	EPS	BKF Engineers	Formality Task	
7.1 Address Outreach Meetings							
7.2 Planning Commission / City Council Study Session							
7.3 Draft Lawrence Station Area Plan							
7.4 Planning Commission / City Council Hearing							
7.5 Final Plan Preparation							
<b>Subtotal Hours:</b>		8	96	48	6	14	
<b>Hourly Rate</b>		\$1,200	\$1,125	\$1,150	\$1,215	\$1,185	
<b>Subtotal Fee</b>		\$9,600	\$107,400	\$55,200	\$7,290	\$16,590	
<b>Total Task Seven Fee</b>						\$2,120	

Expenses  
 Architectural Elevator Renderings  
 Miscellaneous  
 Mailings, postage

\$19,920

**EXHIBIT "C"**  
**INSURANCE REQUIREMENTS**

CONSULTANT shall obtain, at its own expense and from an admitted insurer authorized to operate in California, the insurance coverage detailed below and shall submit Certificate(s) of Insurance to the City of Sunnyvale, Purchasing Division, 650 West Olive Ave, PO Box 3707, Sunnyvale, CA 94088-3707; fax (408) 730-7710.

CONSULTANT shall take out and maintain during the life of the contract **Workers' Compensation and Employer's Liability Insurance** for its employees. The amount of insurance shall not be less than \$1,000,000 per accident for bodily injury or disease.

CONSULTANT shall take out and maintain during the life of the contract such **Commercial General Liability Insurance** as shall protect CONSULTANT, CITY, its officials, officers, directors, employees and agents from claims which may arise from services performed under the contract, whether such services are performed by CONSULTANT, by CITY, its officials, officers, directors, employees or agents or by anyone directly or indirectly employed by either. The amount of insurance shall not be less than the following: Single Limit Coverage Applying to Bodily and Personal Injury Liability and Property Damage: \$1,000,000.

The liability insurance shall include, but shall not be limited to:

- Protection against claims arising from bodily and personal injury and damage to property, resulting from CONSULTANT's or CITY's operations and use of owned or non-owned vehicles.
- Coverage on an "occurrence" basis.
- Broad form property damage liability. Deductible shall not exceed \$5000 without prior written approval of CITY.
- Notice of cancellation to CITY's Purchasing Division at least thirty (30) days prior to the cancellation effective date.

The following endorsements shall be attached to the liability insurance policy, and copies shall be submitted with the Certificate(s) of Insurance:

- The policy must cover complete contractual liability. Exclusions of contractual liability as to bodily injuries, personal injuries and property damage must be eliminated.
- CITY must be named as additional named insured with respect to the services being performed under the contract. *Simply indicating on the certificate that the certificate holder is named as additional insured is not acceptable; an endorsement must be provided.*
- The coverage shall be primary insurance so that no other insurance effected by CITY will be called upon to contribute to a loss under this coverage.