

AGENDA

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee

Committee Members

Sharon Quirk-Silva, Chair
Carolyn Cavecche, Vice Chair
Cheryl Brothers
Peter Buffa
Richard Dixon
Peter Herzog

Orange County Transportation Authority Headquarters
600 South Main Street, 1st Floor - Room 154
Orange, California

Thursday, August 26, 2010, 9:00 a.m. to 10:30 a.m.

Any person with a disability who requires a modification or accommodation in order to participate in this meeting should contact the Clerk of the Board, telephone (714) 560-5676, no less than two (2) business days prior to this meeting to enable staff to make reasonable arrangements to assure accessibility to this meeting.

Agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Committee may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

All documents relative to the items referenced in this agenda are available for public inspection at www.octa.net/occog.aspx or through the Clerk of the Board's office at the OCTA Headquarters, 600 South Main Street, Orange, California.

Call to Order

Pledge of Allegiance

Chair Quirk-Silva

1. Public Comments

Consent Calendar (Items 2 and 3)

All items on the Consent Calendar are to be approved in one motion unless a Committee Member or a member of the public requests separate action or discussion of a specific item.

2. Approval of Minutes

Of the May 27, 2010, Sustainable Communities Strategy Joint Working Committee meeting.

Recommended Action: Approve the minutes of the May 27, 2010, meeting as presented or amended.

AGENDA

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee

3. Approval of Minutes

Of the July 22, 2010, Sustainable Communities Strategy Joint Working Committee meeting.

Recommended Action: Approve the minutes of the July 22, 2010, meeting as presented or amended.

Regular Calendar

4. Introduction of Sustainable Communities Strategy Consultant Team and Draft Work Plan

Kris Murray, Executive Director

Recommended Action: Receive and file and approve proposed Orange County Sustainable Communities Strategy work plan.

5. California Air Resource Board Draft SB 375 Targets

Kris Murray, Executive Director

Recommended Action: Receive and file as an information item.

Discussion Items

6. Executive Director's Report (verbal)

Kris Murray

7. Committee Members' Reports

8. OCCOG TAC Chair Report

Marika Modugno, OCCOG TAC Chair

9. Adjournment

The next regularly scheduled meeting of this Committee will be held from **9:00 a.m. to 10:30 a.m. on Thursday, September 23, 2010**, at the Orange County Transportation Authority Headquarters.

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

Committee Members Present

Sharon Quirk-Silva, *Chairman*
Carolyn Cavecche, *Vice Chairman*
Cheryl Brothers, *OCCOG*
Richard Dixon, *OCTA*
Peter Herzog, *OCCOG*

Staff Present

Kristine Murray, *OCCOG, Executive Director*
David Simpson, *OCCOG, Deputy Executive Director*
Laurena Weinert, *OCTA, Assistant Clerk of the Board*
Allison Cheshire, *OCTA, Deputy Clerk of the Board*
Fred Galante, *OCCOG, General Counsel*
*OCCOG and OCTA Staff and members of the
General Public*

Committee Members Absent

Peter Buffa, *OCTA*

Call to Order

The May 27, 2010, regular meeting of the Orange County Council of Governments/Orange County Transportation Authority Joint Sustainable Communities Strategy Working Committee was called to order by Committee Chair Quirk-Silva at 9:03 a.m.

Pledge of Allegiance

Committee Member Brothers led in the pledge.

1. Public Comments

No public comments were received.

Consent Calendar (Item 2)

2. Approval of Minutes

A motion was made by Committee Vice Chair Cavecche, seconded by Committee Member Dixon, and declared passed by those present, to approve minutes of the April 22, 2010, meeting.

Regular Calendar

3. Southern California Association of Governments' Memorandum of Understanding with Orange County Council of Governments and Orange County Transportation Authority for Orange County Sustainable Communities Strategy

Kristine Murray, Executive Director, Orange County Council of Governments (OCCOG), provided an overview of the technical language changes made to the Southern California Association of Governments' (SCAG) Memorandum of Understanding (MOU) with OCCOG and the Orange County Transportation Authority (OCTA) for the Orange County Sustainable Communities Strategy (SCS) and the roles and responsibilities between SCAG and Orange County to conduct the SCS.

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

3. (Continued)

Additionally, Ms. Murray reported that the document was reviewed by legal counsel from OCCOG and OCTA and that OCCOG staff and SCAG have agreed on language indicating that a subregional SCS would be prepared consistent with SCAG's Framework and Guidelines.

The Committee expressed concern over the timeframe in which the demographic data is provided to OCCOG. Ms. Murray commented that the aggressive timeline for conducting the SCS will be used as a guideline and does allow for flexibility.

Discussion ensued among the Members and staff regarding language in the MOU clarifying the SCS as the SCS conducted by OCCOG.

A motion was made by Committee Member Brothers, seconded by Committee Member Dixon, and declared passed by those present, to receive the overview and authorize the OCCOG Executive Director to approve the Memorandum of Understanding with the edits indicated by the Committee as follows on Page 2, line 3:

“Whereas, SCAG is required by SB 375 to include a subregional SCS in the regional SCS, to the extent consistent with state and federal law, including the subregional SCS conducted by OCCOG; and”

Discussion Calendar

4. Executive Director's Report

Kristine Murray, Executive Director, Orange County Council of Governments, provided an update on the following:

- Upcoming presentation by Hasan Ikhrata, Executive Director of Southern California Association of Governments, regarding the developed target scenarios;
- Timeline for developing the Sustainable Communities Strategy;
- Standing of OCCOG for receipt of federal grant monies;
- Development of Scope of Work for consultant services; and
- Orange County Transportation Authority's Bike to Work Week program.

Kristin Essner, Government Relations Representative, Orange County Transportation Authority, provided an update on the recent Regional Targets Advisory Committee meeting and commented that the meeting afforded the Metropolitan Planning Organizations an opportunity to present initial scenarios for the target setting process.

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

5. Committee Members' Reports

Committee Member Herzog requested an outline of the Sustainable Communities Strategy timeline.

6. Adjournment

The meeting adjourned at 10:12 a.m.

The next regularly scheduled meeting of this Committee will be held from **9:00 a.m. to 10:30 a.m. on Thursday, June 24, 2010**, at the OCTA Headquarters.

ATTEST

Allison Cheshire
Deputy Clerk of the Board

Sharon Quirk-Silva
Committee Chair

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

Committee Members Present

*Sharon Quirk-Silva, Chairman
Cheryl Brothers, OCCOG
Peter Buffa, OCTA
Peter Herzog, OCCOG*

Staff Present

*Kristine Murray, OCCOG, Executive Director
David Simpson, OCCOG, Deputy Executive Director
Laurena Weinert, OCTA, Assistant Clerk of the Board
Allison Cheshire, OCTA, Deputy Clerk of the Board
Fred Galante, OCCOG, General Counsel
OCCOG and OCTA Staff and members of the
General Public*

Committee Members Absent

*Carolyn Cavecche, Vice Chairman
Richard Dixon, OCTA*

Call to Order

The July 22, 2010, regular meeting of the Orange County Council of Governments/Orange County Transportation Authority Joint Sustainable Communities Strategy Working Committee was called to order by Committee Chair Quirk-Silva at 9:07 a.m.

Pledge of Allegiance

Committee Member Brothers led in the pledge.

1. Public Comments

No public comments were received.

Special Calendar

2. Presentation on Pavement Preservation and Best Management Practices

Phil Vandermost and Kevin Donnelly of Western Emulsions provided a PowerPoint presentation regarding the Santa Barbara County case study for pavement preservation and best management practices.

Kristine Murray, Executive Director of Orange County Council of Governments (OCCOG), reported that she heard about Santa Barbara County's success and asked Western Emulsions to present these processes. Given the declining revenue sources, these best management practices could potentially be incorporated into the Sustainable Communities Strategy (SCS).

Committee Chair Quirk-Silva thanked Western Emulsions for their informative presentation, and she suggested that the City of Fullerton also be given this presentation

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

Consent Calendar

3. Approval of Minutes

A motion was made by Committee Member Brothers, seconded by Committee Member Buffa, and declared passed by those present, to approve minutes of the June 24, 2010, meeting.

Regular Calendar

4. Southern California Association of Governments Sustainability Tool

Tracy Sato, City of Anaheim, presented Southern California Association of Governments (SCAG) sustainability modeling tool, which addresses Senate Bill (SB) 375 Sustainable Communities Strategy (SCS) requirement that agencies conducting public outreach are required to use an urban simulation model that creates a visual representation of the SCS.

Additional discussion ensued regarding:

- SCAG's development of a full transportation model that reviews overall greenhouse gas emissions (GHG) from the vehicle miles traveled (VMT);
- OCTA currently has a transportation model;
- As the Orange County (OC) SCS is being developed, the information would be provided to SCAG to run in their model;
- Assembly Bill 32 addresses other factors to reduce GHG, and SB 375 is specifically related to GHG from automobiles;
- SCAG's sustainability model compliments the traffic model (4-D model);
- SCAG would evaluate and modify the model assumptions and a third party would validate SCAG's data;
- The City of Anaheim is developing a 4-D traffic model;
- Concern about local agencies' limited resources to produce the data;
- SCAG is developing a web based tool;
- SCAG staff is providing one-on-one meetings with local agencies, as well as providing giving workshops on how to use the model; and
- Concern about the percent per capita reductions versus metric tons GHG emissions reductions.

Kristin Essner, OCTA, Government Relations Representative, addressed the concern regarding GHG emission reduction targets for 2020 and 2035. The projections for the 2035 target would be overall from the 2005 baseline and not on top of the 2020 target.

No action was taken on this receive and file item.

MINUTES

Orange County Council of Governments/Orange County Transportation Authority Sustainable Communities Strategy Joint Working Committee Meeting

Discussion Calendar

5. Executive Director's Report

Kristine Murray, Executive Director, OCCOG, reported on the following:

- Kristin Essner is OCTA's staff contact regarding emissions targets;
- Upcoming Senate Bill 375 California Air Resources Board (CARB) target setting workshops;
- Committee Member Brothers addressed the CARB Board regarding the Sustainable Communities Strategy; and,
- Proposals were received for the Orange County Subregional Sustainable Communities strategy consultant service. A consultant is to be selected by as early as late July, and the evaluation team consists of:

Marika Modugno, Chair, OCCOG Technical Advisory Committee
Kurt Brotcke, Director of Strategic Planning, OCTA
Monte Ward, Principal, Monte Ward & Associates.

6. Committee Members' Reports

Committee Chair Quirk-Silva attended a site-tour of California State University of Fullerton's Center for Sustainability regarding their efforts to be "green", and she requested the same tour for this Committee.

7. Adjournment

The meeting adjourned at 10:23 a.m.

The next regularly scheduled meeting of this Committee will be held from **9:00 a.m. to 10:30 a.m. on Thursday, August 26, 2010**, at the OCTA Headquarters.

ATTEST

Allison Cheshire
Deputy Clerk of the Board

Sharon Quirk-Silva
Committee Chair



**ORANGE COUNTY
COUNCIL OF GOVERNMENTS**

August 26, 2010

Subject: Introduction of Sustainable Communities Strategy Consultant Team and Draft Work Plan

Summary: The Sustainable Communities Strategy (SCS) consulting team will be introduced and will outline their proposed work plan.

Recommendation: Receive presentation and approve proposed Orange County Sustainable Communities Strategy work plan.

Attachments: A. SCS Project Management Plan
B. SCS Proposed Work Plan Tasks

Staff Contact: Kris Murray
Executive Director
(714) 560-5908
KMurray@octa.net

PROJECT MANAGEMENT PLAN

ORANGE COUNTY
SUSTAINABLE COMMUNITIES STRATEGY

ORANGE COUNTY, CALIFORNIA

LSA

August 23, 2010

PROJECT MANAGEMENT PLAN

ORANGE COUNTY SUSTAINABLE COMMUNITIES STRATEGY

ORANGE COUNTY, CALIFORNIA

Submitted to:

Orange County Transportation Authority
550 South Main Street
Orange, California 92868

Prepared by:

LSA Associates, Inc.
20 Executive Park, Suite 200
Irvine, California 92614-4731
(949) 553-0666

LSA Project No. OCT1001

The logo consists of the letters 'L', 'S', and 'A' in a bold, blue, sans-serif font, spaced out horizontally.

August 23, 2010

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APPENDICES

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1. PROJECT APPROACH AND SCOPE OF WORK SUMMARY

1.0 Purpose of the Project Management Plan

The purpose of the Project Management Plan (PMP) is to assist the client and the consulting team by defining the procedures and processes required for the management and control of the processes and products provided in the contract. The PMP addresses the following project administration items:

- Presents a common set of operating and management procedures for use by the Orange County Council of Governments (OCCOG), Orange County Transportation Authority (OCTA), and LSA Associates, Inc. (LSA) consultant team
- Assigns the roles and responsibilities for LSA and the LSA consultant team, and identifies the key individuals responsible for managing the work program
- Defines the project assignments
- Identifies and defines the deliverables to be prepared
- Assigns delivery dates for each project deliverable
- Identifies and assigns the communication channels between OCCOG, OCTA, LSA, and the consultant team

The LSA project manager and the OCCOG/OCTA project manager must approve any significant changes to the PMP in writing.

1.1 Project Description

The Orange County Sustainable Communities Strategy (OC SCS) is part of a legislative process under Senate Bill (SB) 375 to link land use, transportation, housing, and environmental planning in a regional effort to reduce greenhouse gas emissions in the County and throughout the State. As a part of the Southern California Association of Governments (SCAG) region, Orange County has the option to prepare a subregional SCS that describes policies, programs, implementation measures, and strategies “to address intraregional land use, transportation economic, air quality and climate policy relationships.” (Government Code §65080(b)(2)(C)).

The OC SCS is a process that will start with exhaustive compilation and collection of data on land use, demographic, transportation, and other characteristics of the County; will coordinate an interactive and collaborative policy planning process; and will lead to a Draft Final OC SCS with supporting process documentation for submittal to SCAG. SCAG will use this Draft Final OC SCS in the preparation of the regional SCS for ultimate submittal to the California Air Resources Board (CARB). SCAG will also integrate the OC SCS into the 2012 Regional Transportation Plan and Long-Term Regional Transportation Plans.

1.2 Scope of Work Summary

The scope of work is provided in Appendix A of this document. The following is a brief summary of the approach to the scope of work.

1.3 Project Management

- Develop project management systems and tools to facilitate an open and collaborative process with defined milestones and products.
- Establish communication protocols for systematic engagement and accurate documentation.
- Prepare the supporting technical materials and attend meetings and workshops.

1.4 Outline Development

- Coordinate with the OCCOG/OCTA project manager to ensure that plan development reflects OCCOG and OCTA Board of Directors input and adheres to the Memorandum of Understanding among SCAG, OCCOG, and OCTA.
- Collect/compile, analyze, and present data for integration into the SCS outline.
- Coordinate with OCCOG, OCTA, the Center for Demographic Research (CDR), and local jurisdictions for refinement of data as appropriate.
- Refine and distill the Preliminary Draft SCS outline based on data collection efforts.
- Coordinate with SCAG SCS public outreach.
- Revise the Preliminary Draft SCS outline based on input from the OCCOG/OCTA team and information provided by other regional interests.

1.5 Draft OC SCS

- Prepare the chapters of the Draft OC SCS.
- Integrate input collected from communications tools (e.g., interactive web tool) and OCCOG/OCTA meetings into the draft chapters.
- Participate in presentation meetings and other outreach activities related to the Draft OC SCS.

1.6 Final Draft OC SCS

- Track and document all comments received during the review period of the Draft OC SCS. Compile and organize the comments into a matrix.
- Prepare the Draft Final SCS chapters and Executive Summary.
- Present the Draft Final SCS to the Joint Working Group.
- Assist in preparation of necessary staff reports.
- Present the Draft Final SCS to the OCCOG and OCTA Boards of Directors

1.7 Final OC SCS

- Track and document all final comments received during the review period of the Draft Final OC SCS. Compile and organize the comments into a matrix.
- Assist in the preparation of the Final SCS for circulation.

1.8 Format for Deliverables

- Each project deliverable(s) (reports, studies, and/or technical reports) must be submitted by the responsible team consultant(s) to the LSA project manager within 3 days prior to its scheduled delivery date to OCCOG/OCTA or affected agencies.
- The LSA project manager will review the document(s) within 3 days and, if necessary, submit comments to the responsible team consultant(s). If no comments/revisions are necessary, the product will be forwarded to the appropriate OCCOG/OCTA project manager by the LSA project manager.
- If revisions are required, the responsible team consultant(s) will revise the document and resubmit it to the LSA project manager within 3 days. Extraordinary revisions will require consultation between the team consultant and the LSA project manager, and possibly the OCCOG/OCTA project manager.
- The LSA project manager will submit the revised document to the OCCOG/OCTA project manager on the scheduled delivery date for distribution to the affected agencies.
- OCCOG/OCTA and the affected agencies will schedule review periods with the LSA project manager for each deliverable. For example, simple reviews may be accomplished within a 1-week turnaround. Larger, more complex deliverables may require 2 to 3 weeks to review and comment. Given the sensitivity of the overall project schedule, the OCCOG/OCTA project manager should be discouraged from review cycles of 4 weeks or more.
- The LSA Team will review and revise the document(s) and submit the document(s) to the OCCOG/OCTA project manager for review 2 weeks in advance of any scheduled meeting, if necessary.
- Presentations, reports, and technical reports will be provided in electronic form (Microsoft Word 2002 and PowerPoint 2002 format) and in hard copy. All electronic data produced and various supporting tasks will be provided on CD. Hard copies of deliverables for each task will be provided at milestone completion. Three hard copies will be transmitted to the OCCOG/OCTA project manager.

1.9 Meetings

- Team meetings will be scheduled on a regular basis with the OCCOG/OCTA project manager. A master calendar of meetings will be circulated once consensus is reached regarding a regular schedule (within 4 weeks of project initiation). Key representatives from the consultant team, OCTA, and the OCCOG cities will attend the meetings.
- OC SCS Joint Working Committee.

- OCCOG Technical Advisory Committee.
- OCCOG Board of Directors.
- OCTA Board of Directors.
- Occasional/Infrequent SCAG meetings.

Preparation for Meetings. LSA's responsibilities regarding preparation for meetings include the following:

- The LSA Team, in conjunction with the OCCOG/OCTA project manager, will develop a strategy for the various meetings outlined below, including the purpose, expectations, and anticipated outcomes for the overall approach to meetings and LSA Team roles at meetings.
- The LSA Team will be responsible for assisting in the preparation of meeting handouts (e.g., agenda, sign-in sheet, and other handouts as needed and according to the approved scope of work).
- The LSA Team will transmit action meeting minutes within 1 week of the adjournment of a scheduled/attended meeting.

1.10 Web Tool Management

The LSA Team will prepare an interactive web tool for dissemination of project information and links to other data sources and associated resources. This tool will be managed by the LSA Team, with guidance and input from OCCOG/OCTA.

- The web tool will be hosted on the OCTA website.
- The LSA Team will be responsible for creation of the web tool and all changes and updates as the process unfolds.
- The original web tool and all subsequent changes and updates shall be made available for review by the OCCOG/OCTA project manager. Comments and/or concurrence shall be provided to the LSA project manager within 3 days of submittal.
- The LSA Team will provide web tool content and will accept content from other responsible participants. All content will be subject to review and approval by the OCCOG/OCTA project manager.
- The LSA Team does not accept responsibility for content/communication generated by outside participants in comments or forum posts.
- The OCCOG/OCTA project manager has the express ability to review all comment and forum posts and provide direction to the LSA project manager before they are posted on the public web tool.
- Comments, communications, and reviews of documents submitted through the web tool will generate an email notice to the OCCOG/OCTA project manager, the LSA Team project manager, and the LSA web administrator. Within 3 days of the close of the review cycle on a document, the

LSA project manager will compile the review comments and initiate the response and revision cycle.

1.11 Project Schedule

All meetings (external with OCCOG and/or OCTA and agencies, and in-house team meetings) shall be scheduled and updated as needed. In-house meetings shall be scheduled at regular time intervals as determined by the LSA project manager. Meeting minutes will be distributed to all meeting attendees no later than 1 week after the meeting is adjourned. A copy of the meeting minutes will be held in the LSA office.

For LSA Team consultants, any reports, presentation slides, or technical memorandums that are to be submitted in a meeting must be submitted to the LSA project manager at least 1 day in advance of the scheduled meeting.

A copy of the project schedule is provided in Appendix B of this document.

2. PROJECT TEAM

2.0 Organizational Chart

A detailed technical organization chart has been developed to outline the technical responsibilities of the consultant team. The technical organization chart is provided in Appendix C.

The technical organization of the project shows clear lines of responsibility, beginning with OCCOG/OCTA and the affected agencies and passing through the LSA project manager to the specific task leaders and individual team members (see Roles of Key Staff, below).

2.1 Key Contacts

See Appendix D, Key Contacts.

2.2 Personnel Directory

See Appendix D, Key Contacts.

2.3 Roles of Key Staff

Les Card, Policy Advisor (LSA)

Tony Petros, Principal in Charge/Project Manager (LSA)

Sean McAtee, Web Administrator (LSA)

Wallace Walrod, Research Coordinator (Orange County Business Council)

Lisa Burke, Meeting & Facilitation (Burke Consulting)

The individual task leaders, under the leadership and direction of the LSA project manager, will be responsible for successfully completing each technical task. Each task leader, as directed by the LSA project manager, is responsible for communication with the LSA Team project participants to ensure the successful completion of their assigned tasks. The LSA project manager will be responsible for keeping the OCCOG/OCTA project manager and the affected agencies informed of pertinent information as it develops within each task.

3. PROJECT MANAGEMENT/ADMINISTRATION

All project management and administration responsibilities related to the OC SCS will be completed in strict accordance with LSA's Quality Control Plan (Appendix E).

3.0 Distribution of Information (Internal Policy for LSA Team)

- Information will be distributed to the appropriate individuals on the team and will be copied to the LSA project manager.
- All written communication with OCCOG/OCTA and the affected jurisdictions generated by the LSA Team will go through the LSA project manager. All other written communication regarding the project must be approved by the LSA project manager unless determined otherwise in advance. Written notes shall be taken on pertinent communication with OCCOG/OCTA and forwarded to the LSA project manager.
- All communication must be documented in writing, with a copy for the project files and the LSA project manager.
- All meetings will be documented with action minutes to attendees, the project files, and the LSA project manager.
- All correspondence to OCCOG/OCTA or any affected agency shall be directed through the LSA project manager, or as approved by the LSA project manager.
- Email is an acceptable medium for facilitation of written documentation and distribution.
- Any communication with the public or press shall go through the OCCOG/OCTA project manager unless the LSA project manager has been specifically directed otherwise by OCTA.
- In accordance with Item 8 of the Memorandum of Understanding by and among OCTA, OCCOG, and SGAG for the OC SCS, the LSA Team shall retain and deliver to SCAG all documentation pertaining to the OC SCS from publicly noticed meetings.

3.1 Invoicing

Invoices shall be submitted to the OCTA project manager for review and approval on a monthly basis and a duplicate shall be submitted to OCTA's Accounts Payable office. Each invoice shall be accompanied by a monthly progress report. OCTA shall remit payment within 30 calendar days of the receipt and approval of each invoice. Each invoice shall include the following information:

1. Agreement No. C-0-1609
2. The specific task number for which payment is being requested.
3. The time period covered by the invoice.
4. The total monthly invoice (including project-to-date cumulative invoice amount) and retention.
5. Monthly Progress Report.
6. Weekly certified payroll for personnel subject to prevailing wage requirements.
7. A certificate signed by LSA indicating that (a) the invoice is a true, complete, and correct statement of reimbursable costs and progress; (b) the backup information included with the invoice is true, complete, and correct in all material respects; (c) all payments due and owing to subcontractors and suppliers have been made; (d) timely payments will be made to subcontractors and suppliers from the proceeds of the payments covered by the certification; and (e) the invoice does not include any amount which LSA intends to withhold or retain from a subcontractor or supplier unless so identified on the invoice.
8. Any other information as agreed or otherwise requested by OCTA to substantiate the validity of an invoice.

The LSA project accountant will assemble the backup material (labor costs, direct costs) and submit an invoice to the LSA project manager. The LSA project manager will review and approve the invoice. Backup material and mailing instructions shall be in accordance with the billing instructions in the contract.

3.2 Contract Administration Reports

A project progress report and schedule update will be provided to the OCTA project manager with the invoice. OCTA has a specific invoice format that will be used by LSA and the subconsultants.

3.3 Security Requirements

The original copies of all letters, documents, reports, and other products shall be delivered to and become the property of OCTA.

No copies, sketches, computer graphics, or graphs are to be released to any person or agency except after written approval by OCTA.

All press releases, including graphic display information to be published in newspapers, magazines, etc., are to be handled by OCTA unless otherwise agreed.

The LSA Team may have access to proprietary data or confidential information owned or controlled by OCTA. The proprietary data may be used only for the purposes of completing this project. LSA will give the same standard of care to this proprietary data as it does to its own confidential data. LSA subconsultants will comply with these requirements for any data related to their portion of the project.

3.4 Travel Information

Local travel is anticipated for this project. A personal car used for project purposes will be reimbursed at the Internal Revenue Service (IRS) rate per mile. All expenses for travel must be discussed with the LSA project manager and agreement must occur on how the travel is billed (i.e., project billable, project nonbillable, or overhead) before expenses are incurred.

3.5 Document Retention

Contract documents will be stored according to LSA policy. All financial documentation will be retrievable for a minimum of 3 years after final payment.

3.6 Closeout Procedures

Electronic documents will be delivered to OCTA in hard-copy format and on CD. All calculations, check prints, etc., will be boxed and stored for a minimum of 3 years after final payment.

APPENDIX A

SCOPE OF WORK

C. WORK PLAN

The following Work Plan is based on the detailed scope of work presented in RFP 0-1609.

(1) APPROACH

Project Understanding

SB 375 creates a process and data framework that ambitiously connects land use, transportation, housing, and environmental planning and requests more consistent, coordinated, and outcome-oriented land use planning from local agencies. The road to SB 375 and the Orange County SCS has been a long and winding journey with a successful conclusion, as the agreements between OCTA and OCCOG, and OCTA and SCAG provide for a balanced approach and fair process to link land use and transportation planning. These agreements themselves were the outcome of a long process of dialogue and discussion about the process, format, responsibilities, and duties.

COMPONENTS OF THE SUSTAINABLE COMMUNITIES STRATEGY

The Regional Targets Advisory Committee (RTAC) Recommendations Report outlines, and the SCAG Framework and Guidelines document clarifies, what is expected to be included in the subregional SCS. The elements of the SCS will include:

- A Land Use Strategy, including growth distribution and general locations, densities, and intensities of future development.
- Transportation investment, focusing on infrastructure (e.g., transit projects).
- Other transportation policies, including Transportation Demand Management (TDM) and Transportation Systems Management (TSM).

- Technological improvements initiated by local and regional agencies that can be demonstrated to go above and beyond what is envisioned under Assembly Bill (AB) 32.

The LSA Team understands the importance of the Orange County SCS because it is one of OCTA CEO Will Kempton's 12 major goals for 2010: "Work with Local and Regional Partners to Implement SB 375."

Overall Approach

A successful SCS will require a high level of engagement, communication, collaboration, and consensus among the three key stakeholder groups—OCTA, OCCOG, and SCAG. The LSA Team commits to “being on call” and available at any reasonable hour to all three stakeholder groups during the crucial period between the commencement of the Orange County SCS process through April 2011 and the delivery of the Draft Orange County SCS.

For Orange County, the use of data-driven facts and solid analysis along with Best Management Practices (BMPs) will be critical as a communication tool and as a way to consider options as strategies are developed around the region. The County must also be cognizant of current economic conditions, and was given several presentations from the development and academic sectors in order to inform its recommendations. The Committee's recommendations underscore the need to account for economic conditions and potential economic impacts as a function of our analysis and work.

While there will certainly be challenges during the aggressive schedule necessary to conform to the Orange County SCS process, the LSA Team will focus on “looking for the opportunities” and built-in incentives for municipalities willing to pursue “good projects,” particularly transit-oriented developments. Planning for the growth we know is coming by having transportation and planning agencies discuss and work together from a more integrated, coordinated perspective will create:

- More efficient, livable, and complete communities; and
- More effective regional collaboration and better decision making on land use and transportation.

In that time period, the region will develop an approach that balances the interests of various stakeholders while achieving the intended goals of the legislation. In Orange County, a diverse and complex county with 34 cities, this objective will likely prove challenging. For this reason, it is imperative to implement SB 375 in the most open, participatory, and transparent process possible. Orange County's cities, the County of Orange, OCTA, the private sector, and Orange County residents all have a stake in how SB 375 proceeds, and it will change how planning is done in the region.

For Orange County to succeed in implementing the SCS, we need to set a firm foundation right from the start that will allow the diverse stakeholder groups to work together.

While there is still resistance from residents who fear that their quality of life—traditionally suburban in nature—will be compromised by these changes, if executed correctly, SB 375 can create powerful new incentives to bring transportation investments and development closer together in concentrated locations and employment centers, especially those near transit stops. Of course, there are legitimate concerns, but even for those residents, scattershot development is likely to compromise their quality of life as well and create worse traffic congestion overall.

Orange County is already on the path to implementing SB 375 and is making good progress. For example, in 2005, the vehicle miles traveled (VMT) per capita in the SCAG region totaled approximately 8,770, compared to 10,083 for the national average. This is mainly due to the much-lower VMT per capita from Los Angeles and Orange Counties (7,672). Please refer to *The*

Transportation Energy and Carbon Footprints of the 100 Largest U.S. Metropolitan Areas, Working Paper 37 (Frank Southworth, Anton Sonnenberg, and Marilyn Brown, Georgia Institute of Technology School of Public Policy, 2008) for more information.

Documenting and building upon our successes in existing efforts will be a major component of a successful Orange County SCS.

The LSA Team understands the importance of the development of the Orange County SCS foundational database, process, and draft and final documents and reports; adherence to State and federal requirements throughout the process; and the related land use and transportation projects and policies, as well as of documentation of the public involvement process and strategies to reduce VMT greenhouse gas (GHG) emissions. During this engagement, the LSA Team will let the adopted process be its guide and will operate within that structure.

The database and related research, analysis, and communication will serve as our foundation, the starting point for discussion and dialogue, and will allow us to dialogue with key stakeholders regarding the current situation and future conditions and drivers (i.e., “Here’s where we are at now.”). From this starting point, we will be able to work toward agreement, consensus, and common ground on several items that will be critical for developing consensus on the Orange County SCS, which is “where we want to be.”

- Agreement on the purpose/mission of the Orange County SCS (why we are creating the Orange County SCS and what the outcomes will be, such as a list of transportation projects to be incorporated into the LRTP)

- Agreement on the benefits to be gained by stakeholder/local jurisdiction buy-in of the Orange County SCS and emission reduction strategies (e.g., increased mobility, economic benefits, reduced air and water pollution)
- Agreement on the flow of information and communication regarding the Orange County SCS
- Agreement on the process and the required action steps by various parties to develop and ultimately implement the Orange County SCS (the process of local buy-in, the creation of project lists, the incorporation into the LRTP, and the process for development and implementation of emission reduction strategies)

Once these elements have been analyzed and discussed, fleshed out, and agreed upon, a strong foundation will have been laid that will facilitate discussion about the related local and regional land use and transportation planning and project implementation needed to reach the agreed-upon goals of the Orange County SCS.

The LSA Team also recognizes that development of the Orange County SCS, including the initial outlines, development of key messages, and final report, is important for two reasons. First, this document will allow OCCOG and OCTA to clearly and concisely communicate with stakeholders and the public the need for, benefits of, and elements of the SCS. Second, it will provide the necessary documentation to show that OCTA followed the mandated SB 375 process and the guidelines provided by SCAG and the California Air Resources Board (CARB). Therefore, we will be thorough in our documentation of the development of the Orange County SCS, stakeholder and public outreach, and formal action by local jurisdictions.

The LSA Team will help OCCOG and OCTA build a credible, fact-based Orange County SCS for sharing CDR data, building a common agenda among OCCOG and OCTA stakeholder groups, and creating a credible platform for building a far-reaching dialogue on SB 375 opportunities by building common datasets and presentation materials around which stakeholders can come together and develop similar points of understanding and consensus. Our extensive experience with similar projects has proved that the final outcomes will allow us to envision, administer, and evaluate policies, programs, initiatives, and actions more efficiently. The Orange County SCS can therefore provide OCCOG and OCTA with a user-friendly, succinct template for identifying specific SB 375 issues and highlighting possible avenues for addressing them.

Approach to Specific Tasks

The LSA Team will work with OCTA's Project Manager to prepare the Orange County SCS. Our approach to the tasks outlined in the RFP is described below.

Task 1: Project Management

Open and Frequent Communication

The LSA Team's approach relies on regular, frequent, and honest communication with the Project Manager and within the OCCOG/OCTA staff structure. The LSA Team is centered in the Irvine office and Tony Petros, the Principal in Charge, is less than 20 minutes away from OCTA. He and the key members of the team will make completion of this project to the satisfaction of OCCOG/OCTA a priority. Meetings, phone calls, electronic communication, etc., are anticipated and expected to make this a collaborative process.

Communication and Strategic Direction

The LSA Team will provide general support to the OCTA/OCCOG stakeholder team, including setting strategic direction in this inaugural effort. We will be immediately responsive to requests from

the stakeholder team and be available to attend and/or facilitate meetings, conference calls, or one-on-one communication.

The LSA Team firmly believes that, considering its experience successfully completing similar projects in the past, it is better positioned than most to complete the Orange County SCS project within the stated aggressive timeline while ensuring high-level content, a professional and attractive look, thorough review, and adherence to the stated process and documentation.

Defined Schedule and Milestones

We believe the key to ensuring that tasks and milestones are completed on time and within budget is establishing a management context and agreed-upon deliverable expectation. Given the schedule, the LSA Team believes it is imperative that a solid foundation of communication, reporting, and data flow be created. To create this foundation, the LSA Team will prepare a Project Management Plan (PMP) for this project. This approach was undertaken for our recent State Route 55 (SR-55) Access Study and Garfield Avenue/Gisler Avenue Bridge Cooperative Study with OCTA and led to the successful completion of both of these regional projects within budget and according to schedule. A sample copy of a PMP is included in Appendix B.

The LSA Team will present the PMP in the kickoff meeting and will discuss the **General Conditions and Requirements** and each task and deliverable identified in the RFP. Key elements, such as consultant/client reporting, data transmittal, internal communication, review schedules, and meeting coordination, will be discussed and defined in the kickoff meeting. The outcomes, definitions, and schedules from this discussion will be recorded in the meeting minutes and incorporated into the Final PMP.

Collaborative Effort

The LSA Team recognizes that a significant element of creating the Orange County SCS is coordination with and outreach to stakeholders. This is necessary to meet the public participation requirements of the SCAG/OCCOG/OCTA Memorandum of Understanding (MOU). Further, to achieve consensus on the Orange County SCS, we believe that early, consistent, and frequent communication with stakeholders is critical to engage them, gather feedback, eliminate last-minute surprises, and create a final document that has the buy-in of key stakeholders because they helped to create the document and solutions to any issues that came up during the development process.

As directed by the OCTA Project Manager, the LSA Team will organize, lead, and/or participate in up to 40 meetings or outreach efforts, including the following:

- A workshop with the OCCOG/OCTA/SCS Joint Working Committee
- Meetings with SCAG committees, OCCOG, the OCTA Board of Directors, CDR staff, city staffs, and consultants
- Outreach events with the public and local agencies

Our participation in these meetings or events will include preparation work (e.g., preparation of agendas, assistance with handouts and displays), meeting summaries, and follow-up actions.

Documentation

In keeping with the requirements for documentation in the SCAG Framework and Guidelines, the LSA Team will create and maintain a “living record” of all agendas; action minutes; documents; comments and responses; preliminary, draft, and final documents; and resolutions and declarations in a web-based database manager. Any task or deliverable can be queried and retrieved, or the entire process can be compiled for SCAG review.

Task 2: Outline Development

To allow for discussion, build consensus, provide direction up front, and clearly identify the key topics and issues to be included in the Orange County SCS, we understand that OCTA desires to create an initial framework by outlining each chapter of the Orange County SCS. To accomplish the desired schedule, we propose that the data collection phase and refinement of the Orange County SCS outline occur simultaneously.

Data Collection, Analysis, and Presentation

After the kickoff meeting and the distribution and acceptance of related action minutes, the LSA Team will initiate the data collection and data reduction phase of the overall work program. Members of the team have worked extensively with the CDR and are experienced in working with projections and trends related to Orange County's demographics, including population, housing units, households, and employment, as well as land use variables. We have also worked for many years with Orange County local jurisdictions in the development of planning documents and land use strategies.

As the first of its kind, the Orange County SCS must strike the balance between establishing a credible, fact-based foundation and developing a strong, innovative presentation style that is fresh, dynamic, and cutting-edge.

Our team will analyze and enter the CDR data into a powerful, user-friendly Orange County SCS communication tool. The Orange County SCS will be forward-looking and honest; comprehensive, yet concise; and, most importantly, reliable. OCTA and OCCOG will provide strategic direction, advice, and oversight to the project. The Orange County SCS will be a resource for the OCCOG and OCTA stakeholder communities that sets a fact-based foundation, leading to improved dialogue about important SB 375 issues. Because of its past experience with similar projects, the LSA Team understands the unique challenges a process like the Orange County SCS and SB 375 presents.

For the Orange County SCS, we will work with OCTA, CDR, OCCOG, and local jurisdictions, as appropriate, to prepare the database to be included in the Orange County SCS at the smallest level practicable, with a base year of 2008 and target years of 2020 and 2035. The first step in this process will be identifying the supporting data and graphics that will be needed for each chapter (lists to be provided to OCTA). The subsequently gathered data and analysis will be incorporated into the “Situation Analysis” chapter of the Orange County SCS and will include discussion of the growth trends and projections for Orange County’s socioeconomic data.

We understand that population, housing, and employment estimates are being prepared by the CDR at California State University, Fullerton, through the Orange County Projection (OCP) process and the 2012 Regional Transportation Plan (RTP) growth forecasting process. OCCOG must review and approve this dataset for use in the Orange County SCS, and the dataset must also be determined to be consistent with SCAG’s 2012 RTP growth forecast.

The LSA Team will facilitate gathering of this data, identifying key trends and projections related to the Orange County SCS and summarizing these key points in a presentation document that can be reviewed, discussed, and approved by OCCOG and ultimately incorporated into the Orange County SCS. Part of communicating the data trends and projections is providing a visual depiction of that data. The LSA Team will create maps that illustrate these trends and projections to be included in the Orange County SCS. LSA is well known for its ability to use maps, graphs, drawings, imagery, and renderings in a clean, colorful, and meaningful manner to present complex concepts in simple terms. We will use the tools available to us to best present the data collection through the data reduction process.

Further, we will review and gather local input on General Plans, including growth forecast/distribution and land use data for 2020 and 2035, as needed to refine the database and issues

development. A critical element of the Orange County SCS is the identification of a transportation network (specific transportation projects) and transportation policies to manage both the system and associated demand (TDM/TSM strategies). The transportation element of the Orange County SCS is closely linked with OCTA's LRTP. The LSA Team will work closely with the Project Manager, OCTA and OCCOG staff, and local jurisdictions to identify and integrate into the Orange County SCS the transportation network, policies, and strategies needed to accommodate the projected Orange County demographics and target GHG emission reductions.

Orange County SCS Outline

The OCCOG/OCTA team has prepared a thoughtful draft of the outline as part of the RFP process. The description of a Situation Analysis and Visioning Strategy will provide a firm foundation and setting for demonstration of the ultimate plan performance achievement. As we work to refine each chapter outline, we will identify data needs required to support the key messages or issues in each chapter. This effort will then loop back with the data collection process to ensure that the information needed to support completion of the Orange County SCS is available in a timely manner.

Elements that are consistent with the Compass Blueprint program are desirable to highlight per the SCAG Framework and Guidelines. The Plan section identifies inclusion of the data collection elements and could benefit from collaboration and linkage back to the SCAG Framework and Guidelines. In particular, the LSA Team will coordinate with the Project Manager and OCCOG staff to clearly identify where and how each of the eight components that requires for inclusion is represented in the Orange County SCS. In addition, the project team will spend time and thought on strategy, describing and quantifying each component to achieve the appropriate level of benefit in the overall Orange County SCS program.

The screencheck outline will be shared with the Project Manager and, upon concurrence, will be the subject of a working session with OCCOG staff and other public and local members. The screencheck outline will be posted on the web tool and a review period will be identified. Comments will be requested via the web tool. Presentation of the outline development will be followed by an administrative and accounting task in accordance with the documentation requirements. All comments will be catalogued and responses tallied. The revised screencheck outline will be posted on the web page and will be the subject of the subsequent revision cycle into the Draft Orange County SCS.

Iterative and Collaborative Process

We anticipate that refinement of the chapter outlines, including the supporting data and graphics needs, will be a collaborative process. As needed and appropriate, we will work with the Project Manager and OCCOG staff, as well as the Joint SCS Working Committee, OCCOG TAC, and full OCCOG Board of Directors, to refine and finalize each chapter outline.

Further, in order to facilitate finalization of the chapter outlines, we will develop a message strategy and schedule for target-setting workshops and other outreach to Orange County cities. The goal of these workshops will be to engage and integrate the various stakeholder interests and develop scenarios that will lead to GHG emission reduction target ranges based on achievable land uses and policy strategies. CARB has indicated the regional targets for the SCAG region. These regional targets will be assigned to subregions based on SCAG dialogue with agencies such as OCCOG and OCTA. The LSA Team will provide data and assist in the development of workshop materials such that OCTA/OCCOG staff can engage the individual cities and develop recommendations for target setting given local land use and transportation opportunities, constraints, and levels of investment.

Task 3: Draft Orange County Subregional SCS

Using the data and input gathered from creation of the Orange County SCS outline, the LSA Team will develop a draft document for further discussion, review, and feedback by key stakeholders. This effort will build off the key messages already developed and vetted through the screencheck outline process. Once the initial drafts of each chapter are complete, we will create an executive summary highlighting the salient points and messages of each chapter in a brief overview. We will provide this draft to the Project Manager and OCCOG staff to meet the scheduling requirements.

The LSA Team has found that one of the reasons its research reports are compelling is that, while remaining comprehensive, they are designed from the start to be simply and clearly written and graphically attractive, allowing data and analysis that is usually boring to be read, understood, and discussed by a wide audience. Where we have done previous reports, it has definitely raised the level of discussion and visibility of the subject.

The Orange County SCS must be both visually inviting and technically accurate. Charts must effortlessly convey the substance of the indicator without requiring a detailed reading of the text.

By this time in the process, the LSA Team will have developed a track record for broad participation in the document development, including key strategies for land use and transportation projects, all through the development and use of the web-based tool. We will continue with this approach, providing updates, overviews, and presentations to the Project Manager.

When we have prepared the draft document, we will assist the Project Manager and OCCOG staff with development and presentation of a staff report requesting release of the Draft Orange County SCS for review by the Joint OCCOG/OCTA SCS Working Committee and full OCCOG Board. As

with the previous tasks, the process of creating and revising the Draft Orange County SCS will be documented to ensure compliance with the OCTA/SCAG MOU.

Task 4: Final Draft Orange County Subregional SCS

The LSA Team will track and document all of the comments received during the review period for the Draft Orange County SCS and will compile and organize comments received in an easy-to-understand matrix. This matrix, part of the web-based tool, will also include the changes proposed in the response to comments received. This matrix will be presented to the Project Manager and OCCOG staff with recommendations for any revisions to the Draft Orange County SCS. With input from the Project Manager and OCCOG staff, the LSA Team will prepare a Final Draft Orange County SCS incorporating changes as a result of the review and comment process. This final draft will be presented to the Project Manager and OCCOG staff for final internal review and edits.

Once all comments have been addressed and the final draft Orange County SCS completed, with OCTA/OCCOC staff input, the LSA Team will assist with development and presentation of a staff report requesting the adoption of the Final Draft Orange County SCS. We will coordinate with other consultants as necessary (for design, layout, and printing/binding) to transform the written document into a more polished document for presentation to the Joint OCCOG/OCTA SCS Working committee and full OCCOG and OCTA Boards. We will also assist with support materials needed to present the Final Draft Orange County SCS to these decision makers and assist with the presentation of the final draft report to these bodies.

The Orange County SCS and all related reports and presentation materials must be concise, precise, and easy to read. The Orange County SCS must be straightforward, free of errors, and technically defensible.

Task 5: Finalize Orange County SCS

As with the previous tasks, the LSA Team will track, organize, and document all additional comments received on the Final Draft Orange County SCS, using an easy-to-read matrix that includes proposed changes to the document in response to comments made by the Joint OCCOG/OCTA SCS Working Committee and the OCCOG and OCTA Boards of Directors and staff. Resulting edits to the Orange County SCS will be made to the document and a Final Orange County SCS and Executive Summary, including electronic files, will be provided to the Project Manager and OCCOG staff.

(2) SEQUENTIAL ACTIVITIES

Upon receipt of authorization to proceed, the LSA Team will immediately schedule a kickoff meeting with the Project Manager and OCCOG staff. Key objectives of this critical meeting are:

1. Presentation and review of the Draft PMP, describing communications, reporting, scheduling, reviews, documentation, and responsibilities. Modifications to the PMP will be compiled to reflect the direction of the Project Manager and OCCOG staff.
2. Development of strategy for meetings with the OCCOG/OCTA SCS Joint Working Group and public and local agencies. The purpose and anticipated outcome of each meeting will be discussed and a preliminary schedule will be developed for each engagement.
3. Identification of the LSA Team's role in public and local agency meetings. It is understood that OCCOG/OCTA will coordinate and facilitate all meetings. The LSA Team's role is to support the OCCOG/OCTA effort. The LSA Team believes it is important to define that level of support to manage expectations and present fluid and meaningful information and messaging for these meetings.

4. Identification of meetings with SCAG committees and the OCCOG and OCTA Boards of Directors. These meetings should be scheduled to coincide with key deliverables, agency communications, and decision points.
5. Review of the data standards and data availability from the CDR and other agencies. A key objective is establishment of a common understanding and foundation of data availability. For example, the LSA Team is aware that socioeconomic data is available at the Traffic Analysis Zone (TAZ) level. Confirmation or contingencies should be identified for data availability at the parcel level.
6. Review of the overall Orange County SCS development schedule. The LSA Team believes it is important to not only identify key milestone dates within the schedule, but to acknowledge expectations leading up to the key dates from both the consultant and the client.

The LSA Team will create a web tool or portal for use by all participants in this work effort. The portal will allow for regular distribution of information and linkages (e.g., recent SCAG regional SCS updates and other SCAG, RTAC, CARB, and legislative releases), transmittal of interim documents, collection and accounting of interim document comments, open communication regarding the progress and status of Orange County SCS development, and OCCOG member agency input and accounting and memorialization of the documentation. This novel approach is one of the enhancements and innovations that the LSA Team proposes. This tool allows for broad-based communication, efficient data transmittal, effective documentation, and conservation of time and resources for other purposes. The LSA Team has used this approach successfully on many other Comprehensive Plan programs throughout the United States. Current examples of websites designed by the LSA Team for use in comprehensive planning processes can be found at the following locations:

- www.connections2040.com – Cedar Rapids, Iowa (plan nearing completion)
- www.2035rtp.com – Grand Junction and Mesa County, Colorado
- www.2040mtcp.com – El Paso County, Colorado

To see samples of the site layout, please refer to Appendix D.

We encourage you to go to these sites and navigate the pages and selections. In doing so, you will gain familiarity with the structure and general content that will be found in the Orange County SCS web-based tool. Each of these websites has been used as a two-way communication tool to aid in the planning process. Website visitors have been able to learn about the planning process through videos, slideshows, and documents. Visitors have also been able to participate in the discussion through use of online surveys and comment/question submittal. Other tools that have been used in the past (but are not currently active on the example websites) are article commenting, instant polling, and discussion forums. The LSA Team will work with the OCTA Project Manager to determine the most appropriate mix of communication tools for the Orange County SCS web portal.

The LSA Team uses a CMS to streamline the web development process. This system will allow the LSA and OCTA/OCCOG staff to focus on web content and communication rather than the technical aspects of web development. The proposed CMS will allow the OCTA Project Manager to specify portions of the website that are open to the public, available only to registered participants (i.e., representatives from member governments), or visible only to a selected subgroup. The system also allows word processors and graphic designers to create, review, and publish content without knowledge of the HTML, PHP, SQL, and JavaScript foundation on which the website is built. The LSA Team will provide the necessary expertise to build the strong technical foundation that is required to support a successful website.

The proposed web tool will allow distribution of information, collection of comments and opinions, and interactive discussion. Tasks involved in the creation and maintenance of the website are as follows:

1. **Website Branding and Design:** The LSA Team will produce a website design for the Orange County SCS. Design and branding can be consistent in style with OCTA's existing website, or can make use of a style and brand unique to the project. The website will be placed at a domain name specifically purchased for the project (e.g., www.OC-SCS.com) and can be linked to from OCTA's website.
2. **Website Structure:** The LSA Team will work with the OCTA/OCCOG Project Manager to develop a website organizational structure. This structure will provide an organizational foundation, making materials easy to locate. The structure will be expandable to allow addition of components as development of the plan progresses.
3. **Content Publishing:** LSA will publish content to the website as it becomes available. Content publishing includes an initial website rollout, followed by two major updates as the plan development progresses. Minor interim products and information items can be posted to the website on an ongoing basis.
4. **Data Gathering:** The website will include a mechanism to collect information and opinions from participants. The recommended approach is use of a directed survey that asks specific multiple-choice, rating, or yes/no questions. These types of questions can be summarized to gain an understanding of competing or common ideas and opinions. Several free-answer questions can be included in the survey as well, but these questions are more difficult to summarize. LSA will design and implement one web-based survey that will be open to representatives from OCCOG member governments.

5. ***Interactive Discussion:*** During development and review of the initial Orange County SCS outline, the LSA Team will activate a moderated discussion forum on the project website. This discussion forum will allow participants to have an online discussion about specific aspects of the plan. To ensure that the discussion remains civil and productive, the OCTA/OCCOG Project Manager or designee will have the ability to moderate the discussion. The moderator will be able to allow or deny posting of discussion items, with the option to send a comment back to the submitter for editing. The interactive discussion will be retained in an SQL database for future reference and documentation.
6. ***Comment Submission:*** After the draft document is published on the website, participants will be asked to submit comments via the website. Responses to comments and updated versions of the document will be posted on the website. Previous versions of the document can remain available for reference or can be archived and no longer available for viewing by participants.
7. ***Website Archival:*** After each major website update, a snapshot of the website and all associated databases will be retained for future reference. In addition, when content is retired from the website it will be archived rather than permanently deleted. This approach will ensure that a complete record of all components, including interactive components, is retained for documentation purposes. Once the project is complete, LSA will provide OCTA with all the files necessary to reproduce or republish the website.
8. ***Feature Comments:*** This can be similar to a discussion forum. It is possible to allow comments on specific content (called “articles”) or blog entries. This can be useful if there is a consistently high level of participation throughout the process, but it has the potential to overload participants with too many ways to comment. This may be

considered as an alternative to an open discussion forum as it can help guide the discussion.

After the kickoff meeting and the distribution and acceptance of related action minutes, the LSA Team will initiate the data collection and data reduction phase of the overall work program. While the data collection phase is underway, members of the LSA Team will meet with the Project Manager and OCCOG staff to refine and revise the Orange County SCS outline. The LSA Team intends to “dovetail” the initial data collection/reduction with the refinement to the Orange County SCS outline in order to have a foundation and quantifiable indication of the Orange County SCS outcomes. This screencheck outline will be shared with the Project Manager and, upon concurrence, will be the subject of a working session with OCCOG staff and other public and local agency members. The screencheck outline will be posted on the web tool and a review period will be identified. Comments will be requested via the web tool. Presentation of the outline development will be followed by an administrative and accounting task in accordance with the documentation requirements. All comments will be catalogued and responses tallied. The revised screencheck outline will be posted on the web page and will be the subject of the subsequent revision cycle into the Draft Orange County SCS. This screencheck process will be completed by February 2011.

Between February and April 2011, the LSA Team will work with the Project Manager, OCCOG staff, and other affected local and public agencies through the web tool and at selected meetings to complete the data collection and reduction and to refine the Orange County SCS outline into a draft document. The data collection reduction will be a focused effort in response to issues raised in the screencheck process and as a result of the initial data collection with the CDR.

While data refinement is being completed, other members of the LSA Team will continue to engage the Project Manager, OCCOG staff, and other local and public agencies in the development of

the Draft Orange County SCS. The LSA Team will support the Project Manager and OCCOG staff with meetings to refine the Orange County SCS chapters and message strategies. Meeting outcomes will be posted on the web tool as action minutes, with responsible parties and schedules for action identified. Products and direction from SCAG activities will also be monitored and incorporated into the web tool and Draft Orange County SCS as necessary. Direction from the Project Manager, OCCOG staff, and local and public agencies, along with the regional influence from SCAG activities, will inform the Draft Orange County SCS and lead to the preparation of the draft document. This Draft Orange County SCS will again be posted on the web tool for review and comment. The same protocol for documentation and accounting will be followed and any changes will be catalogued and included in the overall record. A Final Draft Orange County SCS will be presented in the manner, format, and quantity identified in the RFP. The LSA Team will be available to assist the Project Manager with the staff report for the Joint OCCOG/OCTA Working Committee and full OCCOG Board meeting.

Between April and June 2011, the LSA Team will coordinate with the Project Manager and OCCOG staff to refine the Draft Orange County SCS into a Final Orange County SCS for presentation to the Joint OCCOG/OCTA Working Committee and full OCCOG and OCTA Boards of Directors. This collaborative process will include engaging the OCCOG staff and local and public agencies in final refinements to the draft document. The primary vehicle for communication for the LSA Team will be the web tool. The LSA Team will update the web tool with SCAG, RTAC, and CARB activities and products and record and respond to communications and directed comments to the Draft Orange County SCS and intervening meetings. The LSA Team will also support the Project Manager and OCCOG staff with these meetings in an effort to raise awareness of ongoing regional issues, developments with the Draft and Final Orange County SCS, and consensus building for elements included in the final document. A Final Orange County SCS will be drafted as a result of this

collaborative effort. All comments, communications, meeting action minutes and summaries, and other activities will be monitored and recorded on the web tool using the accepted approach. A final reporting of all the documentation will be developed along with the Final Orange County SCS for review by the Project Manager and OCCOG staff. Draft and Final Orange County SCS documentation will be presented in the manner, format, and quantity requested in the RFP.

Between June 2011 and November 2011, the LSA Team will support the Project Manager and OCCOG staff in an iterative process to finalize the Orange County SCS for the subregion. This will include creation of a record of all documentation from the web tool (including a discussion of the development and utility of this unique tool), final edits to the document based on direction from the OCCOG and OCTA Boards of Directors and final actions in the design and development of the actual document. All materials will be provided to the Project Manager according to the specifications in the RFP (i.e., electronic files of all data and materials produced under this contract).

Throughout the Orange County SCS development process, key LSA Team members will participate in bimonthly status meetings. These meetings will be subject to the documentation protocols, including summaries and action minutes. The LSA quality assurance/quality control (QA/QC) program and the adopted PMP will be adhered to as management tools for reporting and communication. LSA's invoicing process also affords a method to manage personnel time and expenditures on a weekly basis at the request of the Project Manager. The LSA Team is committed to regular, frequent, meaningful, and candid communication toward the completion of the MPO's first-ever SCS.

(3) QUALITY CONTROL/BUDGET/SCHEDULE CONTROL

LSA's QC Plan and Procedures set forth procedures that are used on each and every project completed by LSA. A copy of the LSA QC Plan is included as Appendix C. Some of the specific

quality management tasks that are included and will be used during the duration of the contract are as follows:

- Have Mr. Petros, along with the OCCOG/OCTA Project Manager, systematically review the work program to ensure that all have a clear understanding of the project definition and scope of work.
- Initiate the project management function of the overall work plan by reviewing the PMP and consenting to its approach and practices.
- Include Principal and peer review of all work performed prior to submittal to the client.
Principal review ensures that LSA's quality standards are met. Peer review involves review by a senior staff member not directly involved in the project. Peer review provides a "reality check" to make sure that study methodology, analysis, and conclusions are sound.
- Ensure that applicable agency standards, policies, and procedures are understood by all project team members.
- Ensure timely completion of project deliverables.
- Review project status with the client Project Manager at regular intervals to ensure implementation of the original scope of work and harmonious functioning of all team members. Identify any potential conflicts with the schedule or budget due to potential changes in scope or client direction.
- Review performance with the OCTA Project Manager on a regular basis to make any adjustments required for successful project completion and to determine areas of improvement for future projects.

(4) SPECIAL ISSUES/PROBLEMS

The LSA Team does not foresee any special issues or problems that are likely to be encountered in this project at this time.

(5) ENHANCEMENTS/PROCEDURAL/TECHNICAL INNOVATIONS

LSA has described innovative and creative ideas throughout this proposal. LSA is very interested in working on this project and hopes to have the opportunity to bring its ideas and approach to this proposed project.

APPENDIX B

PROJECT SCHEDULE

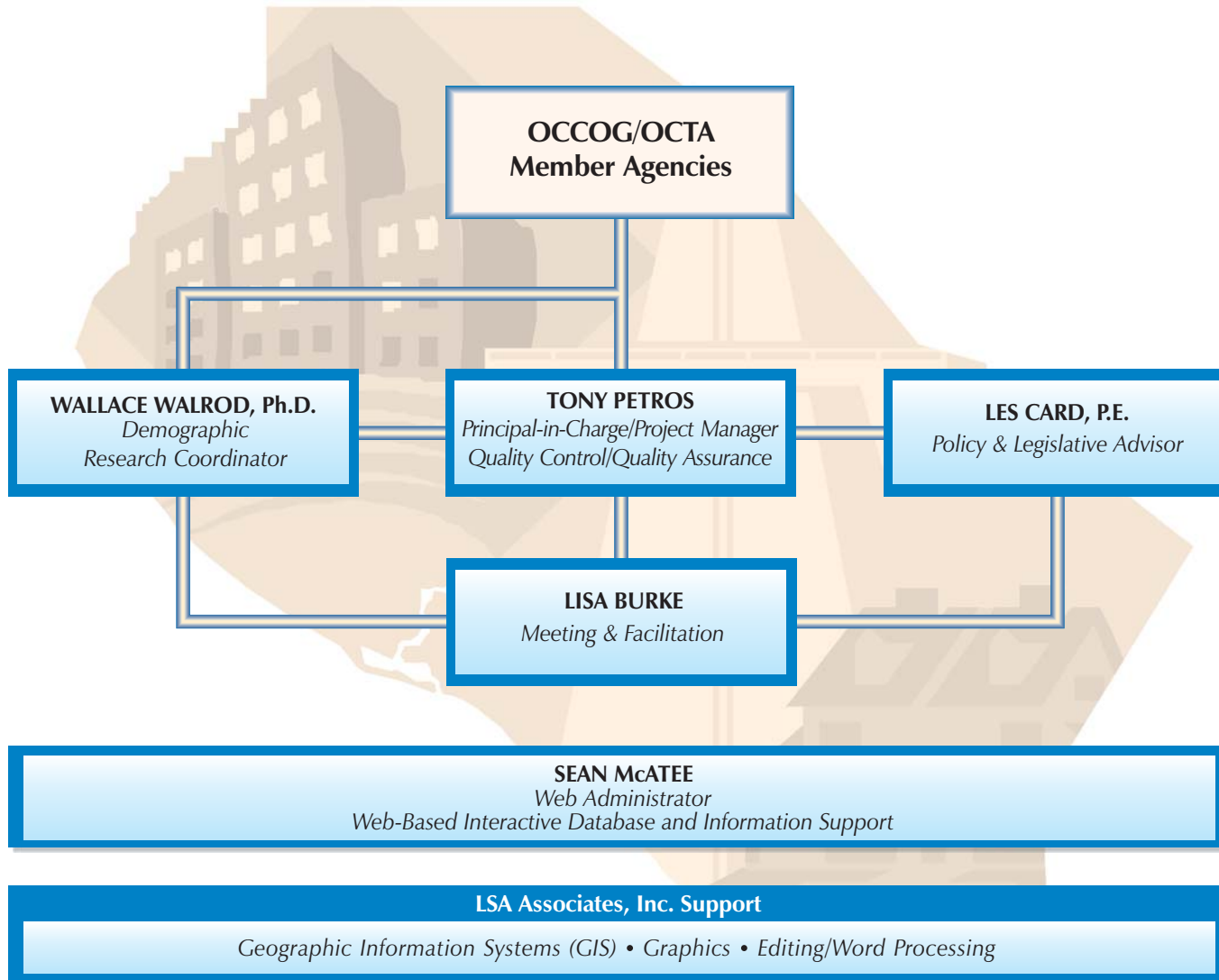
Orange County Sustainable Communities Strategy Project Milestones

Activity	Timeline
Prepare Project Management Plan	August 23, 2010
Final Logo and Branding Options Chosen	August 26, 2010
Initiate Data Compilation	August 2010
Preparation of Beta Web Tool	September 7, 2010
Status Report on Preliminary Subregional SCS	December 2010
Adopted OCP 2010 and delivery to SCAG	January 2011
Data Compilation for OC SCS Outline	February 2011
Preliminary OC SCS Outline	February 2011
Status Report on Draft Subregional SCS	February 2011
Transportation Strategies	February through April 2011
Outline Refinements	February through April 2011
Final Data Compilation for Draft OC SCS	April 2011
Draft OC SCS	April 2011
Draft OC SCS Staff Report	April 2011
Final Draft OC SCS	June 2011
Final Draft OC SCS Staff Report	June 2011
Communication with SCAG during preparation of Final OC SCS	June 2011 through November 2011
OCCOG participation in regional outreach	June 2011 through February 2012
Final OC SCS	November 2011
Regional SCS adoption by SCAG	April 2012

APPENDIX C

ORGANIZATIONAL CHART

Orange County Sustainable Communities Strategy



TEAM ORGANIZATION CHART

LSA

APPENDIX D

KEY CONTACTS

LSA Team Key Contacts

Name	Role	Company and Address	Email	Phone
Les Card	Policy and Legislative Advisor	LSA Associates 20 Executive Park, Suite 200 Irvine, CA 92614-4731	les.card@lsa-assoc.com	(949) 553-0666
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Arthur Black	Assistant Project Manager	LSA Associates 20 Executive Park, Suite 200 Irvine, CA 92614-4731	arthur.black@lsa-assoc.com	(949) 553-0666
Sean McAtee	Web Development	LSA Associates 132 W. Mountain Avenue Fort Collins, CO 80524	sean.mcatee@lsa-assoc.com	(970) 494-1568
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Lisa Burke	Meeting and Facillitation	Burke Consulting 2605 Lake Avenue Newport Beach, CA 92663	lisa@lisajburke.com	(949) 631-1741

APPENDIX E

LSA QUALITY CONTROL PLAN

**LSA ASSOCIATES, INC.
QUALITY CONTROL PLAN AND
PROCEDURES**

LSA

January 2007

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QUALITY CONTROL PLAN AND PROCEDURES

1.0 GENERAL

LSA Associates, Inc. (LSA) is committed to providing high quality services to its clients. Quality control needs will vary for each project, thus this plan provides sufficient flexibility for quality control procedures to be tailored to the needs of each project. The Project Manager and Principal in Charge are ultimately responsible to determine the scope of quality control procedures required for each project. The Project Manager and the Principal in Charge will be responsible for implementing the quality control plan.

1.1 Purpose

“Quality Control” refers to the specific procedures necessary to assure provision of quality products and services to LSA’s clients. Quality control procedures include planning, scheduling, coordinating, preparing, and reviewing the work performed for each of our clients. This Quality Control Plan sets forth the general parameters for quality control that may apply to any given project. For projects that require LSA to submit a project specific quality control plan, this document provides the basis for preparing such a plan.

1.2 Contract Compliance

When LSA signs a contract, we are making a commitment to fulfill all obligations set forth in the contract. On some projects, the contract may be as simple as a letter proposal with LSA’s Schedule of Standard Contract Provisions and Billing Rates, countersigned by the client. For other projects, the client provides the contract to which LSA’s proposal then becomes an attachment. For these projects, the Project Manager must review the contract carefully to identify all special provisions that must be followed in managing the project and conducting the work. LSA’s Chief Financial Officer or designee shall review client contracts for compliance requirements related to accounting procedures and insurance. The Project Manager shall review any special contract provisions related to the technical work with the Principal in Charge and other members of the project team.

1.3 Compliance with Laws and Regulations

Many of the services provided by LSA assist clients in complying with various local, State, and federal laws, rules, regulations, and ordinances. On an ongoing basis, LSA stays up-to-date on current regulatory requirements, legal interpretations, and court decisions that apply to any given discipline. For each project, the Project Manager and Principal in Charge shall determine the applicable regulatory requirements to be addressed by the scope of work.

In the scope of work, LSA shall advise its clients of specific legal or regulatory requirements that may be applicable to LSA’s products and services. Examples include advising clients that: (1) LSA is

required to report findings of surveys conducted under LSA's survey permits with the U.S. Fish and Wildlife Service (Service) to the Service, and (2) that draft jurisdictional delineations submitted to the client for review are subject to verification by the U.S. Army Corps of Engineers.

1.4 Adherence to Accepted Practices and Standards

Many of the services provided by LSA are also required to follow certain practices and standards of the industry/discipline. Examples include project protocols, policy memoranda, guidances, and manuals. LSA stays up-to-date on current practices and standards that apply to any given discipline. For each project, the Project Manager and Principal in Charge shall determine the applicable practices and standards to be addressed by the scope of work.

2.0 PROJECT WORK PLANS

2.1 General

A project work plan will be prepared for each project. The client's needs and the requirements of the project will dictate the degree of specificity needed in each project work plan. The project work plan will define a scope of work, specific deliverables, staffing, schedule, and budget for each project. The level of detail in the project work plan should be commensurate with the size and complexity of the project and the client's needs. Thus, for smaller or less complex projects, some of the details described below may not be applicable, and the proposal (scope of work and budget) will suffice as a project work plan.

2.2 Scope of Work

The scope of work describes the services to be provided by LSA to its clients. The scope of work shall define LSA's services, quantifying these services where possible (e.g., "LSA shall survey 100 acres" or "LSA shall perform noise measurements at ten locations"). By defining the scope of services as specifically as possible, LSA provides its clients a clear understanding of the work to be performed and the basis for the project staffing levels and budget.

2.2.1 Scope Changes. On any given project, changes to the project scope may be required. Scope changes occur for a variety of reasons, such as revisions to the project design, additional project objectives, or changes in laws, regulations, and policies. If the client identifies the need for a scope change, LSA shall prepare an updated work plan to address the change. If, through our work on a project, LSA identifies the need for a scope change, this need and the required amendments to the project work plan shall be communicated immediately to the client. Regardless of whether the scope change is identified by the client or LSA, LSA shall not perform any additional work on a project without the client's authorization.

2.3 Deliverables

The project work plan shall specify the type and quantity of all project deliverables (e.g., "100 copies of the Notice of Preparation" or "12 monthly status reports"). By defining the deliverables as specifically as

possible, LSA provides its clients with a clear understanding of the products to be provided and the basis for the project budget.

2.4 Project Staffing

Depending upon the scope of a project, the assigned staffing may range from a single Project Manager/Principal to a large multi-disciplinary team including LSA staff and subconsultants. The staffing component of the project work plan will identify the Project Manager and other key personnel assigned to the project. Project roles and reporting relationships will be described. The Project Manager shall designate specific personnel to prepare and review each deliverable. Project roles for LSA staff will be determined based upon individual experience and relevant qualifications. For larger projects, a project organization chart provides an effective tool to present the staffing plan. From time to time it may be necessary to modify staffing assignments. Where changes of key personnel are necessary, LSA will advise the client of these changes and make a formal request to the client if required in the project contract.

2.4.1 Principal in Charge. A Principal in Charge is assigned to every project. The Principal in Charge for each project is responsible for ensuring that sufficient resources are made available to the Project Manager to carry out the scope of work. The Principal in Charge is also responsible for monitoring the project to ensure adherence to the established quality control procedures for that project. On a regular basis, the Principal in Charge will review project status, budget, schedule, and any issues with the Project Manager. The Principal in Charge will also review key findings, recommendations, and all major deliverables before they are submitted to the client.

2.4.2 Project Manager. The Project Manager is responsible for assigning sufficient resources to meet the scope, schedule, and budget objectives for a project. The Project Manager establishes and implements the Quality Control Plan, schedules the various activities, and adjusts plans as necessary as the work progresses to identify and resolve potential problems. The Project Manager is responsible for scheduling all project related meetings, unless this responsibility is delegated by the Project Manager to another member of the LSA project team. The Project Manager is responsible for coordinating internal review, data management (especially for GIS), and approval of project documents before issuance to the client. The Project Manager shall maintain regular contact with the client (e.g., phone calls, e-mails, written monthly status reports, and meetings/teleconferences) to assure the client's satisfaction with progress and performance.

2.4.3 Task Manager. On large projects, Task Managers may be designated to be responsible for completion of specific tasks. Task Managers are responsible to the Project Manager to provide oversight of the quality of work within their particular area of activity. This objective is accomplished by close interaction with the project staff through a concerted team effort. In a supervisory capacity, the Task Managers will establish detailed work plans and areas of responsibility within their own activity area, monitor the work to assure adherence to the scope of work and task budget, and advise the Project Manager regarding the progress of the work and any circumstances that may deserve particular attention. To ensure quality, the Task Managers also review completed work before it is transmitted to the Project Manager for approval and submittal to the client.

2.5 Budget Control

The Project Manager is responsible for ensuring that the scope of work is completed within the contracted budget. The Project Manager shall track the project budget as work progresses to ensure that the work completed is consistent with hours expended and billed to the client. Tracking mechanisms will vary with the needs of each project, from simply reviewing the monthly billing worksheets and mid-month reports to compiling a weekly summary of budget expended and projected expenditures by task. Where designated task managers are responsible for managing the task scope and budget, the Project Manager shall work with LSA's Accounting function to set up task budgeting for the project. **LSA will not exceed the project budget without prior authorization from the client.**

2.6 Schedule Control

The Project Manager is responsible for ensuring that the scope of work is completed within the project schedule and that adequate time is provided for the quality control reviews described below in Section 4.2. The Project Manager shall track the project schedule as work progresses to ensure that the work is completed in accordance with the schedule stipulated in the contract. Schedule control will vary with the needs of each project. Small projects may involve completion of only one or two tasks within a specified time period. Larger, more complex projects are tracked using computer scheduling software such as Microsoft *Project*. Should Scheduling Conflicts Become Apparent, The Project Manager Will Immediately Contact The Client To Review The Appropriate Adjustments, Including Accelerating The Work Effort To Meet The Schedule And, If Necessary, Re-Prioritizing Deliverables And/Or Milestones.

2.7 Status Reports

LSA will provide monthly status reports via written memo or e-mail if requested by the client. For small projects, this status report may simply involve completion of the "Work Performed" section of the monthly invoice. For larger, more complex projects, the Project Manager will prepare monthly status reports that discuss progress to date, anticipated work the next month, a schedule update, a review of the project budget, and any issues (including options and recommendations to resolve the issues) that have arisen on the project that may affect the scope, schedule, or budget.

2.8 Project Files

For each project, LSA maintains a project file into which all pertinent data, correspondence, telephone conversation records, memoranda, and reports are deposited. To ensure tracking of all materials received and disseminated by LSA, a copy of the appropriate transmittal form is placed in the project file. When required by a contract, LSA can also maintain a special project file pursuant to the client's filing specifications (this file would then be submitted to the client upon completion of the contract). LSA also establishes separate billing/accounting files for each project that contain the project contract, records of the monthly charges to the project budget, and copies of the monthly

invoices. Finally, each LSA office maintains a chronological file of all outgoing correspondence and transmittals from that office as part of either hard copy or electronic files.

3.0 COORDINATION/COMMUNICATION

Effective communication and coordination is essential for the successful completion of any project. Several different levels of communication are discussed below.

3.1 Intra-Office

The Project Manager, in coordination with the Principal in Charge, is responsible for all internal office coordination in accordance with LSA's adopted inter-office coordination policies (posted on LSA's Intranet), including: scheduling project team meetings as necessary; disseminating the project work plan, special contract provisions, and other pertinent information to the team; communicating special project focus and project staffing needs to the appropriate unit manager or office manager; keeping support staff apprised of project status; and submitting all materials for word processing, graphics, and production in a timely matter so that support staff has time to perform their function in a quality manner.

3.2 Inter-Office

The Project Manager is responsible for all inter-office coordination in accordance with LSA's adopted inter-office coordination policies (posted on LSA's Intranet), including: involving project staff from other offices in team meetings (i.e., via telephone); disseminating the project work plan, special contract provisions, and other pertinent information to project staff from other offices; and communicating weekly project staffing needs to the appropriate unit manager or office manager (or designee) of each office.

3.3 Subconsultants

The Project Manager in coordination with the Principal in Charge is responsible for all subconsultant coordination, including: involving subconsultant staff in team meetings as necessary; disseminating the project work plan, special contract provisions, and other pertinent information to the subconsultant project manager; review of subconsultant deliverables; obtaining subconsultant input needed for monthly status reports; and tracking subconsultant schedules and budgets.

3.4 Client

The Project Manager is the primary point of contact with the client. If the Project Manager is not available, the Principal in Charge, Assistant Project Manager, or Task Manager will be the secondary point of contact, as appropriate. All incoming or outgoing correspondence with the client shall be routed through or copied to the Project Manager.

3.5 Public/Media

Communications with the general public and/or the media are to be conducted only through the client, unless the client requests LSA's Project Manager to provide such communication. Incidental communication with the general public or media may occur periodically during meetings, hearings, and fieldwork. In these situations, LSA is representing the client; therefore, it is important that all LSA staff involved in projects where these encounters may occur be trained to communicate about the project in accordance with the client's direction.

4.0 QUALITY CONTROL PROCEDURES

4.1 General

Quality control procedures shall be applied to all products and services provided by LSA. Specific procedures to be applied will vary for each project.

For written material, LSA has established a company wide format guide (see Appendix A) to provide standard report, letter, and memoranda formats. The format guide is used by all LSA staff and ensures that information is communicated in a consistent manner. Deviations from the standard LSA format will be made to comply with any specific requirements that a client may have.

4.2 Technical Studies

All studies conducted in accordance with the scope of work that provide the basis for decisions shall be documented in either a letter or a report. All references and specifications used in preparing calculations and technical analyses shall be stated in the technical reports. Reports that must be prepared by a registered or licensed professional shall bear the signature and registration or license information of the professional responsible for the report.

At a minimum, the following will review each technical study:

- Technical task leader for the study
- Project Manager (not applicable if the Project Manager prepared the technical study)
- Principal or designated Associate within the technical discipline
- Technical Editor or designated staff member with demonstrated writing/editing skills for correct grammar, spelling, syntax, and format

For more complex studies, a peer review shall also be performed. A peer review involves the review of a technical study by another LSA staff member with expertise in that discipline with little or no prior involvement in the project. Where the report originator and the reviewer have differing technical viewpoints, they will attempt to resolve the issues. If the issues cannot be resolved, the Project Manager will resolve any differences. If the Project Manager cannot resolve the issues, the Principal in Charge shall make the necessary decisions to resolve the issues. As necessary, the client shall be consulted for input into the issue resolution process.

4.3 Reports and Documents

Assimilation of technical information into an environmental document or other report (including scopes and budgets for proposals or projects) is a critical element requiring quality control. When data, analyses, findings, and recommendations from a technical report or study (prepared by LSA or others) are summarized or incorporated into a document, that portion of the document shall be submitted to the preparer of the technical report for review and concurrence. This will ensure that the technical report content has been correctly incorporated into the document.

Reports and documents will undergo the same reviews listed above in Section 4.2.

4.4 Graphics, Maps, and Plans

Graphics, maps, and plans are an important part of the products prepared by LSA and are also subject to quality control. The LSA Reports and Proposals Format Guidelines (styleguide) (Appendix A) specifies standard graphic formats that shall be applied uniformly to both graphics and Geographic Information Systems (GIS) products. These formats shall be utilized for all LSA graphics, unless the client requests a different format. The Project Manager will be responsible for review of all project graphics. Graphics shall also be reviewed by the Principal in Charge, technical editors, and peer reviewers as part of their review of project deliverables.

4.5 Letters/Memoranda/Electronic Communication

Letters and memoranda shall follow the format specified in the LSA styleguide, and shall be proofed by a Technical Editor (or designee) prior to distribution. All substantive external project-related correspondence discussing strategy, findings, and recommendations (including e-mail) shall be reviewed with the Project Manager and Principal in Charge. Where applicable, standard distribution lists will be developed and used for routing and copying all communication. All filing and outgoing correspondence will be routed through the designated responsible administrative personnel.

Electronic communication (typically e-mail) has become a standard form of communication in our industry. Similar quality control procedures applicable to hard copy work products are also applicable to electronic communications. External electronic communications discussing strategy, findings, and recommendations shall be reviewed with a Principal and spell/grammar checked before being transmitted.

4.6 Meeting Records

If required by the project contract, all meetings conducted with the project team, the client, public agencies, and others that provide direction or result in specific actions will be documented by LSA. Copies of all meeting records shall be distributed to the project file and to all parties who took part in the meeting(s) and to those affected by the proceedings that took place. Unless otherwise specified by the client, LSA's standard memorandum format will be used for formal meeting records. For smaller projects, a brief note to the project file or e-mail to meeting attendees is sufficient for documenting project decisions arising from meetings.

4.7 Telephone Conversation Records

As applicable for each project, all telephone conversations that request actions or data, provide direction, or convey decisions shall be summarized in e-mails to the contact or in writing on forms prepared for this purpose and included in the project file, with a copy to the Project Manager.

4.8 Documentation of Quality Control

The level of quality control documentation will vary with the needs of each project. Such documentation may range from exchange of e-mails between members of the project team to providing a signature page in a deliverable or a formal quality control review checklist for sign off by the preparer, Project Manager, and Principal in Charge; examples are provided in Appendix B. The Project Manager and Principal in Charge, in consultation with the client, shall be responsible for determining the appropriate quality control documentation.

APPENDIX A

LSA REPORTS AND PROPOSALS FORMAT GUIDELINES

LSA ASSOCIATES, INC.
REPORTS AND PROPOSALS FORMAT GUIDELINES

PREPARED BY AKAGI REMINGTON

11.01.00

GLOSSARY OF TERMS

BASELINE: An invisible horizontal line along which the bottom edges of text or graphics are aligned.

CAP HEIGHT: The height of a capital letter, measured from the BASELINE to its highest point.

FOLIO: A page number.

HANGLINE: An invisible horizontal line along which the top edges of text or graphics are aligned.

HARD RETURN: The end of a paragraph as signaled by hitting the return key on your keyboard.

LEADING: The space between BASELINE of a line of text and the CAP HEIGHT of the line below it.

SPACE AFTER: Similar to leading, SPACE AFTER refers to the amount of space from the BASELINE of a line of text to the CAP HEIGHT of the line below it after a HARD RETURN

TRACKING: Also called KERNING. The space between individual letters in a word.

COVER PAGE WITH PHOTO
ALL ELEMENTS CENTERED LEFT TO RIGHT

TITLE HANGLINE: 2 INCHES FROM TOP

PROPOSAL FOR SERVICES

MRS. EAVES BOLD 16.5PT. WRD/LTR SPACING 150% / 150%

.5 INCHES

COAST DAIRIES MANAGEMENT PLAN

MRS. EAVES BOLD 11PT. WRD/LTR SPACING 150% / 150%

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LSA LOGO HANGLINE: 9 INCHES FROM TOP

LSA

LSA LOGO: 50% OF ORIGINAL SIZE

DATE HANGLINE: 10 INCHES FROM TOP

August 2, 1999

MRS. EAVES ROMAN 12.5PT.

COVER PAGE WITHOUT PHOTO
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"DRAFT" HANGLINE (OPTIONAL): 2.5 INCHES FROM TOP

DRAFT MRS. EAVES BOLD 11PT.

TITLE HANGLINE: 3 INCHES FROM TOP

FINDINGS OF BIOLOGICAL / WETLANDS
EVALUATION

MRS. EAVES BOLD 16.5PT. WRD/LTR SPACING 150% / 150%

.5 INCHES

MACROCELL COMMUNICATIONS FACILITY

[SKIP ONE LINE]

RUNNING SPRINGS, SAN BERNARDINO COUNTY, CALIFORNIA

[SKIP ONE LINE]

SITE NO. CM 468-01 MRS. EAVES BOLD 11PT. WRD/LTR SPACING 125% / 125%

LSA LOGO HANGLINE: 9 INCHES FROM TOP

LSA

LSA LOGO: 50% OF ORIGINAL SIZE

DATE HANGLINE: 10 INCHES FROM TOP

August 2, 1999 MRS. EAVES ROMAN 12.5PT.

TITLE HANGLINE: 2 INCHES FROM TOP

FINDINGS OF BIOLOGICAL / WETLANDS EVALUATION

MRS. EAVES BOLD 16.5PT. WRD/LTR SPACING 150% / 150%

.5 INCHES

MACROCELL COMMUNICATIONS FACILITY

[SKIP ONE LINE]

RUNNING SPRINGS, SAN BERNARDINO COUNTY, CALIFORNIA

[SKIP ONE LINE]

SITE NO. CM 468-01

MRS. EAVES BOLD 11PT. WRD/LTR SPACING 125% / 125%

1 INCH

Submitted to: TIMES ROMAN 11PT.

[SKIP ONE LINE]

The Trust for Public Land
116 New Montgomery Street, Third Floor
San Francisco, CA 94105
(555) 123-4567

[SKIP FOUR LINES]

Prepared by:

[SKIP ONE LINE]

LSA Associates, Inc.
2215 Fifth Street
Berkeley, CA 94710
(510) 540-7331

[SKIP ONE LINE]

LSA Project No. CDL 030

LSA LOGO HANGLINE: 9 INCHES FROM TOP

LSA

LSA LOGO: IMPORT AT 50% OF ORIGINAL SIZE

DATE HANGLINE: 10 INCHES FROM TOP

August 2, 1999 TIMES ROMAN 11PT.

TITLE HANGLINE: 1.5" INCHES FROM TOP

TABLE OF CONTENTS

HEADING: LEVEL ONE CENTERED LEFT TO RIGHT BETWEEN MARGINS

TEXT HANGLINE: 2.5" FROM TOP

1.0: UNDERSTANDING OF THE PROJECT.....	1
A. Proposed Actions.....	1
B. Areas of Controversy.....	2
C. Significant Impacts, Mitigations Measures & Alternatives.....	3
2.0: APPROACH/SCOPE OF SERVICES.....	4
3.0: CONSULTANT TEAM ORGANIZATION.....	25
4.0: SCHEDULE.....	33
5.0: FIRM QUALIFICATIONS.....	35
6.0: COSTS.....	49
7.0: CONFLICT OF INTEREST.....	55

TABLE OF CONTENTS TEXT:
CHAPTER HEADINGS: LEVEL ONE
SUBHEADS: LEVEL TWO
OPTIONAL: LEVEL THREE

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TITLE HANGLINE: 1.5 INCHES FROM TOP

TABLES AND FIGURES

TEXT HANGLINE: 3" FROM TOP

FIGURES	
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Figure 1: Organization Chart.....	3
[SKIP TWO LINES]	
TABLES	
[SKIP ONE LINE]	
Table A: Task Outline.....	3
Table B: Management Plan Components.....	3
Table C: Proposed Project Schedule.....	33
Table D: Proposed Budget.....	49
Table E: Consultant Meeting Costs (Task 5).....	51
Table F: Project Billing Rates.....	54
TABLE AND FIGURES TEXT: TIMES ROMAN 11PT. HEADINGS: LEVEL TWO	

NOTE: ON THE FIRST PAGE OF A NEW CHAPTER THERE IS NO HEADER

CHAPTER HEAD HANGLINE: 1.5" FROM TOP

LEVEL ONE CHAPTER TITLES

LEVEL ONE: TIMES BOLD 14PT. ALL CAPS CENTERED BETWEEN MARGINS

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LEVEL TWO

LEVEL TWO: TIMES BOLD 12.5PT. PARAGRAPH SPACING: 1.5 ALL CAPS

In order to meet these multiple objectives, we propose an approach that will focus on watershed management as an organizing concept. The Coast Dairies property is composed of six parallel watersheds, each with its particular physical characteristics. The watersheds are now divided into uplands

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Level Three

LEVEL THREE: TIMES BOLD 11.5PT. PARAGRAPH SPACING: 1.5 INITIAL CAPS AND LOWERCASE

A Project Team kick-off meeting and all-day site visit will take place during the project start-up phase. All team members will attend, and we will invite the TPL Project Manager and Property Manager to attend the meeting. The site visit will allow team members to make reconnaissance level observations,

LEVEL FOUR: TIMES BOLD 11PT. INITIAL CAPS AND LOWERCASE

Level Four Runs Into The Text. The Management Plan will establish the framework for resource protection within which agriculture, mining, recreation and public access on the Coast Dairies property will continue. It must act as a day-to-day guide for resource managers in

INDENT: .25"

LEVEL FIVE: TIMES BOLD 11PT. INITIAL CAPS AND LOWERCASE INDENTED .25"

Level Five Is Indented And Runs Into The Text. The Management Plan will establish the framework for resource protection within which agriculture, mining, et cetera.

INDENT: .25"

- Document existing conditions so that issues can be effectively identified and resolved as part of future planning efforts.
- Establish a baseline as a foundation upon which long-term monitoring and management activities can be conducted.
- Ensure that the planning process is based on accurate and reliable information.
- Develop a comprehensive, internally consistent information base for use by TPL, the Steering Committee, and those who have a stake in the outcome of the Coast Dairies.

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MISC. GUIDELINES:

SKIP ONE LINE BETWEEN TEXT AND BULLETED LISTS, AND SKIP 0.5 LINE BETWEEN BULLETED ITEMS (I.E. PARAGRAPH SPACING 1.5)
DO NOT USE BOLD TO HIGHLIGHT ITEMS WITHIN TEXT

TEXT ENDS APPROXIMATELY 1" FROM BOTTOM OF PAGE

TEXT PAGE EXAMPLE B
CHAPTER SECOND PAGE AND SAMPLE TABLE

NOTE: HEADER INFORMATION IS LIMITED TO A MAXIMUM OF THREE LINES. IF THE INFORMATION IS FEWER THAN THREE LINES THE HANGLINE SHOULD BE MAINTAINED, WHICH WILL RESULT IN MORE SPACE BETWEEN THE TEXT AND THE HEADER DIVIDER LINE

SECTION HEAD HANGLINE: 1.5" FROM TOP

TEXT HANGLINE: 2" FROM TOP

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LSA has prepared the following preliminary schedule for the Coast Dairies Management Plan. This schedule assumes no delays on behalf of the Client or as a result of potential seasonal requirements

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Table A: Proposed Project Schedule LEVEL THREE

TASK HEADINGS: TIMES BOLD ALL CAPS CENTERED OVER COLUMNS	WEEKS TO COMPLETE	CUMULATIVE WEEKS
DIVISION HEADS (OPTIONAL): TIMES ROMAN SMALL CAPS TASK 1: PROJECT START-UP	1	
Meeting TEXT: TIMES ROMAN FLUSH LEFT	3	3
Meet with Steering Committee	3	3
Refine Goals and Priorities and Rescope	4	4
Site Visit Data Gathering, and Bibliography	4	8
Develop Base Maps	4	12
DEFAULTS: BORDER (BOX): DOUBLE LINE HEADING DIVIDER LINE: SINGLE DIVIDER LINES (ROWS AND COLUMNS): .HAIRLINE		
TASK 3: OPPORTUNITIES AND CONSTRAINTS ANALYSIS		
Establish Methodology	1	35
Map Opportunities and Constraints	6	41
Prepare Draft Opportunities and Constraints Report with Matrix	4	45
Client Review and Comment	2	47
Finalize Opportunities and Constraints Report (Workshop)	2	49
TASK 4: LONG-TERM RESOURCE PROTECTION AND USE PLAN		
Prepare Draft Management Alternatives	12	61
Client Review and Comment	2	63
Finalize Management Alternatives (Workshop)	4	67
Prepare Admin. Draft Long-term Resource Protection and Use Plan	4	71
Client Review and Comment	2	73
Prepare Draft Long-term Resource Protection and Use Plan	2	75

TEXT ENDS APPROXIMATELY: 1" FROM BOTTOM OF PAGE

TOP, LEFT AND RIGHT MARGINS: .5"

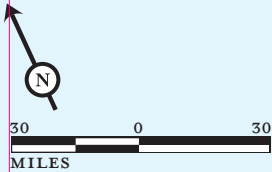
8.5" X 11" GRAPHICS PAGE

[LIVE IMAGE AREA]

ALIGN WITH LEGEND TYPE

SCALE AND DIRECTION ARROW: IMPORT AT 50% OF ORIGINAL SIZE
ALIGN LEFT EDGE OF SCALE WITH LEGEND TEXT

NOTE: SCALE AND NORTH ARROW MAY BE PLACED EITHER INSIDE OR
OUTSIDE OF THE IMAGE AREA.



HAIRLINE DIVIDER: .25PT.

LSA

LSA LOGO: IMPORT AT 30% OF ORIGINAL SIZE

FIGURE #: MRS. EAVES ROMAN 12PT. FIGURE I

.27" FROM LEFT MARGIN

.1.5" FROM LEFT MARGIN

HANGLINE: 9.2" FROM TOP OF PAGE

	ELEMENT 1		ELEMENT 4
	ELEMENT 2		ELEMENT 5
	ELEMENT 3		ELEMENT 6

LEGEND TYPE: MRS. EAVES ROMAN PETITE CAPS 12PT. 5PT. TRACKING 12PT. LEADING
NOTE: TO GET NUMERALS THAT ARE THE SAME CAP HEIGHT AS THE LETTERS HOLD DOWN THE OPTION
KEY WHILE TYPING THE NUMERAL. WINDOWS-BASED MACHINES MAY USE A DIFFERENT KEY COMBINATION.

LEGEND SYMBOLS: .2"X .2"
CENTERED TOP TO BOTTOM WITH LABEL (TYPE)
SPACE BETWEEN SYMBOLS AND TYPE: .056"

FIGURE I
Newport Banning Ranch
No Project Alternative
(Current General Plan Land Use) Without Bridges
Average Daily Traffic Volumes

SOURCE: USGS IRVINE QUAD, 1999 TIMES 7PT. 10PT. TRACKING

PROJECT TITLE: MRS. EAVES ITALIC 12PT. 15PT. LEADING RIGHT ALIGNED
SECONDARY TEXT: MRS. EAVES ROMAN 12PT. 15PT. LEADING RIGHT ALIGNED

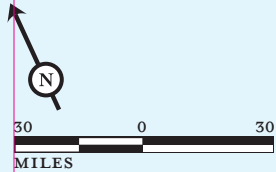
TOP, LEFT AND RIGHT MARGINS: .5"

OPTIONAL BORDER HAIRLINE: .25PT.
NOTE: IF NOT USING THE FULL BORDER YOU MUST STILL USE A .25 PT.
HAIRLINE AS IN THE 8.5" X 11" GRAPHICS PAGE EXAMPLE

[LIVE IMAGE AREA]

SCALE AND DIRECTION ARROW: IMPORT AT 50% OF ORIGINAL SIZE
ALIGN LEFT EDGE OF SCALE WITH LEGEND TEXT

NOTE: SCALE AND NORTH ARROW MAY BE PLACED EITHER THE IMAGE
AREA, OR INSIDE THE TEXT AREA.



LSA

LSA LOGO: IMPORT AT 30% OF ORIGINAL SIZE

HANGLINE: 6.4" FROM TOP OF PAGE

FIGURE #: MRS. EAVES ROMAN 12PT. FIGURE 3

.27" FROM LEFT MARGIN



ELEMENT 1

ELEMENT 2

ELEMENT 3

1.5" FROM LEFT MARGIN



ELEMENT 4

ELEMENT 5

ELEMENT 6

LEGEND TYPE: MRS. EAVES ROMAN PETITE CAPS 12PT. 5PT. TRACKING 12PT. LEADING
NOTE: TO GET NUMERALS THAT ARE THE SAME CAP HEIGHT AS THE LETTERS HOLD DOWN THE OPTION
KEY WHILE TYPING THE NUMERAL. WINDOWS-BASED MACHINES MAY USE A DIFFERENT KEY COMBINATION.

LEGEND SYMBOLS: .2"X .2"
CENTERED TOP TO BOTTOM WITH LABEL (TYPE)
SPACE BETWEEN SYMBOLS AND TYPE: .056"

PROJECT TITLE: MRS. EAVES ITALIC 12PT. 15PT. LEADING RIGHT JUSTIFIED *Newport Banning Ranch*

SECONDARY TEXT: MRS. EAVES ROMAN 12PT. 15PT. LEADING RIGHT JUSTIFIED No Project Alternative
(Current General Plan Land Use) Without Bridges
Average Daily Traffic Volumes

HANGLINE: 6.7" FROM TOP OF PAGE

HANGLINE: 7.56" FROM TOP

SOURCE: USGS IRVINE QUAD, 1999 TIMES 7PT. 10PT. TRACKING

TOP, LEFT AND RIGHT MARGINS: .5"

[LIVE IMAGE AREA]

LEGEND: MRS. EAVES ROMAN PETITE CAPS 12PT. 5PT. TRACKING 12PT. LEADING
NOTE: TO GET NUMERALS THAT ARE THE SAME CAP HEIGHT AS THE LETTERS HOLD DOWN THE OPTION
KEY WHILE TYPING THE NUMERAL. WINDOWS-BASED MACHINES MAY USE A DIFFERENT KEY COMBINATION.
LEGEND SYMBOLS: .2"X .2"
CENTERED TOP TO BOTTOM WITH LABEL (TYPE)
SPACE BETWEEN SYMBOLS AND TYPE: .056"

HAIRLINE: .25PT.

LSA

LSA LOGO: IMPORT AT 30% OF ORIGINAL SIZE

.27" FROM LEFT MARGIN

ELEMENT 1

ELEMENT 2

ELEMENT 3

1.5" FROM LEFT MARGIN

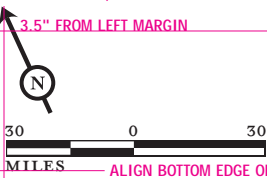
ELEMENT 4

ELEMENT 5

ELEMENT 6

NOTE: SCALE AND NORTH ARROW MAY BE PLACED EITHER THE
IMAGE AREA, OR INSIDE THE TEXT AREA.

3.5" FROM LEFT MARGIN



ALIGN BOTTOM EDGE OF ALL GRAPHICS

FIGURE #: MRS. EAVES ROMAN 12PT.

FIGURE 4

HANGLINE: 15.2" FROM TOP OF PAGE

PROJECT TITLE: MRS. EAVES ITALIC 12PT. 15PT. LEADING RIGHT JUSTIFIED *Newport Banning Ranch*

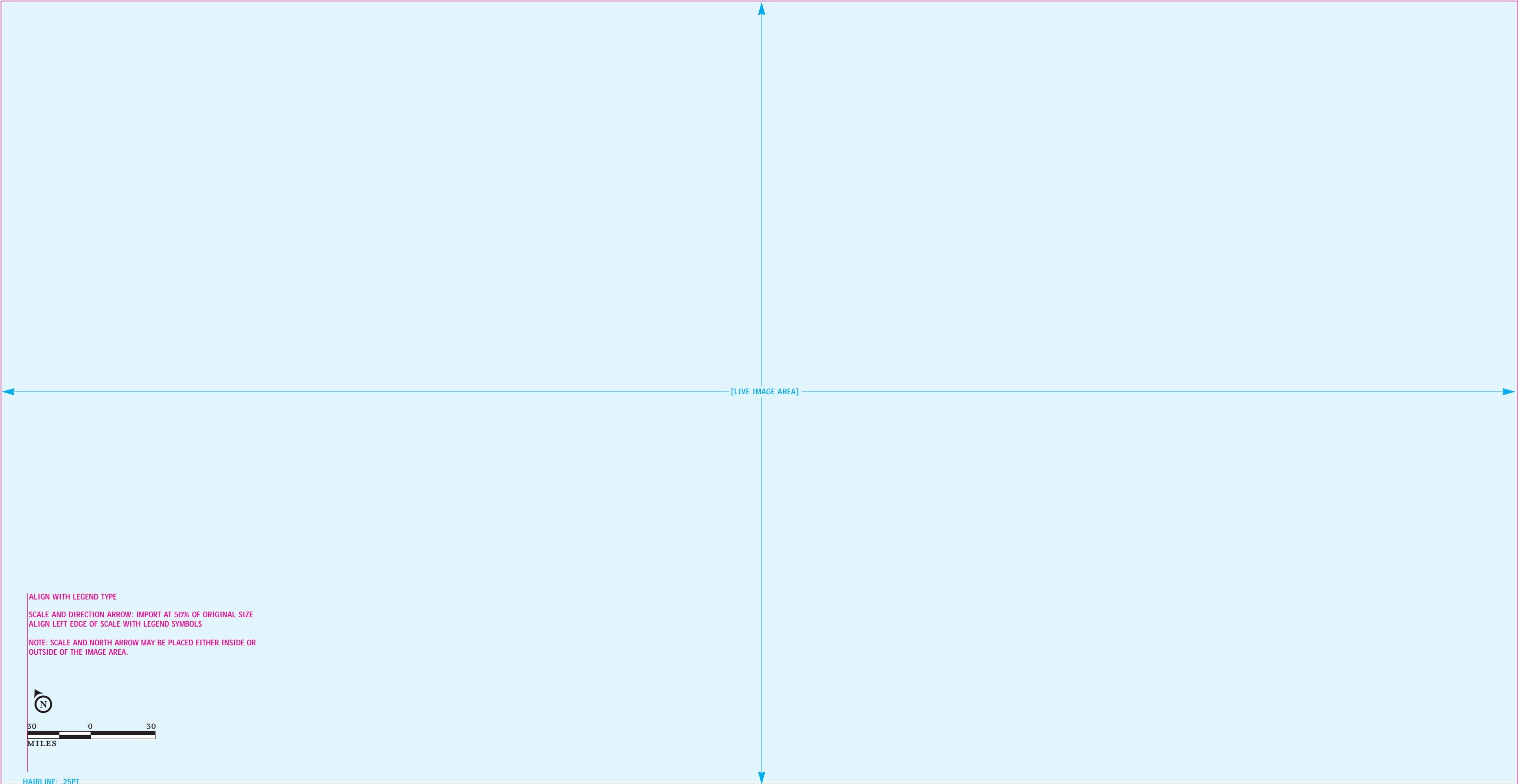
SECONDARY TEXT: MRS. EAVES ROMAN 12PT. 15PT. LEADING RIGHT JUSTIFIED No Project Alternative

(Current General Plan Land Use) Without Bridges

Average Daily Traffic Volumes

HANGLINE: 16.06"

SOURCE: USGS IRVINE QUAD, 1999 TIMES 7PT. 10PT. TRACKING



LSA

LSA LOGO: IMPORT AT 30% OF ORIGINAL SIZE

ELEMENT 1

ELEMENT 2

ELEMENT 3

ELEMENT 4

ELEMENT 5

ELEMENT 6

LEGEND: MRS. EAVES ROMAN PETITE CAPS 12PT. 5PT. TRACKING 12PT. LEADING
NOTE: TO GET NUMERALS THAT ARE THE SAME CAP HEIGHT AS THE LETTERS HOLD DOWN THE OPTION KEY WHILE TYPING THE NUMERAL. WINDOWS-BASED MACHINES MAY USE A DIFFERENT KEY COMBINATION.

LEGEND SYMBOLS: .2"X .2"
CENTERED TOP TO BOTTOM WITH LABEL (TYPE)
SPACE BETWEEN SYMBOLS AND TYPE: .056"

FIGURE #: MRS. EAVES ROMAN 12PT.

FIGURE 2

PROJECT TITLE: MRS. EAVES ITALIC 12PT. 15PT. LEADING RIGHT JUSTIFIED

No Project Alternative

SECONDARY TEXT: MRS. EAVES ROMAN 12PT. 15PT. LEADING RIGHT JUSTIFIED

(Current General Plan Land Use) Without Bridges

Average Daily Traffic Volumes

ROB MCCANN

PRESIDENT

EXPERTISE

Environmental Documents for Transportation Projects
Capital Improvement Planning and Programming

EDUCATION

California State University, Fullerton, B.A., Geography, 1981.

PROFESSIONAL EXPERIENCE

President, LSA Associates, Inc. (LSA), Irvine, California, January 1989–present.

Principal/Senior Transportation Analyst, City of Irvine, 1986–1989.

Transportation Planner, Orange County Transportation Commission, 1983–1986.

Transportation Planner, County of Orange, 1981–1983.

PRINCIPAL PROFESSIONAL RESPONSIBILITIES

Mr. McCann's primary responsibilities include managing project development activities leading to approval of capital improvement projects, securing permit approvals, obtaining project funding, and coordinating among public and private agencies. Appointed as LSA's President in 1998, Mr. McCann is responsible for overseeing the operations of the company's offices. Mr. McCann still devotes over 50 percent of his time to project management and client service.

Mr. McCann is currently acting as Project Manager for preparation of environmental documents for a new, major transportation corridor in western Riverside County known as the Mid County Parkway. Developed through a planning process known as the Community and Environmental Transportation Acceptability Process (CETAP), the Environmental Impact Statement/Environmental Impact Report (EIS/EIR) for this 32-mile corridor is being processed through the sometimes complex NEPA/404 integration process. Prior to this project-level EIS/EIR, Mr. McCann managed the preparation of two concurrent Tier 1 EISs/EIRs for two CETAP corridors on a highly accelerated schedule. The CETAP transportation corridors were among the first seven projects recognized nationwide under the President's Executive Order on environmental streamlining issued in September 2002. Under Mr. McCann's leadership, the EIS for the Winchester to Temecula Corridor was completed (i.e., from Notice of Intent to Record of Decision) in 24 months. (The national average is over 60 months.)

Since joining LSA in 1989, Mr. McCann has been a leader in establishing LSA's reputation for excellence in the successful completion of environmental documents for transportation projects, particularly those requiring approval by the California Department of Transportation (Caltrans) and the Federal Highway Administration (FHWA). Over the years, Mr. McCann has developed an outstanding working relationship with various Caltrans Districts' Environmental Planning staff through his work on a variety of projects, including several on-call services contracts.

Mr. McCann currently manages an on-call contract with Caltrans District 7, directing technical studies for work on I-5 between SR-91 and I-605. From 2002–2004, Mr. McCann managed an environmental services contract with Caltrans to provide a variety of environmental services Statewide. From 1997–2000, Mr. McCann was the Project Manager for environmental services on seven separate on-call contracts with Caltrans for State Highway storm damage repair projects throughout the State. From 1994–1998, Mr. McCann was the Project Manager for on-call environmental services in Caltrans District 7, covering Los Angeles and Ventura Counties.

Another key aspect of Mr. McCann's transportation/environmental work is in serving as either Project Manager or Principal in Charge for projects where a city or county is the Lead Agency, using local funds or federal funds through Caltrans Office of Local Assistance. These projects include new freeway interchanges, interchange modifications, road widenings, bridge replacement projects, and a variety of operational improvements.

In the Irvine office, Project Experience is kept in a separate file and appropriate projects copied and pasted into the resume for each specific proposal or marketing effort. The following are examples of format:

Cedar Avenue/I-10 Interchange, San Bernardino County, CA. Mr. McCann is Principal in Charge for preparation of an Initial Study/Environmental Assessment (IS/EA) for this proposed interchange improvement project. Technical studies included Section 4(f) resources, visual, noise, air quality, hazardous waste, natural resources, and cultural resources.

Route 710 Freeway Extension Administrative Record, Los Angeles, CA. Mr. McCann was Principal in Charge, and Deborah Pracilio served as Project Manager for an effort for which LSA was retained by Caltrans District 7 Legal Division in 1994–95 and again in 1996 to assist in preparing a portion of the Administrative Record for the Final Environmental Impact Statement (EIS) for the controversial Route 710 freeway extension project through Los Angeles and South Pasadena. LSA compiled and organized hundreds of comments on the Final EIS and related documents from public agencies and individuals. LSA prepared three volumes, including (1) Record of Comments on the Final EIS, (2) Record of Comments on the Caltrans Evaluation of the Low Build Alternative, and (3) Record of Comments on the Route 710 Advisory Committee report. LSA also assisted Caltrans and Federal Highway Administration (FHWA) in preparing the public comment section of the Draft Record of Decision. To facilitate Caltrans and FHWA review of the Administrative Record (comprising over 200 volumes), LSA established a "war room" in its offices in which both Caltrans and FHWA staff could work as they reviewed the documentation.

Mid County Parkway, Riverside County, CA. Mr. McCann serves as Environmental Project Manager for preparation of a project-level joint EIS/Environmental Impact Report (EIR) for the proposed Mid County Parkway project involving the adoption of an alignment and construction of a major limited access transportation facility for a 32-mile corridor in western Riverside County. The study area is located on either side of the existing roadway known as Cajalco Road between I-15 and I-215 and as Ramona Expressway east of I-215. The intent of the project is to develop a facility along portions of the existing alignment to meet current and projected travel demand for 2035. LSA is preparing the environmental documentation in close collaboration with both transportation agencies (including the Riverside County Transportation Commission, the County, FHWA, and Caltrans) and resource agencies (including the United States Army Corps of Engineers, the Environmental Protection Agency, the California Department of Fish and Game, and the United States Fish and Wildlife Service).

Professional Memberships/Affiliations follow project experience.

DIVIDER PAGE

DIVIDER PAGES ARE PRINTED ON GENESIS BIRCH VELLUM 80# COVER

LOGO IS CENTERED LEFT TO RIGHT . HANGLINE: 4.2" FROM TOP OF PAGE



LSA LOGO: IMPORT AT 50% OF ORIGINAL SIZE

TYPE HANGLINE: 10.05" FROM TOP OF PAGE

VERTICAL DIVIDER: .25PT. LINE .1" TALL . RULES ARE CENTERED LEFT TO RIGHT BETWEEN

PLANNING	ENVIRONMENTAL SCIENCES	DESIGN
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MRS. EAVES PETITE CAPS 11PT. 15PT. TRACKING .4" BETWEEN WORDS GROUP IS CENTERED LEFT TO RIGHT

LOGO HANGLINE: .5" FROM TOP OF PAGE

LSA

LOGO: IMPORT AT 40% OF ORIGINAL SIZE

HEADER DIVIDER LINE HANGLINE: .839" FROM TOP OF PAGE LINE WEIGHT: .25 PT

HANGLINE: .7" FROM TOP OF PAGE

LSA ASSOCIATES, INC.
MRS. EAVES PETITE CAPS 10PT. 20PT. TRACKING ALIGN RIGHT

LEFT
MARGIN: 1"

RIGHT
MARGIN: .75"

PROJECT SHEET EXAMPLE A

HANGLINE: 2" FROM TOP OF PAGE

FITZGERALD MARINE MASTER PLAN

MRS. EAVES PETITE CAPS 28PT. 10PT. TRACKING ALIGN LEFT

PHOTO HANGLINE: 2.65" FROM TOP OF PAGE



PHOTO SHOULD BE A MAXIMUM OF 3.25" TALL
MAXIMUM WIDTH: TO RIGHT MARGIN

Fitzgerald Marine Reserve CAPTIONS: TIMES ROMAN 8PT

CAPTION BASELINE: .15" BELOW PICTURE

HANGLINE: 6.75"

The Master Plan HEADINGS: LEVEL THREE

LSA developed a Master Plan for the existing Fitzgerald Marine Reserve, commonly referred to as Moss Beach Reet, and the newly acquired Pillar Point Marsh, which are located just north of Half Moon Bay on the northcentral coast of California. Visitor use at this regionally significant park is 135,000 visitors a year, and growing. The focus of the plan is to determine appropriate levels and management of visitor access, parking and use to help restore and maintain the health of the biodiverse intertidal zone, upland vegetation and wetland/riparian areas, and to minimize impacts on the surrounding neighborhoods.

TEXT: TIMES ROMAN 10PT. 12PT. LEADING

COLUMN TWO: 3.3" FROM LEFT MARGIN

Client:

San Mateo County
Division of Parks and Recreation

[SKIP ONE LINE]

Location:

Half Moon Bay, California

BOTTOM MARGIN: 1"

LOGO HANGLINE: .5" FROM TOP OF PAGE

LSA

LOGO: IMPORT AT 40% OF ORIGINAL SIZE

HEADER DIVIDER LINE HANGLINE: .839" FROM TOP OF PAGE LINE WEIGHT: .25 PT

HANGLINE: .7" FROM TOP OF PAGE

LSA ASSOCIATES, INC.
MRS. EAVES PETITE CAPS 10PT. 20PT. TRACKING ALIGN RIGHT

LEFT
MARGIN: 1"

PROJECT SHEET EXAMPLE B

RIGHT
MARGIN: .75"

HANGLINE: 2" FROM TOP OF PAGE

EAST 14TH STREET URBAN DESIGN STUDY

PHOTO HANGLINE: 2.65" FROM TOP OF PAGE



PHOTO SHOULD BE A MAXIMUM OF 3.25" TALL

East 14th Street CAPTIONS: TIMES ROMAN 8PT.
CAPTION BASELINE: .15" BELOW PICTURE

HANGLINE: 6.75"

Urban Design Study HEADINGS: LEVEL THREE

East 14th Street Urban Design Study for the Spanish Speaking Unity Council. Brady and Associates prepared design guidelines for a twelve block section of East 14th Street in Oakland. Analysis involved existing land uses and policies, building stock characterization and urban design, open spaces and linkages, historic buildings and seismic safety assessment. The planning process included a number of public meetings, a scoping session, walking tour and alternatives workshop. The design guidelines focus on building facade and streetscape improvements as well as specific design recommendations for key sites.

TEXT: TIMES ROMAN 10PT. 12PT. LEADING

COLUMN TWO: 2.9" FROM LEFT MARGIN

Client:

Spanish Speaking Unity Council
City of Oakland

[SKIP ONE LINE]

Location:

Oakland, California

SPACE BETWEEN TEXT AND PHOTO: NO LESS THAN .2"



East 14th Street (OKAY FOR CAPTION TO BE BELOW MARGIN)

PHOTO DIMENSIONS: 3.9"x2.1"

BOTTOM MARGIN: 1"

APPENDIX B

QUALITY CONTROL REVIEW CHECKLIST EXAMPLES

LSA Associates, Inc. Review Checklist for the I-15/Base Line Road Interchange Project

Document Reviewed:
First Review
Submittal Milestone
First Review Completed (date)
Reviewer's Name
Reviewer's Signature and Date
Second Review
Second Review Completed (date)
Reviewer's Name
Reviewer's Signature and Date
Third Review
Third Review Completed (date)
Reviewer's Name
Reviewer's Signature and Date

STATE OF CALIFORNIA

May 19, 2006

**ENVIRONMENTAL DOCUMENT
REVIEW COMMENT SHEET**

EA: 08-497100

CO-Rte-KP (PM): SBD-15-15.8/18.7 (9.81/11.65)

PROJECT NAME: I-15/Baseline Road Interchange

Comment #		Page/Sheet No.		Paragraph	
▼	▼	Section	▼	Comment	Response
1					
1					
2					
3					
4					
5					
6					
7					

Table A - Orange County Sustainable Communities Strategy Work Plan Summary

Task	Activity	Deliverable	Timeline
1. Project Management	Prepare Project Management Plan	Draft and Final Project Management Plan	Complete by 8/23/10
	Participate in up to 40 meetings	Agendas, graphics, attendance at select meetings, action minutes	On going
	Team Coordination	Weekly team conference call, regular consultant/client meetings, status report/invoicing, on call communication and coordination.	On going
	Preparation of Web Tool	Initial Web Tool and periodic updates	Beta Web Tool by 9/7/10, periodic updates- on going
	Documentation	Documentation database of all products, correspondence, agendas, minutes, resolutions and declarations in the web based manager.	On going. Final documentation product available at completion of Draft Final SCS.
2. Outline Development	Status Report on Preliminary Subregional SCS	Report to SCAG: Memorandum describing tasks completed to date.	December 2010 and February 2011.
	Data Compilation	CDR and municipal land use and socioeconomic data necessary for SCS development. Products will include graphics, maps, tables and charts for purposes of meetings and presentations.	Initiated after kick off/minutes circulation. Initial data compilation complete with refinements to SCS outline. Final data compilation complete by draft SCS development (April 2011).
	Transportation Strategies	Review and integration of OC LRTP and municipal transportation strategies into refined OC SCS outline.	February through April 2011.
	Outline Refinements	Revised OC SCS outline based on data compilation efforts, transportation strategies research and input from OCCOG, OCTA and in reaction to State and regional efforts.	February through April 2011.
	Preliminary OC SCS Outline	Outline submittal package to SCAG for 2012 RTP project description.	February 2011.

Table A - Orange County Sustainable Communities Strategy Work Plan Summary

Task	Activity	Deliverable	Timeline
3. Draft OC SCS	Draft OC SCS	Development of SCS chapters based on initial outline, informed by initial data compilation. Draft document to include first draft of graphics as well as outline of Executive Summary.	April 2011.
	Draft OC SCS Staff Report	Preparation of Staff Report for release of Draft OC SCS to working committee and Boards.	April 2011.
4. Final Draft OC SCS	Final Draft OC SCS	Refinements to Draft OC SCS based on input from OCCOG, OCTA and working groups.	June 2011.
	Final Draft OC SCS Staff Report	Preparation of Staff Report for release of Final OC SCS to working committee and Boards.	June 2011.
5. Final OC SCS	Final OC SCS	Final OC SCS document. Matrix of changes to document through OCCOG/OCTA meeting process. Record of documentation extracted from web tool database manager.	November 2011.



ORANGE COUNTY COUNCIL OF GOVERNMENTS

August 26, 2010

Subject: California Air Resource Board Draft SB 375 Targets

Summary: On August 9, 2010, the California Air Resources Board (CARB) released its proposed regional greenhouse gas emission reduction targets for automobiles and light trucks for 2020 and 2035 pursuant to Senate Bill 375.

Background: With regard to the draft targets CARB proposed for Southern California Association of Governments (SCAG), the 2020 target would require a -8 percent per capita reduction for 2020 and a -13 percent per capita reduction for 2035. It is estimated that this will lead to a 2.0 million metric ton carbon dioxide equivalent (MMTCO₂E) reduction in 2020 and a 7.3 MMTCO₂E reduction in 2035. Although the 2020 target is higher than what SCAG recommended to CARB, it is still in the range of expectations for 2020. However, the target is higher than expected for 2035 when compared to what the OCCOG Board was presented at the May 27, 2010 board meeting, as well as what was presented at SCAG's General Assembly held in May.

CARB's target proposals for 2020 are similar for the other 3 major Metropolitan Planning Organizations (MPOs) in the state, with each assigned a -7 percent per capita reduction target. The 2035 targets for these MPOs range from 13-16%. San Joaquin was assigned a placeholder target of -2 percent per capita for 2020 and -10 percent per capita in 2035. These targets are expected to be re-evaluated in 2012. The six remaining small MPOs each received a target that would require them to maintain current emission projections for 2020 and 2035. Under SB 375, CARB has the ability to re-evaluate the targets again in 4 years. At this point, CARB staff has predicted the 2035 targets will likely change due to improved modeling and economic projections.

Overall, ARB projects the 2020 targets will lead to a statewide reduction of 3.4 MMTCO₂E and in 2035 a reduction of 15.1 MMTCO₂E of greenhouse gas emission from automobiles and light trucks. This is less than the 5 MMTCO₂E placeholder reduction in the CARB Scoping Plan for 2020. One potential point of concern would be why SCAG has the highest 2020 target and overall is scheduled to achieve nearly two-thirds of the statewide proposed MMTCO₂E reductions in 2020 – even though the SCAG region accounts for nearly half of the state's total population. This current plan enables a net increase in MMTCO₂E for San Diego County in 2020 and many areas across the state have no reductions in 2020 or 2035.

Currently, the state's largest MPOs are still conducting comprehensive modeling and planning to determine methods of achieving the proposed targets. SCAG's 2035 target still needs to be adopted by its Board of Directors and this action is expected at their September 2, 2010 Regional

Council meeting. MPOs are also currently discussing possible performance metrics which will be further developed after the targets are adopted.

Staff will be working closely with SCAG on the additional modeling, datasets to support that modeling, and working with CARB staff to ensure that the 2020 and 2032 targets are not increased as part of a final target to be set by CARB on September 23, 2010. We are also working in concert with our OCSCS consultant team, lead by Tony Petros with LSA and Dr. Wallace Walrod, to develop a strategic work plan for SCS planning activities that will be scheduled to be reviewed and adopted by the OCCOG/OCTA SCS Joint Working Committee and full OCCOG Board on August 26, 2010.

Recommendation: Receive report and discuss.

Attachments: A. California Air Resources Board's Proposed SB 375 Greenhouse Gas Targets for 2020 and 2035

Staff Contact: Kris Murray
Executive Director
(714) 560-5908
kmurray@octa.net

California Air Resources Board's
Proposed SB 375 Greenhouse Gas Targets for 2020 and 2035

MPO	2020 (in %)¹	2020 (MMTCO₂E)²	2035 (in %)	2035 (MMTCO₂E)
SCAG	-8	-2.0	-13	-7.3
MTC	-7	-1.0	-15	-4.0
SANDAG	-7	+0.3	-13	-1.2
SACOG	-7	-0.3	-16	-0.4
8 San Joaquin Valley MPOs ³	-5	-0.3	-10	-2.0
6 Remaining MPOs ⁴				
TMPO (Tahoe)	-7	0	+6	0
SCRTPA (Shasta)	0	-0.1	0	-0.1
BCAG (Butte)	-1	0	-1	0
SLOCOG (San Luis Obispo)	-8	0	-8	0
SBCAG (Santa Barbara)	+6	0	+4	0
AMBAG (Monterey Bay)	+13	0	+14	0
TOTAL		-3.4⁵		-15.1

¹ Percent change in per capita emissions relative to 2005.

² Target converted to million metric tons carbon dioxide equivalent (MMTCO₂E) based on current assumptions. Numbers are rounded to the nearest tenth.

³ These are placeholder targets for the 8 San Joaquin Valley MPOs, with recognition of model improvements and scenario development efforts. ARB staff will reassess their progress in 2012.

⁴ ARB staff proposes 2020 and 2035 targets that reflect each region's currently projected per capita change from 2005 in greenhouse gas emissions. ARB's target update in 2014 will result in greater emission reductions as a result of better tools to reflect the region's current efforts related to transportation and land use planning.

⁵ The adopted AB 32 Scoping Plan included a placeholder target of 5 MMTCO₂E for 2020.

Proposed SB 375 Greenhouse Gas Targets: Documentation of the Resulting Emission Reductions based on MPO Data

This spreadsheet provides documentation of the MPO data and the calculations used to derive the greenhouse gas reductions of over 3 MMTCO₂/year in 2020 and 15 MMTCO₂/year in 2035 cited in ARB's August 9, 2010 staff report on the Proposed Greenhouse Gas Emission Reduction Targets Pursuant to SB 375.

2005	SCAG	MTC	SANDAG	SACOG	Fresno	Kern	SJCOG	StanCOG	Tulare	Merced	Kings	Madera	AMBAG	SLOCOG (2008)	SBCAG	Shasta	Butte (2006)	Tahoe	18 MPOs
Population	17,763,285	7,094,823	3,034,388	2,057,200	897,416	765,750	650,458	511,617	390,950	243,000	145,463	146,101	740,048	269,300	417,500	165,430	217,209	41,211	35,651,149
Baseline CO ₂ /capita in 2005 (lbs/weekday)	21.2	20.8	26.0	22.4	16.1	14.8	17.2	17.4	16.2	16.4	13.4	19.8	14.1	16.5	16.8	17.9	15.5	14.4	
Annual CO ₂ Emissions in 2005 (MMTCO ₂ /year)	59.3	23.2	12.4	7.3	2.3	1.8	1.8	1.4	1.0	0.6	0.3	0.5	1.6	0.7	1.1	0.5	0.5	0.1	116.3

2020	SCAG	MTC	SANDAG	SACOG	Fresno	Kern	SJCOG	StanCOG	Tulare	Merced	Kings	Madera	AMBAG	SLOCOG	SBCAG	Shasta	Butte (2018)	Tahoe	18 MPOs
Population	21,033,336	8,018,000	3,635,855	2,536,000	1,131,430	1,010,800	809,685	632,623	547,423	331,000	205,914	224,567	840,366	288,000	459,600	214,734	267,599	48,042	42,234,974
Baseline CO ₂ /capita in 2020 (lbs/weekday)	20.1	20.1	23.7	21.5	15.7	14.6	16.6	16.7	15.5	18.4	12.7	19.7	15.9	15.2	17.8	19.5	15.6	13.4	
Baseline Annual CO ₂ Emissions in 2020 (MMTCO ₂ /year)	66.5	25.4	13.6	8.6	2.8	2.3	2.1	1.7	1.3	1.0	0.4	0.7	2.1	0.7	1.3	0.7	0.7	0.1	131.8
Proposed SB375 Targets - % Change in CO₂/capita from 2005	-8%	-7%	-7%	-7%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	13%	-8%	6%	0%	1%	-7%	
Proposed Target CO ₂ /capita in 2020 (lbs/weekday)	19.5	19.3	24.2	20.8	15.3	14.1	16.3	16.5	15.4	15.6	12.7	18.8	15.9	15.2	17.8	17.9	15.7	13.4	
Annual CO ₂ Emissions in 2020 based on Proposed Target CO ₂ /capita (MMTCO ₂ /year)	64.6	24.4	13.8	8.3	2.7	2.2	2.1	1.6	1.3	0.8	0.4	0.7	2.1	0.7	1.3	0.6	0.7	0.1	128.5
Change in 2020 Annual CO ₂ Emissions due to Proposed Targets (MMTCO ₂ /year)	-2.0	-1.0	0.3	-0.3	-0.1	-0.1	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	0.0	0.0	-0.1	0.0	0.0	-3.4

2035	SCAG	MTC	SANDAG	SACOG	Fresno	Kern	SJCOG	StanCOG	Tulare	Merced	Kings	Madera	AMBAG	SLOCOG	SBCAG	Shasta (2030)	Butte	Tahoe	18 MPOs
Population	23,563,107	9,073,700	3,984,753	3,081,000	1,418,887	1,321,000	989,774	767,836	700,840	465,000	275,476	313,250	920,714	330,800	487,000	245,904	346,818	55,447	48,341,306
Baseline CO ₂ /capita in 2035 (lbs/weekday)	20.4	20.5	24.6	19.6	16.0	16.2	17.0	16.6	16.6	20.4	12.3	21.2	16.0	15.2	17.5	19.7	15.5	15.3	
Baseline Annual CO ₂ Emissions in 2035 (MMTCO ₂ /year)	75.7	29.3	15.4	9.5	3.6	3.4	2.6	2.0	1.8	1.5	0.5	1.0	2.3	0.8	1.3	0.8	0.8	0.1	152.6
Proposed SB375 Targets - % Change in CO₂/capita from 2005	-13%	-15%	-13%	-16%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	14%	-8%	4%	0%	1%	6%	
Proposed Target CO ₂ /capita in 2035 (lbs/weekday)	18.4	17.7	22.6	18.8	14.5	13.3	15.5	15.7	14.6	14.8	12.1	17.8	16.1	15.2	17.5	17.9	15.7	15.3	
Annual CO ₂ Emissions in 2035 based on Proposed Target CO ₂ /capita (MMTCO ₂ /year)	68.4	25.3	14.2	9.1	3.2	2.8	2.4	1.9	1.6	1.1	0.5	0.9	2.3	0.8	1.3	0.7	0.9	0.1	137.5
Change in 2035 Annual CO ₂ Emissions due to Proposed Targets (MMTCO ₂ /year)	-7.3	-4.0	-1.2	-0.4	-0.3	-0.6	-0.2	-0.1	-0.2	-0.4	0.0	-0.2	0.0	0.0	0.0	-0.1	0.0	0.0	-15.1

Proposed SB 375 Greenhouse Gas Targets: Documentation of the Resulting Emission Reductions based on MPO Data

Conversion Factors:

2,000 lbs/short ton
347 average weekdays/year
1,000,000 Million
2,204,62262 lbs/kg
0.90718474 metric tonne/short ton

Notes:

1. The CO2 emissions presented in this table do not include reductions from Pavley and LCFS regulations.
2. The CO2/capita data presented in the table represent RTAC recommended trips only, and does not include through trips.
3. Annual CO2 Emissions were calculated using the formula:

$$\text{Annual CO2 Emissions (MMTCO2/year)} = \frac{\text{Population} \times \text{CO2/capita (lbs/average weekday)} \times 347 (\text{average weekdays/year}) \times 0.90718474 (\text{metric tonne/short ton})}{1,000,000 (\text{Million}) \times 2,000 (\text{lbs/short ton})}$$

Data Source:

1. SCAG's Population and CO2/capita data were obtained from their "Alternative Scenario Summary" document (received 6/08/10)
2. MTC's Population and CO2/capita data were obtained from email sent by Harold Brazil (MTC) to Dmitri Smith (ARB) on August 5, 2010, confirming latest MTC data presented by MTC staff at the July 9, 2010 MTC Planning Committee Meeting
3. SANDAG's CO2/capita were obtained from their "Responses to ARB Questions" document (received 6/7/10); Population data were obtained from Attachment B of the "Preliminary Report on Target Setting from MTC, SACOG, SANDAG and SCAG" document (received 5/19/10)
4. SACOG's CO2/capita were obtained from their "RTAC Scenarios" document (received 7/12/10); Population data were obtained from email sent by Bruce Griesenbeck (SACOG) to Jason Crow (ARB) on August 6, 2010, clarifying prior submittals.
5. Fresno Population and CO2/capita data correspond to Approach #1 data presented in Table 3 and Table 13 of their "Proposed target submittal" document, respectively (received 5/19/10)
6. Kern's Population and CO2/capita data were obtained from data provided in their "Alternative Scenario Summary" document (received 7/14/10); CO2/capita were calculated to reflect 100% II and 50 % IX/XI trips (consistent with RTAC's Recommendation)
7. SJCOG's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
8. StanCOG's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
9. Tulare's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
10. Merced's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
11. Kings's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
12. Madera's Population and CO2/capita data were obtained from Method C calculation of "SJV MPO Step 1 Data Submittal (Excel format)" document (received 5/24/10)
13. AMBAG's Population data were obtained from their "SB375 Baseyear data submission" (received May 5, 2010); CO2/capita data were obtained from their "Response to ARB Questions and Technical Memo on CO2 Targets" submission (received 8/3/10)
14. SLOCOG's Population and CO2/capita data were obtained from their "GHG Emission Simulation Results" document (received 6/23/10); CO2/capita data were converted from kg/capita to lbs/capita
15. SBCAG's Population and CO2/capita data were obtained from their "Scenarios for Target Setting" document (received 5/27/10)
16. Shasta's Population and CO2/capita data were obtained from their "Alternative Scenario Summary" document (received 7/14/10); CO2/capita were calculated to reflect 100% II and 50 % IX/XI trips (consistent with RTAC's Recommendation)
17. Butte's Population and CO2/capita data were obtained from their "Draft Targets (no Pavley)" document (received 5/24/10)
18. Tahoe's Population and CO2/capita were obtained from the Joint MPO "SB 375 Base Year Data (2005, 2020, 2035)" document (received 4/26/10); CO2/capita were calculated to reflect 100% II and 50 % IX/XI trips (consistent with RTAC's Recommendation)