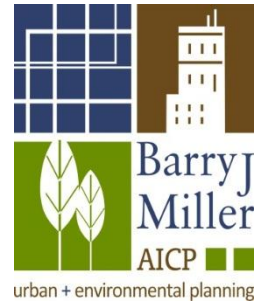


Barry J Miller, FAICP  
1629 Telegraph Ave Ste 200  
Oakland, CA 94612  
510-665-1492  
[barry@barrymiller.net](mailto:barry@barrymiller.net)



November 14, 2012

Anne Hersch, City Planner  
City of Albany Planning Department  
1000 San Pablo Avenue  
Albany, CA 94706

Re: Request for Qualifications for Consulting Services on the Albany General Plan Update

Dear Ann:

I am pleased to submit this Statement of Qualifications to provide planning consulting services to the City of Albany. As you know, I have been interested in the General Plan Update for some time. I am excited about the possibility of working with the City on this project, and believe I would bring the creative, focused energy that is needed for its successful completion. I appreciate your consideration and hope to have the opportunity for an interview in the coming weeks.

The attached document is organized in parallel with the instructions provided in the City's RFQ dated October 10, 2012. It is organized into three sections as follows:

- A. **Qualifications.** This section includes an overview of my firm, including my professional background and experience. It also profiles the general plans I have prepared in the last few years, including client references and web links to work products.
- B. **Methodological Approach.** This section describes my understanding of the project, including a brief approach section.
- C. **Compensation.** This section presents my standard billing rates and billing policies.

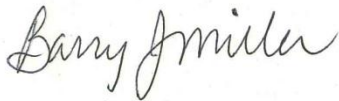
Since I previously submitted a qualifications statement and proposal to the City, I have incorporated that information into this submittal as appropriate.

I believe my qualifications and approach are a good fit for the City's needs. As a one person firm, my billing rates are very competitive and my approach is tailored to the unique needs of my clients. I live and work nearby, and have spent most of my career doing general plans in Alameda and Contra Costa

counties. I also have established working relationships with many of the technical sub-consultants the City may consider as it undertakes the environmental review tasks associated with the Plan update.

I look forward to discussing my qualifications and approach with you in person, and responding to any questions you may have about this submittal and possible work arrangements.

Best regards

A handwritten signature in cursive script that reads "Barry Miller". The signature is written in black ink and is positioned above the printed name.

Barry Miller, FAICP

# Statement of Qualifications

## Albany General Plan Update

Submitted to the City of Albany  
Department of Community Development



Barry Miller Consulting  
November 14, 2012

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## Section 1 Qualifications

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This section of the proposal is organized under three sub-headings.

- Part “A” provides a profile of Barry Miller Consulting.
- Part “B” describes the background and experience of the staff to be assigned to the project. Since I am a one-person firm, this is essentially my resume.
- Part “C” provides examples of general plan updates I have prepared, with an emphasis on Alameda and Contra Costa County projects.

### A. Firm Profile: Barry Miller Consulting

**Barry J Miller, FAICP** is an urban planning consultant based in Oakland, California. He provides a broad range of services to his clients, with a focus on general plans and land use studies. Since the start of his career in 1983, Barry has managed long-range planning projects in Texas, California, Florida, Iowa, Ohio, Colorado, Louisiana, North Carolina, and the District of Columbia. In the East Bay Area, he has prepared general plans for Concord, Danville, Fremont, Oakland, Piedmont, and San Leandro. He is currently under contract to prepare the General Plan Update for Newark (CA) and the Housing Element for Orinda.

Barry is committed to producing plans that are grounded by data and that are built on inclusive and meaningful community input. He combines vision, creativity, insight, expertise in spatial analysis and policy planning, and clear writing and graphics to create successful plans and effective planning programs. As a one-person firm, Barry offers highly personalized and responsive service at an affordable rate.

Barry has a Bachelor’s Degree in Urban and Regional Planning from the University of Illinois (Urbana-Champaign) and a Master’s Degree in City and Regional Planning from the University of California, Berkeley. He has been a member of the American Institute of Certified Planners (AICP) since 1989. Barry was inducted into the Fellowship of the AICP in April, 2012.

His work has been recognized by the American Planning Association with several local and state awards, including:

- Outstanding California Large City General Plan (Oakland General Plan, 1998)
- Outstanding California Small City General Plan (San Leandro General Plan, 2002)
- Outstanding Comprehensive Plan in the National Capital Region (Washington DC Comprehensive Plan, 2007)

- Hard Won Victory Award of Merit (Oakland Zoning Ordinance, 2011)
- Outstanding Northern California Large City General Plan (Fremont General Plan, 2012)

Services provided by Barry Miller Consulting are described below.

### ***GENERAL PLANS***

Barry Miller specializes in the preparation of general plans for cities and counties. His portfolio includes large and small communities across the United States, including Washington, DC; Oakland, California; and Walt Disney World, Florida. Whether he is leading large urban planning projects, working with staff and teams of consultants, or serving as a solo “in-house” contract planner / project manager, Barry brings to bear a high degree of proficiency in land use, transportation, housing, infrastructure, and environmental planning.

Through his extensive network of professional associates and advisors, Barry is able to deliver technically accurate work products that adhere to recognized urban planning standards and meet state and federal requirements.

### ***CONTRACT PLANNING***

From time to time, planning departments and consulting firms may find themselves in need of supplemental staff. The need may arise due to temporary staff vacancies, periods of unusually high workload, and special assignments requiring expertise in strategic planning and project management. Barry has worked as a contract planner to a half-dozen cities and private firms, serving as the Acting City Planner in one case and manager of special projects in others. Contract planning clients have included the California cities of San Francisco, Concord, Oakland, San Leandro, Belmont and Piedmont.

### ***LAND USE STUDIES AND ZONING***

Understanding the “science” of land use is an essential part of planning. Barry is frequently retained by cities or larger consulting firms to provide technical expertise on land use issues. He has prepared area plans, written environmental impact reports, managed citywide rezoning projects, conducted land use studies, and provided expert witness testimony. He occasionally participates on large consulting teams as a land use specialist, providing strategic advice on land use classification systems, zoning district definitions and standards, and land use compatibility issues.

### ***PLAN EDITING AND TECHNICAL WRITING***

Barry assists local governments in editing long-range plans, synthesizing input from public meetings, conducting policy “audits,” preparing executive summaries and other publications to reach diverse audiences, providing peer review of technical work products, preparing content for plan websites, and

designing storyboards for videos and high-profile presentations. While working in Washington, DC, Barry authored speeches for the Mayor and testimony for the Congressional Subcommittee on the US Census. Barry is a contributing author to the ICMA's 2008 edition of "The Practice of Planning."

### ***PUBLIC INVOLVEMENT***

Developing and implementing public involvement strategies is a focus of Barry's practice. These strategies make for more effective plans and can make planning itself more meaningful to residents, businesses, elected officials and other stakeholders. His services include designing plan summaries, preparing multi-media presentations and talking points, writing press releases and newsletters, and developing meeting handouts and surveys for planning projects. He frequently works with task forces, commissions, city councils, and community groups to resolve planning issues, build consensus, and develop responsive long-range plans.

**Education**

Master of City and Regional Planning (1983)  
University of California, Berkeley

Bachelor of Arts, Urban and Regional Planning (1981)  
University of Illinois, Urbana-Champaign

**Professional Affiliations**

Member, American Planning Association

Member, Fellow of the American Institute of Certified Planners

**Civic Affiliations**

Chair, Oakland Parks and Recreation Commission (current)

**Contact**

510-835-1355  
[barry@barrymiller.net](mailto:barry@barrymiller.net)

**PROFESSIONAL EXPERIENCE****Barry Miller Consulting (2007-present)**

Provide consulting services to local governments and private firms throughout the United States, with an emphasis on general plan updates, housing elements, land use studies, and implementation programs. Services include project management, design and implementation of community outreach programs, data collection and analysis, policy development, and report authorship, editing, and production. Recent clients include the cities of Oakland, Orinda, Martinez, San Leandro, Danville, Piedmont, Concord, Newark, and Fremont.

**Washington, DC Office of Planning (2002 –2006)***Associate Director of Comprehensive Planning*

Project manager for the first major revision of the District of Columbia's Comprehensive Plan since 1984. Managed team of 11 consulting firms and \$2.8 million budget, had primary responsibility for Plan authorship and mapping, conducted more than 100 large public meetings, served as liaison to more than 65 public agencies, collected and analyzed long-range planning data, and developed Plan goals, policies and actions.

**Barry Miller Consulting (1991- 2003)**

**See description above.** Completed projects include Comprehensive Plans for San Leandro, Palo Alto, San Juan Bautista, and Danville, California and Lake Buena Vista (Walt Disney World), Florida; the Local Coastal Plan for Half Moon Bay; Housing Elements for Milpitas and Piedmont, and the Oakland General Plan and Zoning Ordinance revision.

**Sedway Cooke Associates San Francisco, CA**

*Senior Associate ( 1989 – 1990); Associate Planner (1986 -1989); Planner II (1985 -1986)*

Principal planner on five comprehensive plans, and on selected elements of comprehensive plans in two counties. Team participant on a variety of environmental, urban design, and implementation studies in California, Florida, Iowa, Ohio, Oregon, and Texas.

**Planning Research Corporation (PRC) Houston, TX**

*Project Planner (1983-1985)*

Conducted site analysis and land planning studies. Prepared feasibility reports for large-scale mixed use developments in Austin, Dallas, Denver, Houston, and San Antonio. Principal author of plans for new towns in Texas and Nigeria. Responsible for marketing of firm's comprehensive planning services in Texas.

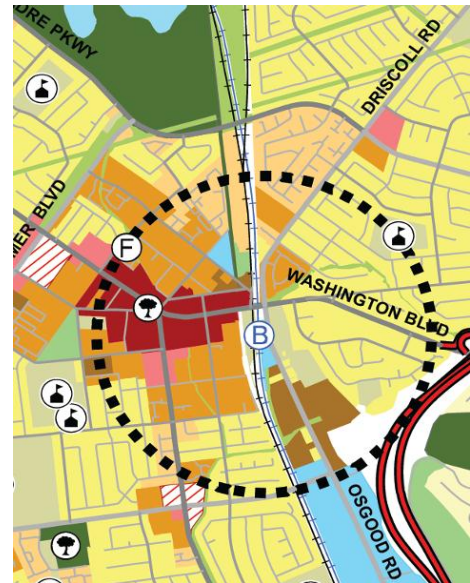
**AWARDS**

- Focused Issue: Colusa Co Transmission Line Element, Sacramento APA 1991
- Outstanding Comprehensive Plan: Oakland CA. Cal Chapter APA 1998
- Outstanding San Leandro CA, Cal Chapter APA 2002
- Special Community Initiative: Vision for an Inclusive City. Washington DC 2005
- Outstanding Comprehensive Plan: Washington DC, National Capital APA 2007
- Hard Won Victory Award of Merit: Oakland, CA Zoning, Northern CA APA 2011



### Fremont, CA General Plan Update

Fremont is the fourth largest city in the San Francisco Bay Area, with 215,000 residents spread across 90 square miles. The City was formed by the merger of five small villages in the 1950s, and was planned as a suburban “new town.” As it approaches buildout, Fremont is seeking to reinvent itself. In 2008, the City formally adopted the goal of becoming the national model for transforming an auto-oriented suburb into a strategically urban, modern city. The Plan focuses on ways to achieve this goal, while respecting neighborhood character, maintaining public services, and preserving the natural environment.



Barry Miller was initially retained by the City in 2007 to prepare a detailed work program for the City’s General Plan Update. His scope was expanded to include preparation of the Land Use Element, the Mobility Element, and a separate 11-chapter “Community Plan Element.” Barry incorporated input from over 30 City Council study sessions into the project, working closely with staff to help create a responsive, innovative and highly usable General Plan. Barry worked as an extension of staff during this project, and was stationed on site in the Planning Department during key work tasks.

The new Fremont General Plan was adopted in December 2011. It accommodates 12,000 new homes and 40,000 new jobs over the next 20 years. The Plan directs growth to the City’s existing rapid transit (BART) station as well as two new stations set to open in 2015. It also seeks to enliven the City’s Downtown Area by focusing growth in a new “City Center” with civic uses, cultural amenities, and higher density mixed use development designed to encourage walking and transit access.

In 2012, the Fremont General Plan received the “Outstanding General Plan Award of Merit for a Large City” from the Northern California Section of the American Planning Association.

Contact: Dan Schoenholz, Deputy Community Development Director  
[dschoenholz@fremont.gov](mailto:dschoenholz@fremont.gov)  
(510) 438-9036

Link to Document: <http://www.fremont.gov/index.aspx?nid=398>

## San Leandro, CA General Plan

The City of San Leandro initiated a General Plan Update in 1998 in response to changing demographics, shifting land use patterns, and urban design and economic development issues. The Update included extensive data collection and analysis, preparation of a new Land Use Map, development of policies and programs, and an Environmental Impact Report.

More than 100 public meetings were held, including a large “General Plan Fair” and several town meetings. Major themes of the Plan include conservation of older residential neighborhoods, development of transit villages around the city’s two BART stations, revitalization of the Downtown area, creative reuse of older industrial lands, and reshaping auto-oriented shopping districts to be more attractive and pedestrian friendly.



Barry served as project manager for the entire General Plan Update, writing the Plan and its Environmental Impact Report and managing a team of four sub-consultants. He was responsible for communication with elected and appointed officials, liaison with staff, and regular meetings of a 60-member General Plan Task Force—and seven topical subcommittees. Barry introduced a number of innovative components to the Plan, including a Plan video, a new Historic Preservation and Community Design Element and an emphasis on transit-oriented development (TOD). The TOD policies helped the City receive grant-funding for follow-up planning work around the Downtown BART Station area.

In 2002, the San Leandro General Plan was recognized with a California Chapter APA Award as the State’s outstanding comprehensive plan for a small jurisdiction. Barry was subsequently retained by the City of San Leandro in 2008 to manage the 2007-2014 update of the City’s Housing Element. The Element was certified by the State of California in 2010.

Contact: Hanson Hom (former Community Development Director, now with Sunnyvale)  
[hhom@ci.sunnyvale.ca.us](mailto:hhom@ci.sunnyvale.ca.us)  
(408) 730-7450

Link to Document: <http://www.sanleandro.org/depts/cd/plan/genplan/doc2002.asp>

## Danville, CA General Plan Update

Barry Miller was retained by the Town of Danville in 2010 to manage preparation of the Town's 2030 General Plan. Barry had previously served as the lead consultant on the Town's 2010 Plan, which was adopted in 1998, and was brought back to manage the update. The new Plan moves the planning horizon 20 years forward and retains many of the policies initiated in the 1990s.



Danville is a mostly residential community of 42,000 people located 30 miles east of San Francisco. The Town covers 17 square miles and is highly regarded for its historic downtown, excellent community services, scenic character, and high quality of life. At the same time, its location in the San Ramon Valley, midway between the job centers of Walnut Creek and Pleasanton/ San Ramon creates pressure for additional housing and commercial development. Danville's vision is to accommodate a moderate amount of growth while preserving its small town ambiance.

The Plan Update began with a "factual update" which brought the 1998 baseline data and narrative in the existing General Plan up to 2011. New topics were added to respond to state laws and emerging issues. Monthly study sessions were held with the Planning Commission and Town Council to revisit the 1998 Plan's policies and identify possible new directions. New sections were added to the General Plan, including a Sustainability Sub-Element, an Economic Development Sub-Element, and a Mobility Sub-Element. A number of changes to the Town's Land Use Map were made, enabling the Town to meet its regional housing needs mandate.

The new Plan places a greater emphasis on sustainability and compact development. It explores ways the Town can be greener, balance job and housing growth, become more walkable, and reduce dependence on the automobile. Growth under the new plan will be much more focused, with higher densities accommodated on vacant and underutilized sites near Downtown Danville. The new Plan re-designates key sites near Downtown for high density housing, providing new housing opportunities while providing a larger market base for Downtown merchants.

Contact: Kevin Gailey, Planning Manager  
[kgailey@ci.danville.ca.us](mailto:kgailey@ci.danville.ca.us)  
(925) 314-3305

### Link to Document:

[http://www.ci.danville.ca.us/Planning/General Plan and Zoning/General Plan Update/](http://www.ci.danville.ca.us/Planning/General_Plan_and_Zoning/General_Plan_Update/)

*Document may be viewed by clicking on links to PDFs for each chapter in right margin of webpage*

## Piedmont, CA General Plan

Barry Miller was retained by the City of Piedmont in 1991 to provide general planning services. He has served as the City's on-call planning consultant for more than 20 years. In this capacity, he has served twice as the Interim Planning Director and numerous times as the manager of special city planning initiatives. These initiatives include a rewrite of the City's General Plan in 2007-2008, an update of the City's Housing Element in 2001-2002 and then again in 2009-2010, implementation of a citywide resident survey, and development of an affordable second unit (in-law apartment) program.



Piedmont is a built out and well-established city of 11,000 residents. More than 70 percent of its homes were built before 1940. The community faces long-standing issues relating to the character of new construction, the needs of an aging population, the demand for affordable housing, the management of traffic and parking, and the use of public parklands. The City's General Plan (adopted in 2009) addresses these issues through 200 policies and 135 action programs. As project manager, Barry was responsible for completing background research, managing public input and conducting community meetings, drafting the Plan, and shepherding the Plan through the adoption process.

As part of the Plan Update, Barry developed and administered a four-page mailback survey on local planning issues. The survey was sent to every one of Piedmont's 4,000 homes. One third of all households replied, providing an unprecedented volume of input on which to base Plan policies. In response to survey feedback, the new Plan included a Sustainability Element and a Community Design Element. Barry also worked with City staff to develop a program allowing residents to develop rent-restricted in-law units as a strategy for producing affordable housing. Piedmont used this program to successfully obtain certification of its 2007-2014 Housing Element and is on target to meet its quota of affordable units through this program.

Contact: Kate Black, Planning Director  
[kblack@ci.piedmont.ca.us](mailto:kblack@ci.piedmont.ca.us)  
(510) 420-3063

Link to Document: [http://www.ci.piedmont.ca.us/?page\\_id=78](http://www.ci.piedmont.ca.us/?page_id=78)



## Oakland, CA Zoning Update

From 2007 to 2011, Barry was retained by the City of Oakland to manage the update of the City's Zoning Maps, develop communication and outreach materials for the City's Zoning Update, and provide peer review and guidance on a complete overhaul of the City's Zoning Ordinance led by the City's Strategic Planning Division. Barry had previously served as project manager for the City's General Plan Update in the 1990s, and was brought back to provide oversight on the Zoning Update.



As the Manager of the mapping component, Barry was responsible for determining best fit zoning designations on 110,000 properties. His work included the rezoning of over 25,000 of these properties to substantially new categories, helping to achieve the General Plan vision of a revitalized waterfront and Downtown, denser transit-oriented corridors, and stable, diverse neighborhoods. Innovative mapping tools were used to clearly convey what was changing and what was staying the same. Draft maps were posted on-line and residents could convey comments with one “click.” Barry also prepared a series of “Youtube” videos highlighting the provisions of each zoning district.

Under Barry's leadership, dozens of community meetings were held to engage residents in the process, address misconceptions about zoning and planning, and resolve neighborhood disputes. The project was the recipient of the APA Northern Section “Hard Won Victories-Award of Merit” in 2011.

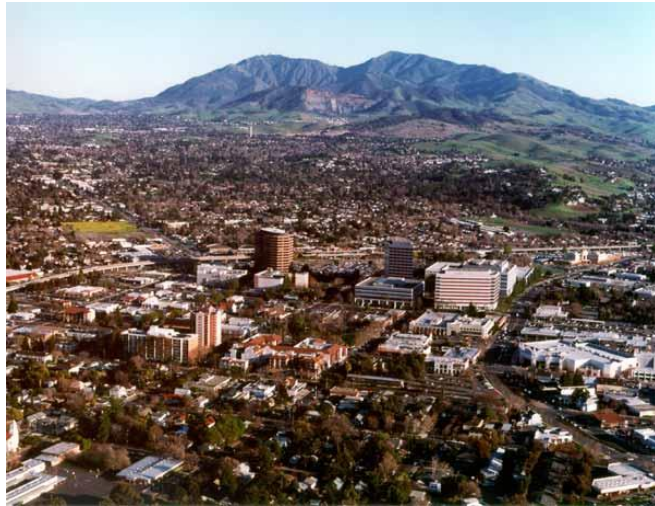
Contact: Alisa Shen, Planner III  
[ashen@oaklandnet.com](mailto:ashen@oaklandnet.com)  
(510) 238-2166

### Link to Document:

<http://library.municode.com/index.aspx?clientId=16308&stateId=5&stateName=California>

## Concord, CA Development Code Update and General Plan Amendment

In December 2011, Barry Miller was retained by the City of Concord to manage the update of the Concord Development Code, including the zoning regulations and other aspects of the Municipal Code that regulate development. The former Code was adopted in 1953 and had not been comprehensively updated in almost 60 years. The Code Update included creation of new zoning districts which implemented the 2030 Concord General Plan, adopted in 2007. The new districts move the city toward denser, transit-oriented



development, with a strong emphasis on mixed uses. Barry worked on-site as contract staff for this assignment, and operated as an integral member of a four-person City staff team.

The Development Code project includes several components, including zoning regulations, new Zoning Maps, General Plan text and map amendments to maintain internal consistency with the new Code, and environmental review. The Code includes many new provisions, including incentives for affordable housing, a new transit station overlay district around the City's two BART station, special airport safety regulations in the vicinity of the Buchanan Field Airport, and natural resource protection measures.

In his capacity as project manager, Barry was responsible for ensuring the timely completion of the project. He managed environmental review for the project, completion of the General Plan Amendments, and public presentations and community outreach. Barry also authored the affordable housing incentive program, updated the density bonus and inclusionary housing regulations, prepared standards for small lot subdivisions, and has provided quality control over other sections of the Code. Barry also worked with CCTA to update the City's Growth Management Element, ensuring the City's receipt of Measure J return-to-source transportation funds.

Prior to his work on the Development Code, Barry was a subcontractor to Arup (a San Francisco consulting firm) on the Area Plan for the former Concord Naval Weapons Station. He was responsible for a major General Plan Amendment, and authored chapters of the Area Plan on infrastructure, resource protection, and public services.

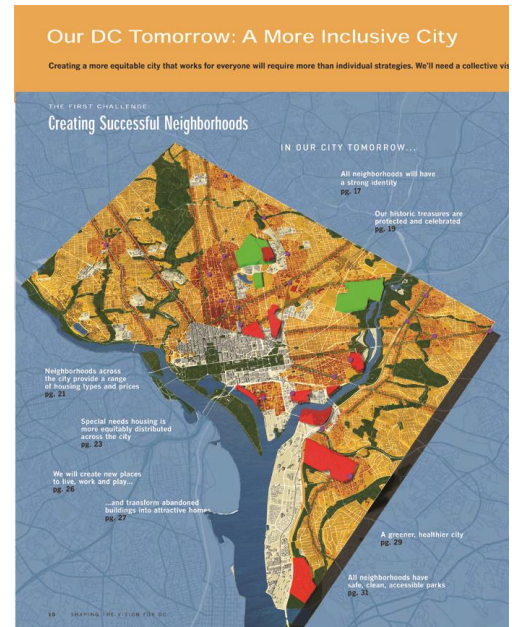
Contact: Carol Johnson, Planning Manager  
[Carol.johnson@ci.concord.ca.us](mailto:Carol.johnson@ci.concord.ca.us)  
(925) 671-3369

Link to Document: <http://www.cityofconcord.org/permits/zoning.aspx>

## Washington, DC Comprehensive Plan

Barry Miller was hired by the District of Columbia to manage the update of the Comprehensive Plan for the National Capital. This major undertaking required Mr. Miller to relocate from the East Bay to Washington DC from 2002 to 2006 and devote 100 percent of his time to this project.

The Plan Update began with a year-long Visioning process. After extensive community input—including a Mayoral Summit attended by 4,000 residents—the District published “A Vision for Growing an Inclusive City.” This easy-to-read book focused on ideas for building successful neighborhoods, connecting the city, and enhancing access to education and jobs for all Washington residents. One of its targets was to reverse decades of population decline and grow the population by 100,000 residents in 20 years. As co-author of the Vision, Barry’s challenge was to distill research completed by some of the country’s leading academics and consultants into a quick, easy-to-read primer.



The Comprehensive Plan Update was launched in 2004 and was completed in two years. The document consists of three volumes, including citywide elements (land use, transportation, housing, etc.), area elements (focusing on 10 geographic subareas), and an implementation element. The Plan also included two oversized maps, including a traditional land use diagram and a “policy map” which highlighted areas where change was expected. More than 800 amendments to the prior plan’s land use diagram were processed, remedying long-standing map discrepancies while facilitating growth around the City’s Metro stations. The Plan incorporated extensive input from the City’s 39 Advisory Neighborhood Commissions and a 24-member Citizens Task Force. The website established for the project received more than 2 million hits.

Barry managed a full-time staff team of four planners, an extended staff team (not assigned full-time) of 12 planners, and a team of 11 consultants. He served as the Plan’s primary author and spokesperson.

Contact: Rosalyn Hughey, Deputy Director  
[rosalynn.hughey@dc.gov](mailto:rosalynn.hughey@dc.gov)  
(202) 442-8890

### Link to Document:

<http://planning.dc.gov/DC/Planning/Across+the+City/Comprehensive+Plan/2006+Comprehensive+Plan>

## Raleigh, North Carolina Comprehensive Plan Update

Barry Miller was retained by the City of Raleigh to conduct an “audit” of the City’s Comprehensive Plan, including several dozen area plans. The audit provided the groundwork for a major update of the City’s Plan. Barry reviewed more than 2,000 policies and implementing actions, providing recommendations to staff on which should be carried forward, which should be retired, and which should be consolidated. A policy audit report was prepared suggesting ways the number of policies could be reduced. The task also included the development of new policies which were ultimately adopted as part of the revised Raleigh Comprehensive Plan.



On a related component of the project, Barry was retained by the consulting firm of HNTB Associates as a member of the team responsible for drafting and editing the new Raleigh Comp Plan. In this capacity, he developed a new land use classification system for the City and defined the categories to be used on the City’s new Future Land Use Map. Barry also advised the City on GIS tasks and quantitative analyses to be completed as part of the Plan Update. He worked collaboratively with other members of the HNTB team in the organization and facilitation of community meetings in Raleigh, and on development of major planning concepts.

The Raleigh Plan proposes bold new directions for the city of 400,000 residents, and provides a policy framework to manage future growth. Raleigh is one of the fastest growing cities in the country; its plan policies strategically direct growth based on the existing and planned capacity of the region’s transportation system. The Plan includes strategies to conserve the city’s older neighborhoods, create an expanded and revitalized mixed use Downtown, and create quality new neighborhoods which embody principles of sustainable development.

Contact: Mitchell Silver, Community Development Director  
[Mitchell.Silver@raleighnc.gov](mailto:Mitchell.Silver@raleighnc.gov)  
(919) 516-2625

### Link to Document:

<http://www.raleighnc.gov/business/content/PlanLongRange/Articles/2030ComprehensivePlan.html>



## *Barry Miller Consulting Additional Projects and Relevant Project Information*

### **Newark, California General Plan**

In 2012, Barry Miller was retained by the City of Newark to manage the update of that City's 1992 General Plan. He is working collaboratively with The Planning Center / DC&E, who is responsible for preparation of a program-level General Plan EIR for the project. The City envisions the project as a "tune-up" of the existing plan, rather than a brand new plan. Using the 1992 Plan as a baseline, Barry is providing factually updated information about the City, along with new projections for a 2035 horizon year. He is also integrating the specific plans and system plans prepared by the City over the last decade into the new document. The project is scheduled for completion in May 2013.

### **Martinez General Plan Peer Review**

As part of the Martinez General Plan Update, Barry Miller was brought in to provide peer review of draft work products and provide recommendations to staff on how to successfully complete the project. Barry assisted staff in developing a work plan for bringing the partially finished draft to completion, conducting environmental review, producing maps and graphics, and navigating the adoption process. The evaluation was completed in September 2012.

### **Orinda Housing Element**

Barry Miller has been retained by the City of Orinda to revise the 2007-2014 Housing Element. The City prepared a complete draft for State review in 2010, but it was deemed non-compliant and returned with extensive comments. In 2012, Barry was hired to revise the element to incorporate responses to State comments and work as a liaison between staff, City Council, and State HCD reviewers to bring the document into compliance. The project is scheduled for completion in February 2013.

### **New Orleans, Louisiana Master Plan Peer Review**

Barry and his longtime colleague Paul Sedway were retained by the Bureau of Governmental Research (BGR), a New Orleans based non-profit, to prepare a detailed evaluation of the City's Working Draft Comprehensive Plan prior to its adoption by the City Council. The 700-page Comprehensive Plan was intended to guide development and reconstruction of the city in the post-Katrina era. Miller and Sedway issued a position paper on the Working Draft, along with recommendations on how it could be made stronger and more effective. This was presented in testimony before the Planning Commission and City Council on BGR's behalf, and resulted in positive changes to the document prior to its adoption.

### **Piedmont Housing Element**

The Piedmont Housing Element provides policies and actions to meet the regional housing conservation and production targets established for the City of Piedmont. Barry Miller served as the project manager and principal planner. The Element's focus is on the provision of affordable housing—a challenging task since the city has virtually no vacant or subdividable land. The Element emphasizes creative ways to provide affordable second units, including an incentive program which created parking waivers and relaxed development standards for rent-restricted units. This is the first Housing Element for the City that was found to be fully compliant with State requirements; it was certified by the State in 2002. Barry subsequently managed the 2007-2014 Housing Element Update, which was certified in 2010.

### **Half Moon Bay Local Coastal Plan**

Barry Miller served as a consultant to the City of Half Moon Bay, assisting the city in the completion of its state-mandated Local Coastal Plan (LCP). The LCP provides important policy guidance on the management of land in the coastal zone, building regulation and design control, bluff erosion and storm hazards, and public access to the shoreline and along the oceanfront. Barry conducted a series of work sessions with the City Council and prepared a revised draft plan based on staff and Council direction.

### **San Juan Bautista General Plan Update**

Barry Miller prepared the General Plan Update for this small 200-year old community in San Benito County, California centered around the historic Mission San Juan Bautista. The process included regular meetings of a 16-member task force and frequent briefings to the City Council and Planning Commission. Major issues included protection of historic resources (one-third of the town is a National Register historic district), provision of affordable housing, farmland preservation, mitigation of earthquake hazards (the town is bisected by the San Andreas Fault), and maintenance of small town character and lifestyle qualities. The work scope also included an Environmental Impact Report and Housing Element.

### **Palo Alto Comprehensive Plan Editing**

Barry Miller was retained by the City of Palo Alto to edit working drafts of the city's revised Comprehensive Plan elements, and ultimately to compile the edited elements into a cohesive, internally consistent Plan for the City. The work involved the development of new policies and implementation programs, based on a review of hundreds of pages of notes from community workshops and meetings. The scope of work also included design and publication of the Final, adopted document.

### **Oakland General Plan and Environmental Impact Report**

The Oakland General Plan Update was led by a staff-consultant team that included Barry Miller. Barry's responsibilities included preparation of a detailed work program for the overall project, the environmental impact report, and extensive work on the Land Use Map. He led the impact assessment tasks on land use, housing, employment, public services, and visual, biotic, and historic resources. He also played a key role in the assessment of land use alternatives, the development of land use policies, and the facilitation of community meetings. Barry coordinated the work of several subcontractors, including those addressing transportation, air quality, and noise impacts. He provided subsequent services on the Oakland Estuary Plan EIR.

### **Gonzales General Plan**

As a subcontractor to Brady and Associates, Barry Miller prepared the Housing Element of the Gonzales General Plan. At the time, Gonzales was a city of 8,000 located in the Salinas Valley of California. The Housing Element addresses issues such as farmworker and migrant housing needs, as well as the needs of single parents, seniors, and others in the community with special needs. The Element was part of a broader effort to update the entire General Plan. Barry was instrumental in drafting land use policies, shaping the land use map to ensure consistency with the Housing Element, and developing policies for the other elements which supported the city's housing goals.

**Oakland Open Space, Conservation, and Recreation Element**

Barry Miller worked as a contract staff person to the City of Oakland for three years as the city updated its Open Space, Conservation, and Recreation (“OSCAR”) Element for the first time since 1976. As project manager, Barry prepared an inventory of Oakland’s natural resources, developed policies to manage Oakland’s parks and undeveloped lands, and drafted numerous implementation measures to increase park acreage in the city. The three year process involved 50 public meetings, with more than 1,000 people participating directly in the process. The Plan included management guidelines for 120 city parks, as well as programs for shoreline access, creek restoration, hillside and wetland protection, habitat restoration, acquisition of sensitive lands, new funding sources, and park safety and maintenance.

**East Bay Regional Park District (EBRPD) Expert Witness Testimony**

Price Postel and Parma (PPP) retained Barry as an expert witness on land use planning matters in an eminent domain lawsuit and trial. PPP served as legal counsel to the EBRPD, which was assembling land to create a new regional park on the North Richmond shoreline. Barry’s work included an analysis of land use, environmental, and planning issues associated with the acquisition of a 236-acre site which had previously been proposed for development. In addition to written analysis, Barry was deposed and later testified before a jury when the case went to trial.

### Introduction

This section of the proposal presents the overall method and approach for updating the Albany General Plan. It does not include a detailed work program, since that was not requested in the City's Request for Qualifications. However, it does include a statement of understanding of the project, and a discussion of proposed work arrangements. Some of the content below has been carried forward from a proposal previously submitted by Barry Miller for this project in August 2012.

### Understanding of the Project

It has been 20 years since the City of Albany last updated its General Plan. The 1992 General Plan has served the City well, but the passage of time has made the document less relevant, accurate, and useful. The 2010 horizon year envisioned by the 1992 General Plan is already history.

Albany needs an updated General Plan that reflects current conditions and provides factually accurate data about the city. More importantly, Albany needs a Plan that reflects expectations and ambitions for the future. Although Albany is a largely built out city, there are still opportunities for growth and change as well as demands for conservation and preservation. An updated General Plan can help the City respond to these opportunities and demands, and can guide important land use, transportation, and capital improvement decisions.

An updated Plan is also legally required. State General Plan Guidelines recommend a Plan Update about every five to 10 years. Although it is not uncommon for cities to go longer without a major update, Albany may have reached the point where its existing plan no longer fully reflects the city's priorities. The existing plan does not reflect the numerous planning initiatives that have taken place in the city during the past few years. It also does not reflect changes to California planning law in the past two decades or regional initiatives such as SB 375. The Plan's Maps and format also appear dated, making the Plan less accessible and user-friendly than it could be.

Ideally, the Plan would be done "in house," but City staff must respond to the more immediate demands of current planning projects, local initiatives, and state and regional mandates. The challenge is to find a lower-cost solution that builds on the extensive planning work that has already been done. The City does not need to start "from scratch." Through creative work arrangements and good project management, Albany can develop a great new plan without incurring the very high costs often associated with major updates.

Direction has already been provided on the major land use policy issues facing Albany today. This includes *Voices to Vision*, which resulted in land use policies for the Albany shoreline. The Albany Hill Creekside Master Plan establishes policy direction for Albany Hill, while the San Pablo Avenue Complete Streets process will provide land use and transportation policy direction along the City's principal transit corridor. Much of the land use planning for the University of California's land holdings has been completed, and the Solano Avenue corridor is largely built out. The City's residential neighborhoods are well established, with the 2009 Housing Element (and the City's Residential Design Guidelines) providing policy direction for future conservation and infill activities. The challenge is to synthesize all of these documents into a coherent set of land use policies for the City, and to develop a new Land Use Map which integrates each initiative in an internally consistent manner.

Policy direction for other elements of the General Plan is provided by other recent planning documents. These include the new Albany Active Transportation Plan, which establishes some of the City's circulation priorities and provides direction on bicycle and pedestrian improvements. It also includes the Climate Action Plan, which addresses a variety of sustainability and resource management measures. The 2004 Parks Master Plan is still relatively current, while the 2010 Public Arts Master Plan provides direction on important urban design and cultural arts issues.

As these recent efforts are synthesized, the 1992 Plan should not be disregarded entirely. Where possible, policies in the existing Plan should be carried forward or edited rather than discarded. The six chapters of the existing Plan still provide a useful framework for the Plan Update, although some re-organization of content (including new elements) should be considered to keep the Plan current with best practices.

In a typical general plan update, the two largest cost items are the environmental impact report and the community outreach/education processes. Albany has an opportunity to reduce costs for both components in this update.

First, by retaining a one-person firm to manage and write the Plan, portions of the EIR can be prepared by the same individual authoring the Plan (Barry Miller). This will enable the work to be completed in fewer total hours and at a lower rate, and can also result in a more readable EIR. If the City selects an EIR consultant with prior work experience in Albany, further cost savings may be realized.

Second, by relying on Albany's existing City commissions as the conduit for community input, the City can leverage its existing "civic infrastructure" rather than initiating a new, potentially costly advisory committee process or calling for large public workshops and community forums. Barry Miller would work closely with the Planning and Zoning Commission to vet and review each chapter of the General Plan, under staff's guidance.

Three additional aspects of the approach which will reduce costs are listed below:

- **Avoid large-scale changes to the General Plan Map.** The City may consider “housekeeping changes” to the Map which reflect land use changes since 1992 as well as established policy initiatives, but the intent of the General Plan should not be to “re-envision” Albany. Map changes which would enable entirely new uses or substantially increased densities or intensities would not be considered in this process. This will substantially reduce the cost and complexity of the EIR.
- **Focus on the synthesis of established policies rather than the development of new policies.** The planning process should communicate the clear message that the intent of the Update is to move the planning interval forward from 1992-2012 to 2013-2035 in order to meet legal mandates and keep the General Plan relevant. Although some amount of policy debate and formulation is inevitable, this is not the primary purpose of this process.
- **Build on existing data sources.** The intent of this process is not to conduct extensive field research and establish volumes of new baseline data for the City. Where feasible, the Plan (and EIR) should make the most of existing data, including data from recent EIRs and planning processes. Staff knowledge and familiarity with existing conditions and local issues should be leveraged to the greatest extent possible.

### **Key Elements of the Approach and Methodology**

The following summary list highlights key elements of my proposed approach to the project.

1. **Barry Miller’s Role.** I would function as the City’s General Plan Project Manager, and would have the primary responsibility for writing the Plan and facilitating the public process. I would also act as the City’s liaison to any technical consultants retained by the City to assist on the project, including the EIR consultant. All work would be performed at my regularly hourly rate. As a one-person firm, this rate is substantially lower than principal-level billing rates at other planning firms in the Bay Area.
2. **Technical Consultants.** The RFQ indicates that a separate contract will be prepared for an environmental consultant and associated sub-consultants. Thus, I do not anticipate subcontracting this work directly, but would work with the City on consultant selection if desired. At minimum, I would anticipate the need for a traffic consultant and a CEQA consultant. If the City selects a small CEQA firm, that firm would likely need to subcontract out technical work (e.g., noise, air quality, biologic, geologic resource studies, etc.). If the City selects a multi-disciplinary CEQA firm, many of those services could be provided in house. I have prior work experience with most of the East Bay CEQA firms, and would be happy to share thoughts on the “best fit” firms for this project if requested.

3. **Reliance on Existing City Commissions.** As noted earlier, the RFQ indicates that the Planning and Zoning Commission is the key vehicle for public input. Briefings to other City commissions are proposed, but the Planning and Zoning Commission would take the lead role in facilitating public input through a series of topical study sessions. Barry Miller has extensive experience working with Planning Commissions in this capacity, and has used this model successfully in Danville and Piedmont. He also has experience working with other municipal commissions, and currently serves as Chair of one such commission (Parks and Recreation) in his home city of Oakland.

To keep costs down and communicate the message that this is an “enhancement” of the existing Plan and not a brand new Plan, the project would not include large public workshops, open houses, charettes, etc,. All Planning Commission study sessions on the Plan would be publicly noticed and residents would have the opportunity to speak during public comment. If desired, a project webpage could be created with a feedback link for those wishing to share ideas or provide feedback on Plan proposals.

4. **City Staff Assistance.** Barry Miller would work closely with City staff. It is assumed that personnel in the Community Development Department would assist on tasks such as mapping, GIS, and some aspects of project administration (noticing of meetings, communication with the public, etc.). Barry would be available to work on-site in the Planning Department if desired, or remotely from his office in Oakland about 15 minutes away.
5. **Housing Element.** The City’s RFQ notes that the existing Housing Element has not been certified by HCD, and notes that the Housing Element will be updated to reflect the latest Regional Housing Needs Allocation (RHNA). The RFQ does not explicitly state that the Update is part of the consultant’s scope under the General Plan Update, although there would be some logic (economies of scale, etc.) to combining these processes. If desired, I would be pleased to either assist the City in the Housing Element Update. I have successfully completed certified elements for San Leandro and Piedmont during the current RHNA cycle, and provided assistance to Fremont, Danville, and Oakland in attaining certification for their elements in 2009-10.
6. **New Land Use Map.** As noted above, substantive changes to the Map (beyond those embedded in already established planning initiatives) are not envisioned—although a limited number of “tweaks” on possible housing sites or mixed use sites could be explored. The Map should ensure that the City has adequate sites to meet its Draft RHNA allocation for 2014-2022 (as well as any “carry over” assignments from 2007-2014). Some modifications to the land use categories may be worth considering in order to reflect recent planning initiatives and respond to trends in the development market (e.g., “mixed use” categories instead of General Commercial and Community Commercial).

7. **Scope of the Policy Changes.** Policy changes would include: (a) those already established through plans completed during the last decade or so; (b) those initiated by staff in response to current data and new regulatory requirements; (c) those initiated by the City Council, the Planning and Zoning Commission, and other City Commissions based on their input in Study Sessions; (d) those identified as necessary to mitigate Plan impacts, as determined through the CEQA process; and (e) those raised by the public during testimony at work sessions or through correspondence.
8. **Level of Detail.** The level of detail used in the existing Plan would be maintained, and potentially increased in a few areas to ensure legal adequacy and provide sufficient context for the policies. The new General Plan would most likely be a 200-250 page document.
9. **Organization of Plan.** At this point, it is premature to speculate on the extent to which the 1992 Plan will be reorganized. However, based on a review of the existing document and the recently completed plans, a few changes are suggested below. These include:
  - a. The addition of a “Framework” chapter which describes the regional setting and history of the City; basic population, household, and employment data (including forecasts); major planning issues; and the major themes (or guiding principles) of the General Plan.
  - b. The addition of “Complete Streets” policies to the Circulation Element, as required by state law. In general, the Circulation Element would be written to have a greater focus on multi-modal travel.
  - c. Some consideration should be given to having a separate element on parks and recreation, better aligning the 2004 Parks Master Plan with the General Plan and recognizing the importance of parks to the community (the topic is somewhat diminished by including it within Open Space and Conservation).
  - d. Expanding the Open Space and Conservation Elements to address the broader issue of sustainability (and weaving sustainability principles throughout the entire plan to a greater extent than was done in 1992).
  - e. Adding policies on public health and wellness and greenhouse gas reduction to the Community Health and Safety Element.
  - f. Considering possible additional elements, including (a) Community Design and (b) Community Services and Facilities. The City also could consider adding a “Shoreline” Element to express policies for the Albany waterfront.
10. **Work Program.** A detailed work scope and schedule can be provided upon request. A probable sequence of tasks is listed below:
  - a. Reconnaissance (kickoff meetings, base map development, initial study sessions, communication and outreach strategy scoping of Plan outline and content, selection of CEQA consultant).



- b. Audit of Existing Plans and Policies (review of all Plan documents, including 1992 General Plans and all plans prepared since that time, to establish a policy “baseline” for the General Plan).
- c. Collection of Data on Baseline Conditions (land use, transportation, natural resources, hazards, noise, demographics, economics, infrastructure, public services, parks, community design, etc.).
- d. Preparation of Individual Draft Plan Chapters and Land Use Map (per the City’s description of this process, plan elements would be drafted one at a time and then vetted with the Planning and Zoning Commission).
- e. Study Sessions with Planning and Zoning Commission and other City Commissions (Tasks d and e would occur concurrently).
- f. Preparation of Administrative Draft Plan (all elements would be consolidated in a single draft for staff review)
- g. Preparation of Public Review Draft Plan (incorporating staff comments)
- h. Preparation 2014-2022 Housing Element (this would occur on its own track, parallel to the General Plan)
- i. Environmental Review (a Program level EIR is presumed. The CEQA process would require development of a parallel scope of work which is initiated during the reconnaissance phase and tracks the major tasks of the General Plan)
- j. Plan Adoption (formal hearings before the Planning Commission and City Council)

11. **Schedule.** It is assumed that the project start date would be roughly January 2013. The time frame for completion would be 18-24 months, including adoption of the Housing Element and all other elements of the General Plan, and certification of the General Plan EIR.

12. **Availability.** Since I am a sole proprietor, my availability to perform the desired services on the General Plan is an important factor for the City of Albany to consider. I am currently under contract with the cities of Orinda, Fremont, Newark, Concord, Danville, and Washington DC. The status of my work in each of these cities is given below:

- a. **Orinda.** Completion of revised Housing Element expected in January 2013. Contract expires in February 2013
- b. **Fremont.** Preparing zoning text amendments for the City. Due in February 2013.
- c. **Newark.** Draft General Plan underway and expected to be completed in April 2013.
- d. **Concord.** Preparing a Neg Dec on Climate Action Plan in January 2013.
- e. **Danville.** General Plan and EIR are complete and are now in public hearings. Expected adoption is February 2013.
- f. **Washington, DC.** Preparing five-year progress report on Comprehensive Plan Implementation. Work product is due in February 2013.

As noted above, all but one of my six active projects are scheduled for completion by the end of February 2013. Although I have limited availability in January and February, I would be able to get the project started and commence reconnaissance tasks and kickoff meetings during these two months. My efforts would ramp up significantly in March 2013 with the completion of other work. From April 2013 through mid-2014, I would be available to devote at least 50 percent of my time to Albany. I am reserving time on my work calendar for the project, and my marketing decisions for 2013 and 2014 will depend on your decision to retain me for this assignment.

1. Barry Miller's standard billing rate is **\$120/hour**. Services are typically provided on a time and materials basis, with a not-to-exceed limit.
2. Material expenses (printing, delivery, etc.) are billed at cost, with no mark-up.
3. Barry Miller does not bill for travel time for clients within one hour of his Oakland office. Barry Miller also does not bill for mileage (fuel) reimbursement for projects within 40 miles of Oakland.
4. For tasks requiring the assistance of another consulting firm (or a project intern), hours are billed at cost with no mark-up.
5. Invoices are submitted monthly, with an itemization of hours worked by day and a description of the services provided by day.
6. Barry Miller maintains general commercial liability insurance through the ITT Hartford Insurance Company at levels which are consistent with most standard consulting agreements.
7. Barry Miller is amenable to working as a temporary W-2 (contract) employee or as a 1099 (consulting) employee.

