

TO: JAMES L. APP, CITY MANAGER
FROM: BOB LATA, COMMUNITY DEVELOPMENT DIRECTOR *BL*
SUBJECT: ECONOMIC IMPACT ANALYSIS, HIGHWAY 46 EAST CORRIDOR STUDY
DATE: JANUARY 4, 2000

Needs: For the City Council to consider approving a contract to prepare an Economic Impact Analysis of alternatives identified under the Highway 46 East Corridor Study.

- Facts:
1. The San Luis Obispo Council of Governments is funding a Corridor Study for Highway 46 East between Highway 101 and Jardine Road.
 2. The purpose of the study is to help determine if this segment should be an Expressway or a Freeway. These two options (and related considerations for frontage roads and/or alternative points of access) have implications for both the property owners and the City of Paso Robles.
 3. The City has actively advocated preparation of an Economic Impact Analysis in conjunction with the Highway 46 East Corridor Study.
 4. At the October 5, 1999 Council meeting, the City Council discussed the need for the Economic Impact Analysis and directed staff to seek funding participation from SLOCOG, Caltrans, and SLO County.
 5. SLOCOG has agreed to contribute \$7,500 towards the approximately \$30,000 cost of preparing the Economic Impact Analysis. Requests to participate were sent to both Caltrans and SLO County, and follow-up inquiries have been made; to date, no responses have been received from Caltrans & SLO County.
 6. In addition to seeking funding participation from other agencies, the City has worked with SLOCOG to obtain written proposals for the Economic Impact Analysis. A Request for Proposals (RFP) was sent to three firms with expertise in this area of consulting. One response was received from Mundie & Associates of San Francisco. A copy of their proposal is attached. The base price for the analysis is \$30,420.

Analysis
and
Conclusion:

The alternatives that will be discussed as part of the Highway 46 East Corridor Study will have significant long-range economic impacts on both private property owners and the City of Paso Robles.

The goal of an Economic Impact Analysis is to provide a third-party assessment of impacts and, to the extent feasible, to provide that assessment in a quantified form. The intent is to have this information available to all parties (City, County, Caltrans, SLOCOG, and the property owners / interested public) when the alternatives are under discussion.

The Highway 46 East Corridor Study will begin with the first ad hoc Committee meeting and public workshop on January 13, 2000. In order for the Economic Impact Analysis to proceed in tandem with the Corridor Study it would be valuable to have the consultants "on board" from the start.

SLOCOG's funding participation will cover approximately 25 percent of the cost of the analysis. The City is still awaiting feedback from Caltrans and SLO County regarding their funding participation.

Policy

Reference:

Highway 46 East Corridor Study; Economic Development Strategy

Fiscal

Impact:

Without the funding participation from Caltrans and SLO County, the fiscal impact on the City of Paso Robles to undertake the Economic Impact Analysis would be about \$23,000.

Options:

- a. Direct staff to proceed with entering into a consultant services agreement with Mundie & Associates to undertake the Economic Impact Analysis of alternatives identified under the Highway 46 East Corridor Study, to return with the necessary documentation to appropriate \$23,000 from the General Fund for this purpose, and to make further contacts with both Caltrans and SLO County with regards to their funding participation;
- b. Determine not to proceed with the Economic Impact Analysis in light of the lack of funding participation from Caltrans and SLO County;
- c. Amend, modify or reject the foregoing options.

h:\bob\60\cc\99\eco impact analysis 28 Dec 99

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December 14, 1999

Joe Weiland
OMNI-MEANS, Ltd.
3001 Douglas Boulevard, Suite 300
Roseville, CA 95661

Dear Mr. Weiland:

Mundie & Associates is pleased to submit this proposal to prepare an economic impact analysis for the Highway 46 Corridor Study. As we understand the project, OMNI-MEANS is responsible for determining the 25-year interim and ultimate improvement needs for this corridor, which stretches east along State Route 46 from U.S. 101 approximately five miles to Jardine Road.

Our Understanding of the Project

Scope

The economic impact analysis (EIA) is intended to provide perspectives on the impacts of alternatives that would not be part of a standard corridor study. It would, for example, investigate how differences in the configuration of Highway 46 may influence development opportunities: the type, location, and scale of development that might occur in response to the differences in visibility and accessibility associated with those alternatives. Development opportunities, in turn, will affect the economic consequences of the transportation decisions: investment in and returns from new development, private sector employment and income opportunities, and public sector revenues. Understanding the dimensions of these outcomes is important to the City in reaching a considered decision about its optimal choice for both project and mitigation.

The reconfiguration of Highway 46 East into an expressway, with a limited number of signalized intersections, or a freeway, with (a smaller number of) grade-separated interchanges, could have a number of impacts on the viability of adjacent businesses and on public sector revenues. Many of these impacts are listed on page 2 of the RFP. Beyond the direct costs of implementing alternative roadway configurations (e.g., expressway impacts 2 and 3 and freeway impacts 3 and 6), the new design could:

- Change traffic patterns by directing vehicles to intersections that provide access to Highway 46. These changes could affect the patronage and viability of existing businesses, including the feasibility of developing new businesses on currently-vacant sites. At the same time, these changes could increase patronage and enhance viability of the existing and future businesses located at the points of access.
- Affect the visibility of businesses located along the roadway and consequently inhibit (or enhance) their ability to attract pass-by patronage, resulting in reduced (or improved) viability. This impact is particularly associated with configurations that include grade separations.

- Alter the property taxes, sales taxes, and transient occupancy taxes paid by businesses whose patronage is reduced or increased.

The RFP requests several types of analysis related to the financial aspects of planning and policy decisionmaking. In the "points of analysis" listed on page 3, it includes concerns that may be characterized as economic, fiscal, and financial. These concepts, and the points included in each, are:

- **Economic impacts.** In general, economic impacts are changes in the private sector economy, and are generally described in terms of jobs and incomes. The following points of analysis are concerned with economic impacts (numbers correspond to those in the RFP):
 1. Loss of potential private sector sales/income revenues from decreased access to Highway 46 East.
 3. The projected loss resulting from potential increases in vehicular delays at signalized intersections.
 6. Projected loss of income potential/business opportunity associated with the removal of viable commercial property.

Fiscal impacts. Fiscal impacts are changes in public sector revenues and costs, and are typically described in terms of changes in annual operating costs and revenues, increases/decreases in a public agency's reserves, or changes in the agency's capacity to provide services. The RFP includes the following fiscal impacts in its specific points of analysis:

4. Projected loss of property tax to the City and County.
 5. Projected loss of sales and transient occupancy tax revenue to the City and County.
- **Financial Impacts.** Technically a subset of fiscal impacts, financial impacts are the effects of strategies that are used to pay for public improvements. Whereas fiscal impacts are expressed in terms of their effects on public service costs and general fund revenues, financial impacts are described in terms of the percent of land value, rent, bonded indebtedness capacity, or other similar measure of value that they represent. The focus of this analysis is on the burden imposed on those expected to pay for the improvements. In the RFP, the following specific points of analysis are financial impacts:
 2. The cost of public improvements for current and projected land uses.
 7. Projected development impact fees based on a proportionate share of benefit and cost per acre for future development of vacant land.

Schedule

The EIA must be completed in conjunction with the Corridor Study, which is scheduled for completion by mid-2000. The EIA will rely on the Corridor Study for some types of information – such as projected traffic flows, amount of traffic diverted to different routes by each alternative, and estimated costs of improvements – and, in turn, will supply the Corridor Study with other types of information, such as the projected economic and fiscal impacts of alternatives.

Form

The RFP states, "The analysis shall be no longer and no more complex than is necessary to give the decisionmakers a reasonable projection of the relative scale of economic impacts. The projections of

economic impacts are not expected to be more accurate than the ability to project vehicular traffic volumes.”

M&A adapts the form of its reports to meet the specific needs of each client. We take pride in our ability to make complex material understandable to the lay reader and to provide information in a form that facilitates decisionmaking. We would work with OMNI-MEANS and the City of Paso Robles to define the most appropriate report format for this EIA.

Proposed Scope of Work

Preface to the Scope

M&A previously submitted a proposed scope of work for the Highway 46 East Corridor study, and several alternative scopes, in conjunction with OMNI-MEANS' proposal to conduct the Corridor study. Those scopes, which were designed to fit within relatively small budgets, were more general in their investigation. We have appended our September 7, 1999 memo to OMNI-MEANS to this proposal for three reasons: first, to demonstrate our ongoing interest in this project; second, to illustrate our flexibility in adapting the scope to the budget available; and, third, to indicate that, if the budget required to cover the scope outlined above exceeds the amount available for this project, we would be willing to negotiate a reduced scope that would provide the needed information at an acceptable level of detail.

Proposed Scope for This RFP

Task 1. Meet to Initiate Study

We will meet with staff of OMNI-MEANS, the City of Paso Robles, and other agencies, as appropriate, to finalize the work plan, collect data (as indicated in the RFP; also see Task 2, below), and revisit the project area. This meeting would be in addition to the six meetings identified in the RFP (p. 4). We ask that City or OMNI-MEANS staff be available to tour the Highway 46 corridor after or as part of the meeting, to familiarize us with current thinking about the locations of access points and other anticipated changes in the configuration of the roadway associated with various alternatives.

Task 2. Assemble Data

In addition to the data list provided in the RFP (p. 4), we hope to collect the following information:

1. Map of the area to be included in the EIA.
2. Assessed values for land within the area that could be included in a project benefit area for a Highway 46 East improvement project. Values should be provided on a parcel-by-parcel basis. This data set should include, if possible, the parcel number, the parcel size, the assessed value for land and improvements (separately), and the date of last transfer (reassessment). Data would be most useful if provided in an electronic format (Excel or ASCII).
3. Assessor's parcel maps, with index maps, for the area covered by the map in item 1.
4. Sales tax data for the area covered by the map in item 1. We recognize that data for individual establishments are confidential. In the past, our clients have been comfortable with our assurances that we would maintain confidentiality, recognizing that data on an individual business level gives

us the greatest analytical flexibility. Data for each establishment should include the business name and address, type of business (by State Board of Equalization category), and taxable sales for at least one year and, if possible, up to three years.

5. Transient occupancy tax data for the study area. Again recognizing – and respecting – confidentiality issues, we would request information on revenues, number of rooms, and occupancy rates by establishment.
6. Roster of business owners, with business name and address, in the area covered by the map in item 1. This information may be obtainable from City or County business license records. We would use this information to send a letter to business owners soliciting information about the characteristics of their businesses and customers.
7. Traffic volumes by roadway segment within the mapped study area in the existing condition and projected future condition, with detail as available.
8. Projected capital cost for each alternative. We recognize that this information will not be available early in the study, but rather will emerge from OMNI-MEANS' analysis. We also recognize that this information is included in the list of specific points of analysis (point 2 on page 3 of the RFP). M&A would not normally be responsible for creating cost estimates, and would not do so for this study. Instead, we would use the estimates prepared by the engineers to evaluate financial impacts (cost burden per acre or other unit of measurement) of the alternatives.
9. Assignment of improvement costs to traffic analysis zones (TAZs) and a map of TAZs. This information would be developed as part of OMNI-MEANS' scope of work.

Items 1 through 6 are normally available from City files when projects of this type are under consideration; items 7 through 9 would be provided by OMNI-MEANS.

At the Task 1 meeting, we may become aware of additional data needs. We will communicate those needs as soon as possible as the study proceeds.

Task 3. Assemble and Evaluate Information from Comparable Areas (Optional Task)

The experiences of other geographic areas in which roadway improvements similar to those proposed for the Highway 46 East Corridor have been completed are important models for this analysis: they provide clues to the types of changes that may be expected to occur, and offer an opportunity to test hypotheses about the types of changes than should be expected in San Luis Obispo County. In Napa County, for example, State Route 29 was improved to freeway standards in some locations and expressway in others, while remaining a surface arterial in downtown St. Helena and downtown Calistoga. There may be other routes – e.g., in Monterey and Santa Maria Counties – where similar improvements offer models of change. To be comparable, the area to be considered must be in an agricultural county, located either on the edge of an urban area or forming a link between two urban areas.

Despite its value, we have identified this task as optional in order to keep the overall budget to a minimum. Nevertheless, we highly recommend its inclusion in the study.

If authorized, we will begin this task by discussing possible examples with staff and OMNI-MEANS. For each comparable area (up to three), we will contact local jurisdictions to discuss the land use changes and other impacts they have observed. Where additional avenues of investigation appear promising, we will make additional phone calls to supplement the information available from staff.

Task 4. Project Changes in Consumer Behavior

Based on the information about changes in traffic patterns (provided in Task 2) and the information from comparable areas, we will project changes in consumer behavior associated with each roadway configuration alternative. These changes will be expressed in terms of the change in the number of visitors/customers expected in various locations. Quantitative estimates will be supplemented by descriptive information based on the experience of other areas if Optional Task 3 is included in the study.

Task 5. Estimate Economic Impacts

We will translate the changes in consumer behavior into changes in consumer spending in order to project economic impacts of alternate roadway configurations. This translation will consider the locational pattern of spending and the types of outlets most likely to be affected (destination vs. convenience establishments; local-serving vs. visitor-serving). The results will be expressed in terms of dollars spent on taxable purchases and on hotel nights. The information produced in this task will respond to items 1 and 6 on page 3 of the RFP.

To the extent possible, we will estimate whether reductions in economic activity that occur in areas of reduced visitation (e.g., along roadway segments that are no longer directly accessible from Highway 46) will be offset by increases in activity at limited access intersections or interchanges. This aspect of the analysis will be important in estimating net fiscal impacts (Task 6).

Task 6. Estimate Fiscal Impacts

Fiscal impacts to be included in this analysis are the changes in property tax, sales tax, and transient occupancy tax revenues that would be collected by the City of Paso Robles and the County of San Luis Obispo.

The estimate of changes in **property tax** revenues is perhaps the most complicated, because some properties may find their locations improved as a result of the project, while others may be less well-located than they are in the current condition. While properties that do not change ownership or status (i.e., are not sold or improved) will generate little increase in taxes even in the best of times – or the most advantageous change in situation, such as when the site of an established business is located at a new interchange or limited access intersection – the assessed values of properties that suffer as a result of access limitations may be reduced, and those reductions would translate into lower property taxes.

The potential for changes in property tax revenue may be categorized as shown in the matrix at the top of page 6.

This study cannot provide appraisal-level examination of all parcels in the study area, but can reach some order-of-magnitude conclusions about the changes in assessed value that could be anticipated as a result of a change in the roadway configuration. These conclusions would be based on the economic impacts estimated in Task 5.

The conclusions of this task will respond to items 4 and 5 on page 3 of the RFP.

**Potential Effects on Property Tax Revenue
 Resulting from Roadway Configuration Changes**

Magnitude of Potential Revenue Change	Direction of Potential Revenue Change	
	Increase	Decrease
Significant	<ul style="list-style-type: none"> ▪ Access/visibility is improved <i>and</i> ownership changes <i>and/or</i> development/redevelopment occurs Development/redevelopment occurs <i>with or without</i> change in access/visibility <i>and with our without</i> change in ownership 	<ul style="list-style-type: none"> ▪ Parcel is removed from the assessment rolls (e.g., acquired by a public agency) ▪ Access/visibility <i>and/or</i> development potential is reduced (applies to larger parcels that suffer a significant reduction in access/visibility)
Insignificant	<ul style="list-style-type: none"> Access/visibility is improved <i>but</i> no change in ownership <i>and</i> no development/redevelopment 	<ul style="list-style-type: none"> ▪ Access/visibility <i>and/or</i> development potential is reduced (applies to smaller parcels as well as larger parcels that suffer a minor reduction in access/visibility)

Task 7. Calculate Financial Impacts

Item 7 on page 3 of the RFP requests “projected development impact fees based on a proportionate share of benefit and cost per acre for future development of vacant land.” We note OMNI-MEANS’ scope of work includes estimates of benefit and cost by traffic analysis zone (TAZ), and that their estimates will be based in part on the projected amount of traffic that would be associated with future development, as permitted by the General Plan. For out years (beyond the projections in the General Plan and other sources), we understand that OMNI-MEANS and the City will agree on development assumptions to be used in projecting future traffic. We would rely on OMNI-MEANS (in consultation with staff) for information on future development (acreage by type of land use) for the various time periods to be addressed in the study.

It is likely that a simple calculation of cost per acre will not be sufficient to evaluate the financial impacts of the proposed project, because different types of development (with different traffic generation rates) will make different contributions to the demand for roadway capacity. We will discuss with staff and OMNI-MEANS the most useful type of analysis to be completed to assess financial impacts. Based on our experience in other areas, we anticipate that some measure of cost burden that relates the calculated cost per acre to some known financial characteristic – i.e., cost expressed as a percent of assessed value – would be most useful.

Task 8. Prepare Final Report

We will synthesize the information collected in Task 2 and the analysis of Tasks 3 (if selected) through 7 into a final report on the economic impact analysis. This report will be intended for the non-technical audience; it will be concise and to the point, and will present key findings clearly and directly. We will submit the report in preliminary, draft form (four copies, as requested) for one round of review, and will incorporate responses to comments and questions in the final version.

We will submit an electronic version of the report with the camera-ready final text.

If additional background information (possibly in the form of a technical background report) is desired, it will be prepared as an additional work item.

Task 9. Attend Meetings

Our budget estimate includes attendance at the six meetings identified in the RFP (four Route 46 Corridor Study Project Development Team/Ad Hoc Committee meetings and two public meetings). We understand that, when possible, team/committee meetings will be scheduled for the same day as public meetings, and have incorporated that understanding into our cost estimate.

Optional additional meetings: We recognize that additional meetings with staff or OMNI-MEANS may also be desirable during the course of the study. Our participation in these meetings would be charged on a time-and-expenses basis.

Qualifications

Overview of the Firm

Mundie & Associates was established in 1981, with a practice emphasizing economic and social aspects of planning and land use. In nearly 19 years of professional work, M&A's land use-related work has focused on:

- **Market Research and Reporting** for private sector clients with land or other assets, and for public agencies acting as developers (such as in redevelopment, joint development, and development credits transfer); assistance to public and private clients in market feasibility and strategic planning.
- **Land Use Policymaking** for public sector clients facing important planning decisions, such as land use mix at key infill sites, appropriate land use in major new developments, and regulatory strategies to direct private development/redevelopment in areas of public importance.
- **Real Estate Feasibility and Cash Flow Analysis** for public sector clients seeking to evaluate the impacts of proposed land use and zoning controls, and for private sector clients evaluating their options for investment in real estate development.
- **Research and Analysis** to gauge the employment effects of large economic development projects (educational institutions, resource development projects, military installations) or of community plans and policies, and fiscal impacts of plans, large-scale private development projects and annexation proposals.
- **Environmental Review**, including lead CEQA role in analysis of projects and plans with significant land use and economic impacts.
- **Research** for litigation in cases involving planning, entitlements to development and CEQA.

M&A is a small business with an excellent performance record in terms of professional quality and timeliness. The firm's commitment to a high professional standard in research and land use policy formulation is complemented by an emphasis on well-organized, well-written reports. Staff of Mundie & Associates understand the importance of communication with decisionmakers and the gen-

eral public. The firm's publications are known for clarity in writing and graphics; M&A staff, for public presentations that are interesting, concise and accessible to listeners.

Brief descriptions of selected relevant projects are appended to this proposal.

Staff

Mundie & Associates' staff is anchored by practitioners in urban socioeconomic and land use analysis.

Roberta Mundie, principal, would be in overall charge of this study for M&A. Ms. Mundie is a planner with over 25 years of experience in the analysis of economics and land use. She has led numerous studies that considered the impacts of roadway and transportation access changes on land use, including the EIR on a new freeway interchange in Foster City, a survey to determine changes in patronage and revenue at several commercial locations resulting from the closure of a freeway interchange, and an analysis of the neighborhood impacts of BART station locations.

Suzanne Lampert, vice president/senior associate, would be in day-to-day charge of this study. Ms. Lampert, a member of the M&A staff for over 11 years, has over 20 years of experience in economic, fiscal, and financial analysis. She has prepared or overseen preparation of numerous economic background and economic impact studies and fiscal impact analyses; projected land use changes for analysis of future roadway changes; and developed financing studies for several planning or redevelopment efforts. In San Luis Obispo County, she recently headed the preparation of the Economic Element of the County General Plan; previously, she presented a workshop on economic and fiscal analysis to the County's Economic Advisory Committee, evaluated alternative inclusionary housing strategies for the City of San Luis Obispo, and provided economic and fiscal background analyses to the City of San Luis Obispo during the preparation of their General Plan update.

Resumes for Ms. Mundie and Ms. Lampert are appended to this proposal.

Additional Information

M&A does not propose to use any subcontractors in this study with the following exception: we have allowed \$500 in our budget for the preparation of graphics, should they be useful in the presentation of our findings.

Examples of Previous Work

We are enclosing with this proposal three examples of previous work projects:

- Draft Environmental Impact Report on the East Third Avenue Extension and East Third Avenue/State Route 92 Interchange in Foster City, California.

This DEIR includes discussions of both land use and socioeconomic impacts (pp. 109 and 116) of the proposed road configuration change.

- Economic Impact Analysis of the Proposed Century Theatre Multiplex in San Mateo.

This analysis demonstrates M&A's experience in analyzing information to evaluate economic impacts and producing an report that is understandable to a non-technical audience.

Downtown Newhall Revitalization Strategy: Financing Analysis

This report, which explains and evaluates alternative methods of paying for downtown revitalization, demonstrates M&A's ability to present technical information in clear language, organized to facilitate the lay reader's ability to compare the options available.

Budget

Our charges are based on the actual time devoted to your project by our staff, billed at standard hourly rates. These rates are subject to revision at the beginning of each calendar year. Current billing rates for the staff who would be assigned to this study are:

Suzanne Lampert	\$130 per hour
Roberta Mundie	\$132 per hour

Expenses, such as for subsistence and incidental travel costs, graphics, publications and printing, are invoiced at their cost to us. Other expenses are charged according to our current rates (subject to change on January 1 of each year): travel in staff-owned vehicles, \$0.325 per mile; in-house photocopying, \$0.25 per page; FAX receipts and transmittals, \$0.25 per page; telephone charges (including FAX line), itemized cost multiplied by 1.5.

Bills are submitted monthly and are payable on receipt.

We estimate that the scope of work outlined above would cost approximately \$30,400 for the required tasks (that is, all tasks excluding Task 3) and \$36,150 including optional Task 3. This estimate, detailed below, assumes the following:

- Either Roberta Mundie or Suzanne Lampert, but not both, would represent M&A at all meetings.
- Project Team/Committee meetings would be held on the same day as public workshops; therefore, the total number of round trips to San Luis Obispo County would be five (the four Project Team/Committee meeting days plus the Task 1 meeting).
- Overnight stays would be required only for the trips on which public meetings are scheduled.
- All graphics for M&A's report would cost no more than \$500.

Budget Summary

	Mundie		Lampert		Total	
	Hours	Cost	Hours	Cost	Hours	Cost
Required Tasks	30	\$3,960	194	\$25,220	224	\$29,180
Expenses						1,240
Subtotal	30	\$3,960	194	\$25,220	224	\$30,420
Optional Task	4	528	40	5,200	44	5,728
Total	34	\$4,488	234	\$30,420	268	\$36,148

14-11

Schedule for Completion

As we noted on page 2 of this proposal, we recognize that the EIA is to be completed concurrently with the Corridor Study. Beyond that recognition, we believe that an interactive process, in which the economic analysis informs the consideration of alternatives as the study progresses – and, specifically, the projection of new development and vehicle trips associated with each alternative – will be of greatest use in the decisionmaking process.

We are prepared to start work in January, 2000 and to complete our final report by the end of June, assuming that information needs identified in Task 2 can be met in a timely manner. One possible schedule would be as follows:

Task	Month(s) of Activity
1. Meet to Initiate Study	January
2. Assemble Data	January-February
3. Assemble Information from Comparable Areas*	January-February
4. Project Changes in Consumer Behavior	March
5. Estimate Economic Impacts	March
6. Estimate Fiscal Impacts	March
7. Calculate Financial Impacts	May
8. Prepare Final Report	May-June
9. Attend Meetings	As scheduled; note Workshop #1 and PDT/Committee meetings are tentatively slated for January 13

* Optional

Exceptions

Our proposal does not cover, or suggests a change in, the following items in the RFP:

1. We would not prepare cost estimates for public improvements (item 2 on page 3). We would use the estimate prepared by OMNI-MEANS for our work in the financial impact analysis.
2. We have not included an estimate of the cost that would result from potential increases in vehicular delays at signalized intersections. We believe that such an estimate would be based substantially on work to be completed by OMNI-MEANS. If this item must be included, we will work with staff to agree on an acceptable form and process for estimating the cost.
3. While we are committed to providing the text of the final report in Word for Windows 95 (Version 7), we cannot be sure at this time that any graphics that are prepared for the EIA will be readable by the City's computers. We will work with you on this subject.
4. We would ask the City to reconsider the schedule for payment of the final 20 percent of the contract price. Submittal of a Final Corridor Study is beyond the control of the economic consultant. Instead, we suggest payment when the final EIA has been submitted to the City and OMNI-MEANS.

Additional Information

We are very interested in working with you on this study, and have reserved as much time as possible during the work week ending December 31, 1999 to be able to attend an interview. We look forward to hearing from you.

Very truly yours,

MUNDIE & ASSOCIATES
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(415) 441-9640

By:



Roberta Mundie
Principal

Appendices

- Memo to OMNI-MEANS outlining alternate scopes of work
- Qualifications
- Resumes

Fax Memo

To:	Ross Ainsworth Omni-Means, Ltd. 3001 Douglas Boulevard, Suite 300 Roseville, CA 95661	From:	Suzanne Lampert Mundie & Associates 3452 Sacramento Street San Francisco, CA 94118
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Subject:	Route 46 East: Possible Work Scopes		Ref: ra0907f
Date:	September 7, 1999	Pages:	3

Urgent For Your Information and Use Please Reply Today Please Comment

Thank you for calling last Friday afternoon to discuss issues related to economic analysis for the Route 46 East study in San Luis Obispo County. This memo outlines the magnitude of work effort we could undertake given alternate levels of funding for an economic analysis. To establish a framework for this outline, we thought it would be useful to review the elements of our original proposal.

Original Proposal

Our original proposal included two work elements: the "fatal flaws" analysis, to be completed in Phase I, and the optional discussion of how transportation alternatives have affected the economies of other wine regions, to be completed (if desired) in Phase II.

In the "fatal flaws" analysis, we proposed to address:

- Effects of access alternatives on the viability of existing uses
- Effects of access alternatives on the potential for economic development (e.g., growth of the winemaking industry)
- Economic effects of an interchange on the City of Paso Robles

In the discussion of lessons from other areas, we proposed to discuss how the following factors have affected the wine industry and other economic development efforts:

- Road configuration options, including freeways vs. limited-access highways and distances between access points on limited-access roadways
- Signage regulations
- Differential effects in rural vs. urban areas

September 7, 1999

For each of these two segments of the proposed scope of work, we requested a budget allocation of \$5,000. A budget of this magnitude for Phase I would allow us to spend one day on a trip to San Luis Obispo County to drive the segment of Route 46 East covered by the study and to meet with local parties (e.g., planners, economic development staff, and, potentially, other interested parties) to discuss their perspectives on the potential impacts of alternate road configurations. The budget for Phase II would allow us to visit the Napa Valley to confirm the interaction of roadway characteristics and economic development in different locations.

The work covered by this proposal would not constitute a full economic impact analysis. Such an analysis would include, in addition to the qualitative information described above, quantitative estimates of the effects of the transportation alternatives under study on jobs and incomes in the project vicinity (e.g., San Luis Obispo County). Instead, the proposed scope of work would provide some insights that could be used by transportation facilities planners to guide their work to a recommendation that would both meet transportation goals and maximize benefits to (or minimize harm to) existing and potential business enterprises in the vicinity of the transportation corridor.

Alternative Scopes of Work

Based on our conversation with you of Friday afternoon, we understand that it may not be possible to obtain funding for the full work effort outlined above, or even the Phase I "fatal flaws" analysis. Therefore, we are providing the following concepts of alternative levels of effort that could provide some useful information within the budget that you have indicated may be available.

Budget of \$3,500

We would undertake the "fatal flaws" analysis, proposed as part of Phase I, but would not be able to visit the project site or conduct in-person interviews with local sources. Our analysis would therefore be more generic, based primarily on our experience in similar situations as applied to the conditions in the vicinity of Route 46 East that are described to us by local sources we are able to interview by telephone.

We would not undertake the optional Phase II work.

Budget of \$7,000

We would complete the "fatal flaws" analysis, as proposed as part of Phase I, including the one-day trip to San Luis Obispo County. This work would require \$5,000.

With the additional funds, we would provide a brief comparison the characteristics of the roadway alternatives to the characteristics of major transportation routes in the Napa Valley; specifically, Route 29 and the Silverado Trail. These routes have varying configurations and functions along their lengths:

- The configurations of Route 29 include freeway, limited access highway, and surface roadway. It serves as:

A gateway and major access route to the Napa Valley for tourists

September 7, 1999

- A major arterial for residents of the Valley
Main Street for residents of St. Helena
- An important journey to work route for Valley residents and wine industry workers, and
A business-to-business route for agricultural, winery-related, and other uses along the way.
- Silverado Trail is a surface roadway along its entire length from Napa to Calistoga. With development along its frontage more strictly controlled than the land along Route 29, it serves as:
 - A "back door" route for work, shopping, and recreational trips by Valley residents
 - A secondary route for recreational travel by visitors (e.g., bicyclists and winery visitors)
 - A gateway to two of the Valley's destination resorts (Silverado and Meadowood) and several destinations beyond the valley (including the communities of Deer Park and Angwin, and Lake Berryessa).

These varying characteristics and functions – in conjunction with Napa County zoning regulations – have accommodated and supported different types of economic development in different locations. In the unincorporated areas, the County has generally preserved the rural feel of the road, confirming and supporting the agricultural and scenic qualities that make the Napa Valley a world-class tourist destination. In some urban areas, Route 29 provides direct access to retail stores and restaurants, providing market support for uses that would otherwise be unavailable to the residents of Napa County's small communities; in others, it whisks through traffic past the congestion of local trips and, at the same time, preserves the local streets for residents to complete their daily trips unencumbered by visitor-related congestion.

The lessons that can be gained from the Napa County experience will be directly relevant in the region served by Route 46 East, where the visual and travel experience coupled with ease of access will frame travelers' perceptions of the attractiveness of the SLO County winery industry and influence their interest in returning to the region year after year.

The comparison to Napa County would be based primarily on our existing knowledge of the Napa Valley, confirmed by a one-day field trip to the area and, possibly, telephone conversations with local planners.

Budget of \$15,000

A budget at this level would fully fund the work originally proposed. It would also cover:

- Planning-level quantitative estimates of the effects of alternate roadway configurations on the wine industry in San Luis Obispo County.

An examination of the likely land use effects of a full freeway interchange at Route 46 East and U.S. 101 on land uses in the immediate vicinity.

Additional Information

Please do not hesitate to call us if you have any questions about this memo or require additional information.

Qualifications

Skills and experience that shape Mundie & Associates' ability to understand and analyze economic outcomes of the alternatives that will be considered for Route 46 East have been honed in several kinds of previous assignments. Some of these have focused directly on transportation facilities: opening of a new roadway or closure of an old one, creation of a new interchange or abandonment of an old one, the "growth pole" effects of a long-term transportation improvement in light of future development potential in a market area or region. Some have addressed economic outcomes of other kinds of public actions that affect development opportunities: "spark plug" redevelopment projects (megaplex cinemas, shopping centers), increases in development potential via transfer of development credits, growth induction attributable to major projects (military base expansion, mines, energy development facilities). Others have focused on the public sector costs and revenues associated with potential changes in development patterns, with a subgroup of the latter addressing financing of public sector costs or infrastructure projects.

These relevant prior studies are described in subsections below on transportation studies, economic analysis, fiscal analysis, and financing. We also include a description of previous assignments in San Luis Obispo County that have familiarized us with the development context and local perspectives on city and regional planning.

Transportation-related Studies

Economic Impact of Freeway Access Change ➤ Forecast of the economic effects of a change in the configuration of the I-580/680 interchange. One of the proposed interchange reconstruction alternatives would eliminate access from southbound I-680 to the retail and restaurant complex along Hopyard Road in Pleasanton. M&A's economic analysis was based on a survey the firm designed and administered to existing customers of stores and food service establishments in the area. The survey findings allowed M&A to forecast the magnitude of the potential reduction in visitation for both retail stores (which would suffer slightly, if at all) and restaurants (for which the adverse impact of one particular configuration option could be significant). The study formed part of the EIR prepared for the Alameda County Transportation Agency, to assist in its consideration of options for the I-580/680 Direct Connector Project.

Freeway Interchange EIR ➤ Mundie & Associates was the prime consultant on Foster City's environmental analysis of a city-sponsored project to construct an interchange between East Third Avenue and State Route 92 at the western terminus of the San Mateo/Hayward Bridge. The work included a thorough review of existing subregional traffic patterns, and a forecast of potential change given a new access route to the region's freeway network and improved access to Foster City. The analysis also addressed land use impacts, including (among other issues) changes in property values.

Forecasting Customer Response to Access Change ➤ surveys of customers of a Hayward shopping center and of a nearby McDonald's to assist in forecasting patronage and revenue loss arising from reduced accessibility. Survey results were applied to a forecast of reduction in land value. Depositions and expert testimony in civil proceedings were provided relating to survey research methodology and findings.

Impacts of Highway Bypass Project ➤ a study of the economic and land use effects of a new limited-access highway (and feasible alternatives) on the properties and businesses of both the proposed route and the routes presently used by traffic to be diverted to the proposed route. This study for the City of

Richmond and the Federal Highway Administration also identified the impacts of land acquisition (potential displacement of residences and businesses) and of construction period activities.

Land Use Forecasting for a Metropolitan Area ➤ projection of changes in land use that may be expected to occur between the years 2015 and 2040 in the Sacramento metropolitan area. This projection provided a basis for forecasts of travel demand in the area (which includes **Sacramento County** and portions of **El Dorado, Placer, Sutter, Yolo** and **Yuba Counties**). The travel demand forecast will be used to assess the need for and potential use of a southeastern bypass, which would connect Interstate 5 south of the City of Sacramento to State Route 50 and Interstate 80, at the eastern edge of the study area.

Market Study for a Freeway Site ➤ analysis of the market for residential uses and commercial sites at a freeway interchange in Manteca. Key issues were (1) the market for residential development and (2) the likelihood that freeway-related businesses would be interested in purchasing development sites. The commercial site analysis was based on freeway use characteristics (average daily traffic), the locations of nearby competitive establishments and the proximity of existing development in the city. Mundie & Associates investigated the site selection criteria of more than 20 highway-oriented commercial operations – including auto-related, food service and retail chains and franchises – to assist in evaluating the current development prospects of the site.

Economic Analysis

Economic and Fiscal Impacts of a Downtown Cineplex ➤ analysis of effects of a multiplex cinema project in downtown San Mateo on business activity in the surrounding area and on public revenues and costs. M&A reviewed the relevant literature and analyzed information from other cities with downtown multiplexes to provide a basis for projecting future changes in business activity in the area surrounding the theater. Estimates of fiscal impacts (public cost and revenue changes) were based on review of the City budget, interviews with City staff, and information from cities with comparable projects.

Growth Induction Analysis of Freeway Access Options ➤ review of the development potential of a number of downtown San Francisco sites owned by Caltrans. Under a “no-rebuild” scenario, earthquake-damaged freeway access and egress facilities would be removed and the sites could be made available for development. M&A’s analysis addressed the development potential from two perspectives: regional forecasts of future demand that might be attracted to the study area, and site-specific consideration of the scale and types of uses constituting the potential market for those lands. The study forecast absorption by square footage over the period 1995-2015, and evaluated whether that development would be considered “growth-inducing” under CEQA.

Transferable Development Rights for Agricultural Preservation and Enhancement ➤ the County of Alameda, in consultation with the Cities of Livermore and Pleasanton, engaged a team of consultants to prepare a Specific Plan to preserve and encourage vineyards and other agricultural uses in the South Livermore Valley. As economics firm on the team, M&A contributed to the identification of measures to strengthen the local wine grape industry and to formulation of a strategy to support agriculture through a combination of preservation incentives and land use regulation. A critical element of the strategy was a system of transferable development credits (TDCs), in which landowners would be compensated for ceding to other properties the residential development that could otherwise be located on their properties. The recommended TDC system was formulated based on an economic analysis of production returns and land value effects in both TDC “sending” and “receiving” areas. The system was subsequently adapted by the County, Livermore, and Pleasanton as a linchpin of the South Livermore Valley Area Plan.

Local Economic Effects of Military Base Expansion ➤ forecast of changes in the levels of military procurement, consumer expenditures and government impact assistance in the **Monterey Bay** area which would result from a Master Plan to double the Defense Language Institute's operating capacity at the Presidio of Monterey. Mundie & Associates' analysis served as the economic technical appendix to the Army's environmental assessment.

Growth Impacts of Gold Mine ➤ analysis of the effects of the development of Homestake's McLaughlin Gold Mine Project on southeastern **Lake**, western **Yolo** and northern **Napa Counties**. Findings addressed potential population growth in the impact area during construction and operation periods and resulting economic effects, and provided estimates of demand for housing and community services. The EIR/EIS received the Association of Environmental Professionals annual award as Outstanding Environmental Document.

Economic Analysis for a General Plan Update ➤ assessment of existing conditions, obstacles and opportunities for the 1998 update of the City of **Novato** General Plan. Major issues included the viability of downtown/old town, especially in light of the opening of a new discount shopping mall elsewhere in the city, and the potential future development of Hamilton Field, which would significantly increase the amount of office and light industrial space.

Fiscal Analysis

Fiscal Impact Analysis of Community Growth ➤ Analysis of the fiscal consequences of growth in **Antioch** over the period 1981-2 through 1992-3. Over this period, the size of the area to which Antioch provides municipal services grew substantially, and the city's population increased by more than 55 percent. M&A's retrospective fiscal analysis found that Antioch's growth over this period had not imposed a net fiscal burden on Antioch, because average values of new development exceeded those of pre-existing development, and because the city had taken aggressive action (including operating cost financing measures) to assure that new growth would be fiscally self-supporting.

Fiscal Impacts of Specific Plans ➤ evaluation of the cost and revenue impacts of development permitted by Specific Plans for two major urban expansion areas that were recently annexed to the City of **Antioch**. The first area (Sand Creek Specific Plan) encompasses 2,700 acres. The analysis for this area considers three plan alternatives that provide for primarily residential development at a range of densities. The second area (Future Urbanization Area #2) encompasses 800 acres; the proposed plan calls for a mix of employment and residential uses.

Revenue Impacts of Downtown Revitalization ➤ projected impacts of three alternative downtown revitalization scenarios on property tax revenues collected by the City of **Arcadia** and its redevelopment agency, and on sales tax revenues collected by the city. The analysis evaluated three different levels of redevelopment activity that could occur within the 20-year study period. M&A used a spreadsheet-based computer model to account for land use changes on specific sites. The projections were used by the City Council in their evaluation of alternative redevelopment strategies for the downtown area.

Fiscal Analysis for an Area Plan ➤ estimate of public service cost and revenue changes expected to result from the redevelopment of **Mountain View's** Evelyn Avenue Corridor – a predominantly industrial and service commercial area – to a residential area with some service commercial and retail/office uses. In addition to projecting operating costs and revenues, M&A inventoried the financing mechanisms available to pay for public improvements that could be included in the area plan.

Fiscal Impact Analysis of General Plan Revision > computer modeling of the potential effect of Plan-related development on the fiscal health of the City of **Menlo Park** and on the municipal services provided to the community's existing residents and businesses. Analysis included examining historical trends in local municipal revenues and expenditures, and testing different land use scenarios for fiscal balance. At the request of the City, M&A looked specifically at alternative land uses that could be located on a site proposed for a major hotel/conference center development.

Fiscal Analysis of a General Plan > forecast of costs and revenues associated with buildout of the preferred alternative for a new general plan in **Sebastopol**. The analysis addressed existing level of service deficits as well as the expected costs of serving new development permitted by the plan. Strategies that would help to enhance the city's fiscal condition were also identified.

Fiscal Impact Analysis for a General Plan > forecasts of costs and revenues associated with buildout of three initial alternative general plans for the **City of Rohnert Park**. The analysis – which uses a custom-built computer spreadsheet-assisted model – focuses on the city's general fund, and compares the alternatives to the existing general plan based on annual operating balances and the cumulative effect on the City's reserve funds over a 20-year planning horizon.

Fiscal and Financial Analysis of a Redevelopment Plan > evaluation of redevelopment plan impacts on city revenues and costs for the City of **Yuba City**. The analysis specifically considered the balance of city revenues and costs, accounting for limited growth in revenues (because property tax increments would be collected by the Redevelopment Agency) and increasing costs (related to growth stimulated by redevelopment). The study also addressed the sufficiency of tax increments and other anticipated redevelopment revenues to pay for capital improvements included in the redevelopment plan.

Financing of Public Plans and Projects

Financing Strategy for Downtown Revitalization > identification of potential sources of revenue to pay for the revitalization of downtown Newhall, a community that became part of the newly-formed **City of Santa Clarita** in 1988. Following on a market analysis that provided a basis for the recommended revitalization strategy, M&A examined the funding potential associated with various private and public sources of new revenue. Financing options were presented in a public workshop, and the recommended financing strategy was adopted by the City Council in 1996.

Financial Feasibility of an Area Plan > assessment of capital costs that would be borne by private development in an urbanizing area of **San Diego**, and the impact of those costs on the feasibility of a framework plan for the area. Estimated costs of capital facilities were assigned to housing units and nonresidential development that would be permitted by the framework plan based on relative demand for capacity. The analysis allowed for modification of plan elements, infrastructure requirements, and funding sources and methods to achieve an arrangement in which development fees would not exceed 10 percent of the market value of any housing unit.

Financing for Downtown Revitalization > formulation of a strategy to pay for the revitalization of downtown **Lodi**. Mundie & Associates examined the advantages and disadvantages of alternative methods of financing capital projects, and worked with City staff to identify options that appeared to be feasible for the downtown area and for Cherokee Lane, which is Business Route 99.

Work in San Luis Obispo County

Economic Element of a General Plan > through a series of workshops with the San Luis Obispo County Economic Advisory Committee and other interested members of the public, M&A is coordinating the preparation of an economic element that will recognize the role of jobs in maintaining the quality of life for residents of this coastal county. Issues include trade-offs between economic vitality and environmental preservation, appropriate locations for new commercial and industrial land uses (cities vs. the incorporated area), and subregional jobs/housing balance. M&A's role includes structuring and leading the workshops, preparing interim products to guide the discussion, and drafting the Economic Element.

Workshop on Economic and Fiscal Analysis for Planning > overview of the differences between economic and fiscal analysis, how they relate to each other, and why each is important for land use planning. Mundie & Associates prepared discussion materials and led a workshop for the Economic Advisory Commission of the San Luis Obispo County Board of Supervisors.

Fiscal Analysis for General Plan > evaluation of the land use policies and programs on commute patterns, fiscal conditions and housing production. As the San Luis Obispo City Council considered the draft Land Use Element of their updated General Plan, they desired more information about the impacts of the proposed policies and programs. M&A prepared a fiscal analysis that considered the effects on city costs and revenues of a limit on the nonresidential growth rate. Using a spreadsheet-based cost-revenue model, the analysis evaluated a series of alternative residential and non-residential growth rate combinations to reach conclusions about whether a nonresidential growth limit would be consistent with future fiscal health.

Analysis of Housing Requirements for General Plan > evaluation of land use policies and programs on housing production. As the San Luis Obispo City Council considered the draft Land Use Element for their updated General Plan, they sought information about the impacts of the proposed policies and programs on housing feasibility. M&A considered the impact of recommended inclusionary housing production requirements on the feasibility of market-priced residential construction, and formulated alternative requirements judged to be more consistent with the city's overall goals. The City later hired M&A to update this study before adopting inclusionary housing requirements.

Other

Economic Fundamentals for Planners > workshop on the various economic and financial aspects of planning that inform decisions about land use and public policy. The presentation was part of a training provided by the California Planning Foundation to senior planning professionals.

Presenting Economic Information to Decisionmakers and the Public

M&A has successfully used PowerPoint, a Microsoft software package, to assist in presentations of economic information to inform planning decisions in study sessions, public hearings, and public workshops. This tool allows us to create interesting, accessible visual aids for our presentations in a cost-effective manner. Some of the projects for which we have used PowerPoint are the "Economic Fundamentals for Planners" workshop described above, the SLO County Economic Element, the fiscal analysis for the Rohnert Park General Plan, a corridor study in San Mateo, and a redevelopment study in East Palo Alto.

ROBERTA MUNDIE

PRINCIPAL

EDUCATION

Radcliffe College/Harvard University,
AB cum laude, 1966

Harvard University, MCP (Master of
City Planning), 1970

University of San Francisco, Master of
Arts in Writing, 1998

PROFESSIONAL AFFILIATIONS

California Planning Roundtable
American Institute of Certified Planners (AICP)
The Urban Land Institute
American Planning Association (APA)
Association of Environmental Professionals (AEP)

AWARDS

California Chapter APA, 1987 Award for
Comprehensive Planning
(for City of Petaluma General Plan)

AEP Certificate of Recognition for Outstanding
Environmental Document of 1983
(for McLaughlin Gold Project EIR/EIS)

EXPERIENCE

Ms. Mundie founded Mundie & Associates in 1981 following nine years as senior staff of a San Francisco socio-economic research firm. Her M&A work has included a broad mix of land development related studies, from general plan work to environmental impact reports to focused market, economic and fiscal analyses.

Head of Mundie & Associates from its establishment, Ms. Mundie brings to her work a clarity in organization, and in written and spoken presentation, that contributes significantly to the quality of M&A's work products. Among her special interests are the interrelationship of land use and transportation, resources planning and use of the CEQA process in public decisionmaking.

PROJECTS

BART Station Area Plan EIR > for Concord Station Area Plan, EIR for Concord Redevelopment Agency on major development project proposed by BART. Transportation impacts, visual impacts and identification of alternatives were critical elements of this work.

Central City Housing Strategy > research and analysis to direct short-term actions of the Sacramento Housing and Redevelopment Agency toward maximizing housing benefits and supporting Downtown vitality and extended-day activity.

East Third Avenue/State Route 92 Interchange EIR > assessment of impacts of major transportation facility on travel patterns in Foster City, and related impacts on land use and other local conditions.

Transit Station Joint Development Feasibility Studies > for two BART station areas, analysis of potential for private development on BART-owned lands. Such development would make more productive use of under-utilized land (currently in surface parking), enhance BART revenues, and contribute to land use objectives of the two cities (Hayward and El Cerrito).

Transportation Impact Review > for the City of Emeryville, systematic reconsideration and re-presentation of local area impacts of a major development project. Focus on balancing auto and other commute modes in a high-density redevelopment setting.

EIR on Downtown Plan > comprehensive analysis of the effects of major new development in the 500-acre area encompassing San Jose's downtown core. Focus is on meeting transportation service and air quality objectives while establishing sufficient density levels to support housing and transit.

Negative Declaration on BART Parking Project > report on CEQA issues involved in decking BART surface parking at El Cerrito del Norte; consultation with City and BART to build mitigation into project.

EIR on General Plan Amendment to Accommodate Higher-density Project > assessment of effects of increasing allowed density in the Pleasant Hill BART station area of Contra Costa County. EIR focused on transportation, vegetation and visual/design issues.

Downtown Plan > environmental review of plan (and alternative plans) for Berkeley's 79-acre central area. Key issues were urban density (in terms of height, bulk and amount of onsite parking) and traffic impacts.

SUZANNE LAMPERT

VICE PRESIDENT

EDUCATION

University of California, Berkeley,
AB, urban studies, 1971

Princeton University, Woodrow Wilson
School of Public and International Affairs,
MPAUP (Public Affairs and Urban
Planning), 1975

PUBLICATIONS

"Scoping Meetings: Get the Public Involved with
Your Projects," *California Planner*, July 1990.

AWARDS

Sacramento Valley Chapter APA, 1992 Award for
Outstanding Planning: Planning Implementation
(for *Sacramento Central City Housing Strategy*)

EXPERIENCE

Ms. Lampert has been a key staff member at Mundie & Associates since 1987. She has prepared economic background reports, market studies, real estate feasibility analyses and fiscal impact studies for a variety of projects and plans, ranging in scale from single buildings to general plans. With both the broad perspective of the planner and the specific focus of the real estate analyst, she is able to consider a diverse range of concerns, from policy goals to current market constraints, in the course of her work.

Ms. Lampert's work has contributed to general and specific plans, redevelopment/revitalization plans and strategies, land use and development forecasts and the evaluation of private development projects. She has also prepared or contributed to the preparation of environmental impact reports.

PROJECTS

Growth Induction Analysis for San Francisco > projections of employment growth and real estate development with and without availability of land vacated when the Embarcadero Freeway and nearby on/off ramps were demolished after the 1989 Loma Prieta earthquake; market, real estate feasibility, and tax increment analysis for the area surrounding the Transbay Transit Terminal (contributions to the terminal location decision and the Transbay Area Concept Plan).

Economic and Fiscal Impacts of a Multiplex Cinema > estimates of changes in private sector jobs and taxable sales in downtown San Mateo following construction of a proposed 12-screen movie complex; also, projected changes in public sector service costs and revenues resulting from the same project.

Land Use Strategies for Congestion Management Planning > analysis of land use patterns that contribute to roadway congestion in Napa County, and recommendations for strategies to reduce future congestion. This work was used in the county's Congestion Management Plan.

Land Use Forecasting for Transportation Planning > extension of SACOG's land use projections by traffic analysis zone from the year 2015 (SACOG's horizon year) through 2040, for use in the Southeast Area Transportation Study.

Economic Analysis for Commercial District Revitalization > assessment of economic and other conditions affecting the potential for change in the Alameda and West San Carlos corridors adjacent to downtown San Jose, the Richards Boulevard area of Sacramento, downtown Arcadia, and two districts of Lacey (WA).

Fiscal Analysis of Projects, Plans, and Annexation Proposals > public service cost and revenue impacts of proposed projects (including plans and plan amendments) in Antioch, Mountain View, Redwood City, Novato, Menlo Park, San Luis Obispo, Dublin (CA), Seattle (WA), and San Antonio (TX).

Financial Analysis for San Diego North City Future Urban Area > examination of the costs of providing infrastructure to a 12,000 acre area and the impacts of those costs on prospective homeowners. Work included recommendations for a financing strategy to allocate costs equitably.

Economic and Fiscal Impacts of a Superstore > effects of a proposed Kmart store on businesses in downtown Ft. Bragg and on city costs and revenues.