



EXHIBIT "A"

AGREEMENT

This Agreement, made and entered into on this _____ day of _____, 1981, by and between the Planning Bureau of the City of Portland, hereinafter referred to as "City" whose address is 621 SW Alder, Portland, Oregon, 97205, and Zimmer, Gunsul, Frasca Partnership, an Oregon partnership, hereinafter referred to as "Consultant", whose address is 111 SW Oak, Portland, Oregon 97204.

WHEREAS, the City intends to capitalize on the investment in light rail transit to the greatest extent possible by promoting a healthy business environment along the Banfield Transitway Light Rail corridor; and

WHEREAS, a comprehensive downtown pedestrian system will promote both business and use of light rail transit; and

WHEREAS, it is in the best interest of the City to develop design guidelines for such a pedestrian system along SW Morrison, SW Yamhill and SW First, hereinafter referred to as the "downtown LRT alignment"; and

WHEREAS, the U.S. Department of Transportation - Urban Mass Transportation Administration, through the Banfield Transit Station Area Planning Program, has provided funds for such design work; and

WHEREAS, a scope of work has been developed between the City and Consultant to accomplish the study in a timely and professional manner;

NOW, THEREFORE, the parties hereto do mutually agree as follows:

I. AGREEMENT

A. City

City will direct and supervise performance for all aspects of the design work and will make all decisions and authorizations in connection with the design work.

For the purposes of this Agreement, Carol Berkley or her replacement will be designated as the City's Project Manager.

B. Consultant

The overall role of Consultant is set out in Exhibit "A", Proposal for "Downtown Pedestrian Street Design", hereinafter referred to as "Scope of Work", and which is attached hereto and by this reference made a part of this Agreement.

Consultant will, at their cost, retain subconsultants with the necessary expertise to assist them in the performance of this Agreement and to meet the City's goals for the inclusion of minority and/or female business enterprise in contractual work.

missioner-In-Charge, may reduce the Scope of Services and notify Consultant of the reduction of the Scope of Services to reduce the estimated cost of performance of this Agreement. Such reductions in the Scope of Services shall be for work under the Scope of Services which has not been performed.

No notice, communication, or representation in any other form or from any person other than the City's Project Manager shall affect the estimated cost of this Agreement. In the absence of the specified notice, the City shall not be obligated to reimburse Consultant for any costs in excess of thirty-five thousand dollars (\$35,000), whether those excess costs were incurred during the course of the Agreement or as a result of termination. When and to the extent that the total project cost has increased, any costs incurred by Consultant in excess of project cost prior to such increase shall be allowable to the same extent as if the cost had been incurred after the increase, unless the City's Project Manager issues a termination or other notice and directs that the increase is solely for the purpose of covering termination or other specified expenses.

When all work has been completed to the satisfaction of the City and all reports and other required products have been delivered and accepted by the City, Consultant will be provided written notification of such satisfactory completion of the work.

- B. Consultant shall invoice the City on a monthly basis for actual costs incurred per the terms of Section III H of this Agreement. Each invoice shall be supported by a general description of such labor, reimbursable expenses or other such evidence of Consultant's right to payment as City may direct. Each invoice must be approved in writing by the City's Project Manager prior to payment.
- C. The City shall pay Consultant the amount of all approved invoices within thirty (30) days after receipt of same.
- D. Consultant shall notify the City's Project Manager in writing when all services are completed and all terms of this Agreement are satisfied by Consultant. If the City's Project Manager agrees, the City's Project Manager, subject to approval of the Commissioner-in-Charge, shall acknowledge in writing that the services are accepted. If the City's Project Manager disagrees, she/he shall so notify Consultant in writing within five (5) working days and advise of deficiencies. Thereupon, Consultant shall take or cause a subconsultant to take corrective measures and upon satisfactory completion the City's Project Manager, with the approval of the Commissioner-in-Charge, shall then issue its acceptance of services.
- E. Upon receipt of the City's acceptance of services, Consultant may submit its final invoice which may then be due and payable.
- F. Payment for extra work performed due to changes in the Scope of Work under this Agreement shall be paid as agreed to by the parties hereto in writing at the time extra work is authorized.

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Consultant will, at their cost, retain subconsultants with the necessary expertise to assist them in the performance of this Agreement and to meet the City's goals for the inclusion of minority and/or female business enterprise in contractual work.

II. EFFECTIVE DATE AND DURATION

This Agreement becomes effective as of _____, 1981 upon signing by both parties. The provisions of this Agreement will be considered fulfilled upon submission of the final products of Phase V of the work program as described in the Scope of Work and upon written notification of satisfactory completion as set out in section III A of this Agreement.

Consultant agrees to begin Phase V of the work program only after written authorization from the City's Project Manager.

Established completion time, as set forth in section IX of this Agreement, shall not be extended because of any unwarranted delays attributable to Consultant, but may be extended by the City in the event of delay attributable to the City or because of unavoidable delays caused by an act of God or governmental actions or other conditions beyond the control of Consultant.

It is understood by both parties that any unanticipated period of time required for review by public bodies in excess of forty-five (45) days and which affects the work to be performed hereunder may be cause for renegotiation. If the parties cannot agree to terms of renegotiation either party may terminate.

III. COMPENSATION AND BILLINGS

Consultant shall be paid for completed work and for services rendered under this Agreement as provided hereinafter. Such payments shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment and incidentals necessary to complete the work.

- A. The total cost to the City for the performance of this Agreement is thirty-five thousand dollars (\$35,000). If at any time Consultant has reason to believe that the costs which he expects to incur in the performance of this Agreement in the next succeeding thirty (30) days, when added to all costs previously incurred, will exceed seventy (70) percent of the estimated cost, or if at any time Consultant has reason to believe that the total cost to the City for the performance of this Agreement will be greater or substantially less than the estimated cost hereof, Consultant shall notify the City's Project Manager in writing to that effect, giving the revised estimate of such total cost for the performance of this Agreement.

The City shall not be obligated to reimburse Consultant for costs incurred in excess of thirty-five thousand dollars (\$35,000), and Consultant shall not be obligated to incur costs in excess of thirty-five thousand dollars (\$35,000), unless and until the City's Project Manager shall have notified the Consultant in writing that increased project costs have been authorized by City Council and shall have specified a revised project cost which shall thereupon constitute the cost of performance of this Agreement. The City's Project Manager, with the approval of the Com-

missioner-In-Charge, may reduce the Scope of Services and notify Consultant of the reduction of the Scope of Services to reduce the estimated cost of performance of this Agreement. Such reductions in the Scope of Services shall be for work under the Scope of Services which has not been performed.

No notice, communication, or representation in any other form or from any person other than the City's Project Manager shall affect the estimated cost of this Agreement. In the absence of the specified notice, the City shall not be obligated to reimburse Consultant for any costs in excess of thirty-five thousand dollars (\$35,000), whether those excess costs were incurred during the course of the Agreement or as a result of termination. When and to the extent that the total project cost has increased, any costs incurred by Consultant in excess of project cost prior to such increase shall be allowable to the same extent as if the cost had been incurred after the increase, unless the City's Project Manager issues a termination or other notice and directs that the increase is solely for the purpose of covering termination or other specified expenses.

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- B. Consultant shall invoice the City on a monthly basis for actual costs incurred per the terms of Section III H of this Agreement. Each invoice shall be supported by a general description of such labor, reimbursable expenses or other such evidence of Consultant's right to payment as City may direct. Each invoice must be approved in writing by the City's Project Manager prior to payment.
- C. The City shall pay Consultant the amount of all approved invoices within thirty (30) days after receipt of same.
- D. Consultant shall notify the City's Project Manager in writing when all services are completed and all terms of this Agreement are satisfied by Consultant. If the City's Project Manager agrees, the City's Project Manager, subject to approval of the Commissioner-in-Charge, shall acknowledge in writing that the services are accepted. If the City's Project Manager disagrees, she/he shall so notify Consultant in writing within five (5) working days and advise of deficiencies. Thereupon, Consultant shall take or cause a subconsultant to take corrective measures and upon satisfactory completion the City's Project Manager, with the approval of the Commissioner-in-Charge, shall then issue its acceptance of services.
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- F. Payment for extra work performed due to changes in the Scope of Work under this Agreement shall be paid as agreed to by the parties hereto in writing at the time extra work is authorized.

- G. Consultant will provide the City with a progress report to accompany the monthly statement. Said report will describe the progress accomplished in the prior month and will be organized by task as identified in the Scope of Work. The report will also show the Scope of Work percentage of work completed for each major phase of the study, and for the overall study. The report will also record the percentage of the budget used and the amount of the budget remaining for allocation of work to the Minority Business Enterprise.
- H. The City will compensate the consultant team for services by the following members of the consultant team at the following rates or at such new rates as may be determined by Consultant; however, the project budget shall not be exceeded as a result of any rate increases:

Zimmer, Gunsul, Frasca Partnership (ZGF)

Gregory S. Baldwin	\$65/hr.
Robert G. Packard	\$45/hr.
Robert Frasca	\$65/hr.
Technical Personnel	Billed at Direct Personnel Expense (DPE) x 2.5

DPE by position:

Junior/Senior Designers	\$10-18/hr.
Estimating/Specifications	\$ 9-14/hr.
Technical Staff	\$ 6-11/hr.

Sub-Consultants Billed at 1.03 x actual cost billed ZGF

- I. The estimated distribution of the budget by task for each consultant team firm is as follows:

	ZGF	Ecodesign	PPS	Mitchell Nelson
Phase I: Analysis	\$ 4,000	\$1,250	\$9,500	\$150
Phase II: Development of Alternative Design Concepts	4,500	750	1,800	150
Phase III: Selection of Refinement of Design Concepts	2,550	1,550	1,915	100
Phase IV: Maintenance of Policy Alternatives	1,500		890	100
Phase V: Final Concept Design	3,500		895	
	\$16,050	\$3,500	\$15,000	\$500

IV. EMPLOYMENT

For the purpose and duration of this Agreement, Consultant agrees that Consultant's Project Manager, Robert G. Packard, shall not change without written consent of the City.

Consultant warrants that it has not employed or retained any company or person other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranting, City shall have the right to annul this Agreement without liability, or at its discretion to deduct from the Agreement price or consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

Any and all employees of Consultant while engaged in the performance of any work or services required by Consultant under this Agreement shall be considered employees of Consultant only and not of the City, and any and all claims that may arise under the Worker's Compensation Act on behalf of said employees while so engaged shall be the sole obligation and responsibility of Consultant.

V. CHANGES IN WORK

Consultant shall make such revisions in the work included in this Agreement which has been completed, as necessary to correct Consultant's errors or omissions appearing therein, when required to do so by the City through written notification from the City's Project Manager, without additional compensation therefor.

Consultant shall make, at no additional cost to the City, changes, amendments, revisions or modifications in the execution of the Scope of Work as required by the City and within the scope of this Agreement. If the City finds it convenient to change the Scope of Work or delete tasks from the Scope of Work, the City's Project Manager shall notify Consultant in a timely manner to allow Consultant to adjust his staff commitment to the work being done. If Consultant considers any of the above to be beyond the scope of this Agreement, Consultant will notify the City's Project Manager within ten (10) days after notification from the City's Project Manager of any changes, amendments, revisions or modifications.

VI. AUDIT AND INSPECTION OF RECORDS

Consultant shall permit the authorized representatives of the City, the U.S. Department of Transportation and the Metropolitan Service District to inspect and audit all data and records of Consultant relating to his performance under this Agreement until the expiration of three (3) years after final payment under this Agreement.

Consultant further agrees to include in all his subcontracts hereunder a provision to the effect that the subconsultant agrees that the City, the U.S. Department of Transportation, the Metropolitan Service District or any of their duly authorized representatives shall, under the expiration of three (3) years after final payment under the subcontract, have access to and the right to examine any directly pertinent books, documents, papers and records of such subconsultant involving transactions related to the subconsultant.

VII. TERMINATION

- A. Termination for Convenience. The City may terminate this Agreement, in whole or in part, at any time by two (2) weeks written notice to Consultant. All work on this Agreement shall cease upon receipt of the notice. Consultant shall be paid its costs, including Agreement close-out costs, and profit on work performed up to the time of termination. Consultant shall promptly submit its termination claim to be paid to Consultant. If Consultant has any property in his possession belonging to the City, Consultant will account for the same and dispose of it in the manner the City directs.
- B. Termination for Default. If Consultant fails to perform in the manner called for in this Agreement, or if Consultant fails to comply with any other provisions of this Agreement, the City may terminate this Agreement for default. Termination shall be effected by serving a notice of termination on Consultant setting forth the manner in which Consultant is in default. Consultant will only be paid this Agreement price for services performed in accordance with the manner of performance set forth in this Agreement.

If it is later determined by the City that Consultant had an excusable reason for not performing, such as a strike, fire or flood, events which are not the fault of or are beyond the control of Consultant, the City, after setting up a new performance schedule, may allow Consultant to continue work or may treat the termination as a termination for convenience.

VIII. DISPUTES

Any disputes under the provisions of this Agreement shall be submitted to the City's Project Manager. If satisfactory resolution is not obtained, the dispute shall be submitted to the City Council and its decision shall be final and conclusive to the parties to this Agreement.

IX. SCHEDULE

A tentative schedule, as herein indicated shall be generally followed unless modified in writing upon agreement by both parties. The following dates by task are approximate and subject to minor changes to reflect requirements of the Study.

	<u>Initiate</u>	<u>Complete</u>
Phase I: Analysis	April 27	June 22
Phase II: Development of Alternative Design Concepts	June 5	July 31
Phase III: Selection and Refinement	July 31	August 27
Phase IV: Maintenance Policy Alternatives	June 22	August 27
Phase V: Final Concept Design	August 7	September 14

X. FURTHER AGREEMENTS

Consultant and the City further mutually agree as follows:

- A. Consultant will assign staff members whose expertise and specialties will facilitate and aid performance of this Agreement.
- B. Each party shall allow personnel of the other party who are assigned to work on this project reasonable access to procedures and techniques employed in performance of this Agreement.
- C. Consultant acknowledges responsibility for liability arising out of the performance of this Agreement and shall hold the City harmless from and indemnify the City for any and all liability, settlements, loss, costs and expenses in connection with any action, suit or claim resulting or allegedly resulting from negligent acts, errors or omissions resulting from services provided under this Agreement.
- D. Performance of this Agreement shall not be subcontracted in whole or in part except with the written consent of the City. Consultant shall not assign this Agreement in whole or in part, or any right, privilege, duty or obligation hereunder, without the prior written consent of the City. No provision of this section and no approval by the City of any subcontract shall be deemed in any event or in any manner to provide for the incurrence of any obligation by the City in addition to this Agreement price.
- E. Consultant shall be free to copyright material developed under this Agreement. The City reserves a royalty-free, non-exclusive and irrevocable license to reproduce, publish or otherwise use and to authorize others to use the work for government purposes.
- F. Publication of any reports resulting from this Agreement by either party shall give credit to the other party. However, if the City does not wish to subscribe to the findings or conclusions of the study, the following statement shall be added: "The opinions, findings and conclusions expressed in this publication are those of the authors and not necessarily those of the City of Portland".

- G. Consultant shall perform this Agreement as an independent consultant and not as an employee of the City.
- H. During the performance of this Agreement, Consultant for itself, and its assignees and successors in interest, agree as follows:
1. Nondiscrimination. During the performance of this Agreement, Consultant agrees as follows:

Consultant will not discriminate against any employee or applicant for employment because of race, creed, color or national origin. Consultant will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, color, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
 2. Solicitation for Subcontracts, Including Procurement of Materials and Equipment. In all solicitations, either by competitive bidding or negotiation made by Consultant for work to be performed under a subcontract, including procurements of materials or equipment, each potential subcontractor or supplier shall be notified by Consultant of Consultant's obligations under this Agreement and the Regulations relative to nondiscrimination on the grounds of race, color or national origin or handicap.
 3. Information and Records. Consultant will provide all information and reports required by the regulations, or order and instructions issued pursuant thereto, and will permit access to its books, records, accounts, and other sources of information, and its facilities as may be determined by the City.
 4. Worker's Compensation. Consultant agrees to provide the City with a certificate establishing that he has qualified (a) as a direct responsibility employer as provided pursuant to ORS 656.407 (Worker's Compensation), or (b) as a contributing employer as provided by ORS 656.411.
- I. Consultant will provide the City with the following documents and camera-ready artwork for additional printings, to be delivered to the City by September 14, 1981, at which time the artwork will become the property of the City. Date of delivery may be changed only due to changes in the work schedule under the provisions of this Agreement.
1. One (1) film and/or slideshow illustrating and summarizing the conditions, goals and objectives which provide the context for the project. Film provided to the City shall be Super 8 mm. Slideshow materials shall be 35 mm and shall include one complete copy.

2. Five (5) copies of a written report which includes, but is not limited to: general criteria and design standards for pedestrian improvements; a summary outline specification of materials and construction procedures; a summary estimate of project costs for proposed public improvements; a schedule relating the scope of work and construction sequence with a program to minimize disruption to downtown circulation and adjacent activities; an identification of alternative funding sources which may be available; a description of the process conducted for review and public comment on the project; and, a description of other documents prepared for this project.

This document prepared for the City shall be in accordance with the following guidelines:

- a) The size of the document shall be limited to 8½" x 11".
 - b) All art work shall be camera ready "line" art prepared for or adaptable to one color printing.
 - c) All art work shall be prepared to facilitate two-staple binding.
 - d) Screen tints shall have a maximum of 85 lines per inch.
 - e) Any nonconformance with the above format, including the addition of continuous-tone originals, foldouts, or additional ink colors which might be a necessary aid in communication, shall be negotiated separately with the City's Project Manager in advance of producing the art work.
 - f) Information on the cover and title page of the document(s) will include the title and the phrase "Prepared for the City of Portland, Bureau of Planning by", followed by the name of the Consultant and the date on which the document is projected to be released. The title page will additionally include the seal of the City of Portland, Oregon.
3. Five (5) copies of design drawings of the project concept. The original art work for these drawings shall be in such format that they may be easily reproduced using existing City reproduction facilities. The ultimate scale(s) of these drawings shall be determined through concurrence by the Technical Steering Committee described in the Scope of Work.
 4. Five (5) copies of a technical document containing outline specifications of materials and construction procedures, and estimates of project construction and maintenance costs for public improvements.

This document prepared for the City shall be in accordance with the following guidelines:

- a) For each alternative design proposal, Consultants shall identify anticipated public and private fiscal requirements. Consultant shall address both construction costs and on-going maintenance costs.

- b) Construction cost estimates shall be in a format and of sufficient detail as to be acceptable by the appointed representative of the City Engineer's Office to the Technical Steering Committee. Such estimates shall be coordinated with the civil engineering cost estimating format to be used by the Tri-County Metropolitan Transit District for transit station areas.
 - c) During the course of developing this document, Consultant agrees to submit calculations and work sheets to the Technical Steering Committee representatives for their review and comment.
 - d) The original art work for this document shall be in such format that it may be easily reproduced using existing City reproduction facilities.
5. One (1) graphic summary of the entire project, which can be used for public review and evaluation.

In addition to the specific work products outlined above, Consultant agrees to participate, at no additional cost, in the following number of presentations to public bodies for their approval of the project as necessary:

1. Two (2) presentations to the City Council.
2. Two (2) presentations to the Planning Commission.
3. One (1) presentation to the Design Review Committee.
4. One (1) presentation to the Historic Landmarks Commission.
5. One (1) presentation to the Portland Development Commission.

It is mutually understood by both parties that these presentations may occur after September 14, 1981.

The parties of this Agreement agree that Zimmer, Gunsul, Frasca Partnership is providing professional services to the City of Portland as an independent contractor and is not an employee of the City, and is therefore not entitled to the benefits provided by the City to its employees, including, but not limited to, group health insurance, pension plans, or use of City-owned vehicles. The Consultant may practice his profession for others during those periods when not performing work under this Agreement.

DATED THIS _____ DAY OF _____, 1981

FOR CITY OF PORTLAND

By

(Commissioner-in-Charge)

Approved as to Form:

By

(City Attorney)

(Auditor)

FOR CONSULTANT

By

(Partner for Zimmer, Gunsul, Frasca
Partnership)

SCOPE OF WORK

DOWNTOWN
PEDESTRIAN
STREET
DESIGN

A
PROPOSAL
SUBMITTED
BY

ZIMMER
GUNSUL
FRASCA
PARTNERSHIP,

CITY OF PORTLAND

D O W N T O W N P E D E S T R I A N S T R E E T D E S I G N
C I T Y O F P O R T L A N D

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Part 1

PROJECT WORK PLAN

First, the Project Work Plan and its execution must respond to the fact that downtown is the "center," the most congested and the most physically taxed, i.e. peak conditions, critical masses, competition for functions and spaces. Therefore, diverse and divergent *needs* must be reconciled, inappropriate standards and practices modified, and comprehensive support obtained. Second, the Project Work Plan must synthesize and provide for the coordination of several major public and private design/development efforts which will influence the future function and configuration of the affected streets.

The proposed Work Plan details in Phase I the kinds of issues which will be addressed. To avoid repetition, subsequent phases are described only by intent and general tasks proposed, and assume that the specific issues previously identified will be resolved accordingly. In general, the scope and sequence of work correspond with that described in the RFP. The rationale has been expanded and the content of the work to be performed has been developed in more detail.

Phase I: Analysis

Task A: *Assemble, review, and augment data provided by the City.*

The City has developed a considerable body of information regarding the use of downtown streets, particularly those to be affected by the Banfield and alternative Westside Corridor transit alignments. This data is supplemented by recent traffic counts conducted by the Bureau of Traffic, individual traffic analyses executed for new downtown projects, special parking studies for the Skidmore/Old Town District, the retail core, and the RX Zone, and the comprehensive data base produced with the Downtown Parking and Circulation Policy. In addition, the City and Tri-Met have constructed and operated two major street improvement programs (the Transit Mall and Front Avenue), which provide invaluable sources of information regarding the implications of use, operation, maintenance, and institutional obligations associated with a transit and pedestrian-oriented redevelopment of downtown streets.

It will be the responsibility of the Study Team to consolidate, illustrate, and interpret the City's information so that the role of the street may be understood. However, since there exist both misconceptions and disagreements regarding the current function and utility of downtown streets, the Study Team shall augment the findings of existing data by recording what actually occurs with interviews and a visual observation program.

To evaluate the role of the street and its immediate and systemwide relationships to development, the following tasks are proposed:

1. Collect and analyze data available from the City, Tri-Met and related downtown development.
 - Aggregate and synthesize information.
 - Identify resulting hypotheses.
 - Identify information deficiencies.
2. Interview owners and tenants of adjacent properties (see Part 2).
 - Conduct interviews on an individual and/or block-by-block basis. (Examples for the South Park Blocks Master Plan and Newburyport Survey can be provided on request.
 - Consolidate interviews, identify common objectives and unique requirements.
3. To supplement and complement existing data, conduct preliminary field observations of the study area.
4. Select and film key light rail stop locations for time-lapse film analysis (3-4 locations). These locations might include the following:
 - Congested vehicular and pedestrian areas in the retail core on Yamhill and Morrison Streets.
 - Less intensively used areas where time-lapse film analysis will compress the current activity, making it more visibly apparent (First Avenue).
5. Select and film key activities which contribute toward understanding of the individuality of each street. These activities may include:
 - Shopping (retail core and historic districts)
 - . waiting at store entrances
 - . window shopping
 - . visual access
 - . physical access
 - Vehicle-related boarding, alighting, waiting (transit and private modes)
 - . standing
 - . leaning
 - . sitting
 - . conflicts with pedestrian flows
 - . conflicts with vehicular flows and dwelling times
 - . conflicts with window shopping
 - . environmental control (rain/sun)
 - Passive recreation
 - . sunning
 - . reading
 - . eating/drinking
 - . talking
 - . appreciating art/architecture
 - . strolling (lunchtime, tourists)

- Service and maintenance
 - . deliveries/pickups
 - . utility access
 - . refuse collection
 - . street sidewalk cleaning
 - . traffic control
6. Develop graphic record of observations for review.
- Illustrate how the street relates to adjacent land uses and how it enhances or detracts from the function of those uses.
 - Edit film into a 20-minute visual presentation.
7. Review with Technical Steering and Concept Review Committees (see Part 2 for a description of these committees):
- Discuss observations recorded from analysis of technical material with emphasis on pedestrian issues.
 - Discuss needs of street by adjacent activities from the point of view of property owners, tenants, and pedestrians.
 - . automobile, transit, pedestrian access
 - . loading requirements
 - . location of entrances
 - . enhancement of display windows
 - . other opportunities and constraints
8. Record and summarize comments resulting from review of observations.

Task B: Describe the requirements and responsibilities of Morrison, Yamhill, and First Avenue.

The subject streets are being redeveloped to serve new circulation requirements. In addition, they are expected to complement downtown development objectives. While they are not solely responsible for stimulating the redevelopment of the downtown corridor which they serve, their improvement should be designed and implemented to facilitate the operation of desirable existing and future development. The following tasks identify the fundamental circulation requirements of each street and reconcile them with the related responsibility of serving the needs and encouraging the complementary response of adjacent development.

1. Describe potential conflicts in the operation of the streets based on the preceding analysis and observations.
2. Revise and project requirements and responsibilities of streets in the future. Consider:
 - Potential public and private development outside public rights-of-way.

- Transit, bus, and light rail.
 - Pedestrian volumes and circulation patterns.
 - Transit station waiting, loading, and access requirements.
 - Service requirements.
 - Specific access needs of abutting activities.
 - Potential changes in the use of the traffic and/or pedestrian zones which will require future modification of the car's alignments or surface treatments.
 - Joint development opportunities.
3. Prepare statement outlining potential conflicts between requirements for the use of the street and the functions of adjacent activities.

Task C: Analyze and resolve overall function and use of each street.

Produce written and visual document consolidating the findings of Tasks A and B and recommending derivative goals and objectives for the redevelopment of the street. Emphasis will be given to pedestrian activity and the potential it provides to integrate redevelopment within and adjacent to the public right-of-way. Goals and objectives will consider:

1. Problems and conflicts including:
 - Pedestrian/bicycle issues and impacts.
 - Transit movement and ridership.
 - Traffic access and flow.
 - Loading requirements.
2. Overall street function related to pedestrian needs.
 - Level of pedestrian activity:
 - Pedestrian "level of service," existing and proposed flows, and resultant sidewalks widths.
 - Pedestrian movement pathway width requirements for singles, groups of two, three, four and passing conditions.
 - Handicapped requirements and blind path.
 - Type of pedestrian activity:
 - Functional pedestrian areas
 - . window shopping
 - . pathways (one-way pedestrian couplet)
 - . transit, auto and taxi boarding, aligning, waiting, sitting, leaning, perching
 - . building entrances
 - . rest areas
 - . sidewalk vending areas
 - . crosswalk waiting areas
 - . environmental art locations
 - . event and program locations (concerts, etc.)

- . information areas (kiosks, directories, transit information, etc.)
- . handicapped facilities
- Pedestrian improvement objectives
 - Design guidelines, spatial requirements
 - Required street-level features and pedestrian-related amenities
 - Landscaping
 - Development phasing and flexibility
 - City standards and requirements
 - Private sector improvement goals and relationships

Phase II: Development of Alternative Design Concepts

Task A: Outline the level of pedestrian improvements appropriate for each street function and use.

Phase I will indicate how downtown streets are currently used and their potential function in the future. Phase II will produce several derivative options for street improvements which may be evaluated by their ability to serve related pedestrian requirements. While the concepts developed will reflect the opportunities and problems associated with the use of Yamhill, Morrison, and ~~First~~^{Fourth} Avenues, their development should also anticipate application to other downtown streets.

Guidelines and alternative solutions for the improvement of pedestrianways will be developed for public review. They would:

1. Refine design criteria identified in Phase I.
2. Illustrate solutions which address:
 - required street and sidewalk dimensions
 - pedestrian zones for different kinds of pedestrian activities
 - paving material options
 - appropriate street furniture
 - landscaping options
 - lighting, signing, drainage, etc.
 - response to specific access and activity requirements of adjacent properties
3. Evaluate concepts from a pedestrian perspective.
4. Summarize and present alternative concepts for public review.

Task B: Review alternative design concepts.

The review of alternative concepts will be conducted throughout their development and at their conclusion. During the execution of this and the preceding task, the Technical Steering Committee will help, on a weekly or bi-monthly

basis, to refine, evaluate, and recommend alternative concepts. Summary reviews will generally be sponsored by the Review Committee in the form of organized workshops. It will be the responsibility of this latter effort to insure that the recommended solutions are consistent with City policy, the relevant public and private objectives outlined in Phase I, and capable of support by the agencies, groups, and businesses who would implement them. The general procedure for review is outlined in Part 2 and will include:

1. Frequent sessions with the Technical Steering Committee to develop, criticize, and refine alternative design concepts.
2. Workshops sponsored by the Review Committee.
3. Continuing contact with representatives of adjacent activities, as required.

Task C: Prepare summary description of alternative design concepts.

A presentation will be developed which updates the goals and objectives summarized at the conclusion of Phase I and illustrates the design concepts described in this phase. It will be produced in a form which will permit broad review and provide the basis for the selection and refinement of a preferred concept.

Phase III: Selection and Refinement of Design Concept

Task A: Prepare refined design concept for street improvements along each street.

This phase will require careful coordination with the design of the transit right-of-way and station areas to be executed by Tri-Met consultants responsible for the civil design element of the Banfield Transitway. The mutual objectives for pedestrian, auto, service, and transit vehicular use of Yamhill, Morrison, and First Avenues is not fully resolved, and the design approach which will integrate them has been only outlined. While the design parameters for the light rail system have been generally accepted, means to satisfy the needs of the other uses occupying these streets must be confirmed before any final system design can be proposed with confidence. Phase III will produce:

1. Selection of the design concept to be pursued and accepted.
2. General description of public and private development responsibilities for implementation.
3. Sketches illustrating guiding design principles.
4. Plans, sections, and axonometrics of prototypical blocks.
5. Schedule of material options and material placement procedures to be utilized.

6. Preliminary estimate of budget requirements for public improvements.

Phase IV: Maintenance Policy Alternatives

Task A: Consider and propose alternative approaches for maintenance of public right-of-way, exclusive of roadway.

Maintenance procedures should be based upon an evaluation of:

1. Maintenance liabilities inherent to alternative design concepts.
2. Resources of the agencies and/or abutting uses available for the maintenance of the subject streets.
3. Implied and assigned responsibility for a permanent maintenance program.

Phase IV will consider how maintenance can and will be provided and financed. Relative merits of LID's joint development and exclusive city responsibility will be described and alternatives for the execution of each, will be proposed. The cost, flexibility, and liability of alternatives will be outlined. Upon City review of these options, a draft maintenance policy for the downtown segment of the Banfield Transitway, with application potential to other downtown streets, will be prepared. The policy will include:

1. A statement of maintenance objectives.
2. Scope of maintenance responsibilities and their assignment to public agencies and private property.
3. Delineation of predictable maintenance improvements vs. future capital improvements.
4. Description of the actions which may be implemented to carry out the maintenance policy.

Phase V: Final Concept Design

Task A: Prepare preliminary design of improvements for each street.

Phase V will synthesize the data, observation, concept, and policy development provided by preceding phases and will produce a design for subsequent construction documents and implementation. The design will apply to specific locations, prototypical solutions, and material specifications developed in Phase III. The consultant team will rely upon the participation of the Technical Steering Committee and the staff resources it represents, to help produce a design which is not only durable but which can count on the aggressive support of the agencies which will be responsible for its implementation, operation, and maintenance. Phase V will produce a final design report which will include the following components:

1. A film and illustrated summary of the conditions, goals, and objectives which provide the context for this project.
2. General criteria and design standards which will guide solutions fulfilling those goals and objectives.
3. A graphic summary of the entire project, which can be used for public review and evaluation.
4. Design drawings of the concept.
5. An outline specification of materials and construction procedures.
6. An estimate of project costs for proposed public improvements.
7. A schedule relating scope of work and construction sequence with a program to minimize disruption to downtown circulation and adjacent activities.
8. An identification of alternative funding sources which may be available.

The Downtown Pedestrian Street Study will provide the focus and forum for a consolidation of divergent views and objectives regarding the design and use of downtown streets. To facilitate that consolidation, the execution of the study must involve those who affect the use of the street and then demonstrate to them how their needs may be addressed concurrently with the needs of others. To accomplish this, the Work Plan proposes that 1] all relevant requirements be thoroughly and accurately described (Phase I) and 2] that a design concept evolve through a sequence of comprehensive evaluations and refinements.

All documentation (graphic and written) will be prepared so that it may be utilized in the final presentation, thereby minimizing mechanical efforts and making more time available for the substantive task of developing the design concept to a stage which may be readily implemented. The Downtown Pedestrian Street Design will be successfully built and operated only if it is based upon a perceptive and compelling concept.

Part 2

PARTICIPATION OF PUBLIC AGENCY REPRESENTATIVES AND INTEREST GROUPS

Downtown in a sense is a special neighborhood for everyone and a local neighborhood for those who actually live and work in the downtown core area. For that reason, the participation in the study by public agencies and interested citizens and groups is critical.

Several public agencies will have jurisdiction and/or influence over the design and operation of downtown streets affected by this study. In addition, adjacent property owners and activities, and a variety of formal and informal interest groups can and will contribute to the functional objectives and solutions which will be recommended. All can be effectively involved in the development of design concepts. Further, if their participation is organized to elicit "constructive" contributions, the critical need for consensus and comprehensive support can be realized.

To accomplish necessary consensus and support, it is proposed that the consultant team direct three related design responsibilities involving the agencies, individuals, and organizations mentioned above. Two efforts would be discrete in their execution, and the third would integrate all work to be accomplished within the Downtown Pedestrian Street Design Study. The design responsibilities and participants would be:

1. *Design Guidelines and Illustrated Standards: Technical Steering Committee.* A technical steering committee composed of public agency representatives would work with the consultant to establish "non-standard standards" which enhance the pedestrian environment of downtown streets, particularly those accommodating light rail. Only agencies ultimately responsible for the design, operation, and maintenance of those streets would participate on a permanent basis although others may be involved to assist on resolution of specific issues. The objective of this steering committee would be to reconcile already conflicting standards and practices which exist between agencies as well as produce new criteria for downtown pedestrian objectives which are currently ignored. The steering committee would be derived from the existing Technical Task Force for the Banfield Transitway, but its membership should be smaller and participation more consistent. It should include the City of Portland's Bureaus for Streets and Structural Engineering, and Traffic Engineering; the Bureau of Planning's Special Projects and Transportation Sections; Portland Development Commission; the Office of the Mayor; and Tri-Met.
2. *Affected Properties: Owners and Activities.* The requirements and desires of properties and activities affected by proposed pedestrianway improvements should be recognized by the study in the development of its conceptual design alternatives. Many businesses and owners of property located along First, Yamhill, and Morrison have had preliminary discussion with Tri-Met and the City regarding means to reconcile their needs with public improvements which might be made to those streets. The consultant team for this study would interview these businesses and owners individually or on a block-by-block basis to determine how they, the City, and Tri-Met can most effectively undertake the joint redevelopment of Front, Yamhill, and Morrison.

3. *Design Concept and Policy Review: Project Review Committee.* As joint development opportunities are suggested, and alternative design concepts are proposed, they would be considered and criticized by a larger review committee representing interested agencies, associations, and special groups. In addition to reviewing the products of the study, the review committee could also help host public hearings. Participants on the review committee would include: the Technical Steering Committee; representatives from City Bureaus for Fire, Parks, and Police; Project Managers for PDC; Street Lighting and City Bicycle Task Forces; Old Town/Skidmore, and Yamhill District councils and neighborhood associations; Downtown Community Association; Citizens for Pioneer Square; BOMA; and staff persons from City Commissioners' offices, and staff for City Commissioners, committees, and boards who will ultimately review the products of the study.

A schedule for the involvement of the Steering Committee, the Review Committee, and for the property interviews is reflected in the Project Work Plan and Schedule. The approach recommended for public participation is flexible and can be refined as appropriate. The principal objectives of this participation effort are that:

1. Constructive criticism will be offered.
2. Conflicting standards and practices will be reconciled.
3. Cooperative support for implementations will be facilitated.

To achieve these objectives, those responsible will have to be limited in number and consistent in their support.

In addition to the formal involvement of City staff, it is expected that City staff will be informally involved throughout the course of the study effort. While the City staff participation, including that of project manager may vary with the magnitude of competing commitments, it is suggested that City staff can assume three basic responsibilities to insure the study's utility. First, it can sustain and reinforce the continuity of public involvement established by preceding efforts. Second, it can function as the principal evaluation resource for the study and its products. Third, if it is to be closely identified with the conclusions of the study, it should be prepared to insure the implementation of its recommendations. With the assumption of these responsibilities, the City staff can establish the study as the successful catalyst between its precedents and the fulfillment of its products.

Potential staff-executed tasks include:

- . Maintenance of public involvement process/coordination of citizen review.
- . Visible participation in all phases of the study effort.
- . Assistance in the identification and securing of public finance resources.
- . Technical support in all areas as expertise exists and resources are available.

If the products of the study are to be institutionalized and implemented, the study must neither be – nor perceived to be – an independent consultant effort. For the City staff to be responsible for the study's content and committed to its fulfillment, the consultant team should be prepared to function simply as an extension of the staff.

Work Plan Schedule

	Jan.	Feb.	March	April	May	June
REVISED PER SECTION IX OF PROFESSIONAL SERVICES AGREEMENT	1	2	3	4	5	6
PHASE I: Analysis						
Task A: Assemble, review and augment data provided by the City.				▬		
Task B: Describe the requirements and responsibilities of Morrison, Yamhill and First Avenue.					▬	
Task C: Analyze and resolve overall function and use of each street.					▬	
PHASE II: Development of Alternative Design Concepts						
Task A: Outline the level of pedestrian improvements appropriate for each street function and use.						▬
Task B: Review alternative design concepts.						▬
Task C: Prepare summary description of alternative design concepts.						▬
PHASE III: Selection and Refinement of Design Concept						
Task A: Prepare refined design concept for street improvements along each street.						
PHASE IV: Maintenance Policy Alternatives						
Task A: Consider and propose alternative approaches for maintenance or public right-of-way, exclusive of roadway.						▬
PHASE V: Final Concept Design						
Task A: Prepare preliminary design of improvements for each street.						

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Work Plan Schedule

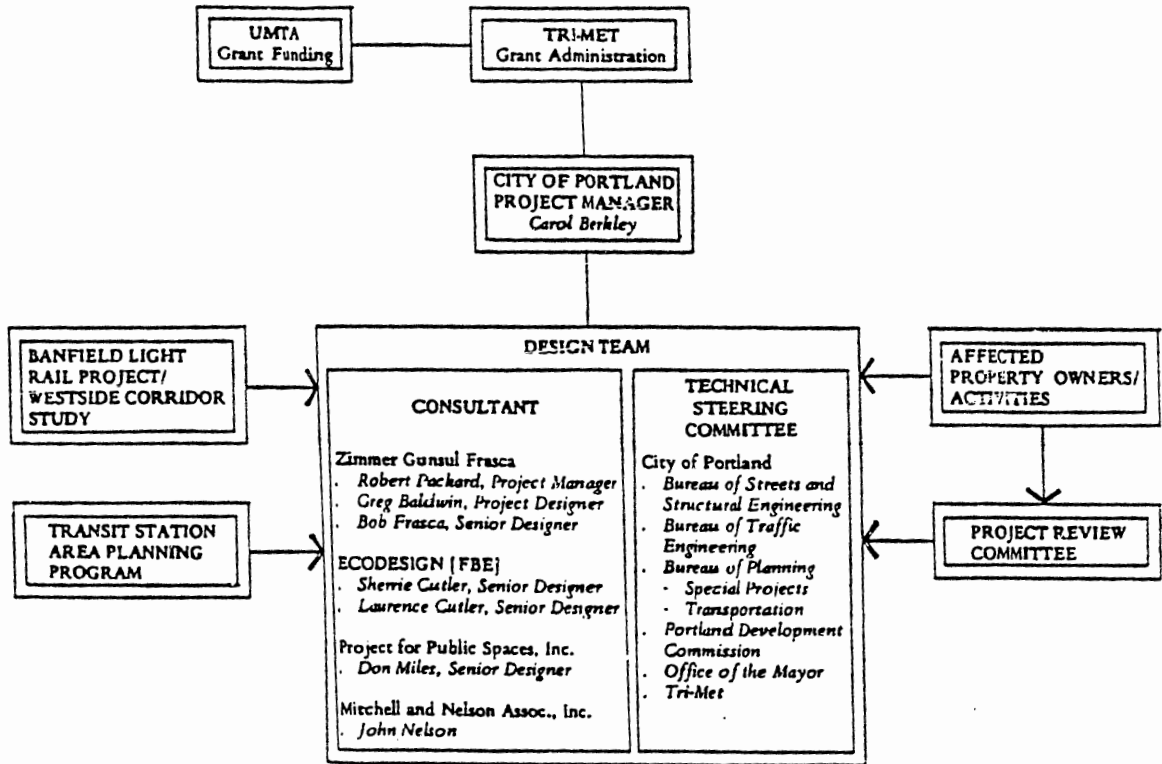
REVISED PER SECTION IX OF PROFESSIONAL SERVICES AGREEMENT

	June	July	August	Sept.	Oct.	Nov.
	6	7	8	9	10	11
PHASE I: Analysis						
Task A: Assemble, review and augment data provided by the City.						
Task B: Describe the requirements and responsibilities of Morrison, Yamhill and First Avenue.						
Task C: Analyze and resolve overall function and use of each street.						
PHASE II: Development of Alternative Design Concepts						
Task A: Outline the level of pedestrian improvements appropriate for each street function and use.						
Task B: Review alternative design concepts.						
Task C: Prepare summary description of alternative design concepts.						
PHASE III: Selection and Refinement of Design Concept						
Task A: Prepare refined design concept for street improvements along each street.						
PHASE IV: Maintenance Policy Alternatives						
Task A: Consider and propose alternative approaches for maintenance or public right-of-way, exclusive of roadway.						
PHASE V: Final Concept Design						
Task A: Prepare preliminary design of improvements for each street.						

Part 4

PROJECT ORGANIZATION

The team we are proposing for the Downtown Pedestrian Street Design has been formed and organized to provide the City of Portland with consultant assistance in a manner which is responsive to the overall goals of the City of Portland, the TSAP Program, the Banfield Light Rail Project, and the Westside Corridor Study. The organization chart and support information identify the basic lines of responsibility and the resources available within the team. It is the intent of Zimmer Gunsul Frasca, as the prime consultant, to insure that the communication, coordination, and work efforts occur openly, without constraint leading to consensus building and final implementation. The project organization chart as displayed recognizes and understands the responsibilities of the City's project manager, other consultant teams and projects, and the role of City Council and the citizens and businesses of downtown Portland.



ZGF will assume project management responsibilities as the prime contractor. The objective of the project manager will be to maintain close and thorough coordination with the local jurisdiction project managers and the project coordinator. ZGF places a premium upon effective management. Our most successful public design and planning projects are a reflection of the rapport and working relationships between project managers and client representatives. The need to maintain rapport and open lines of communication will be most important for this project.

In response, *Mr. Robert Packard* is proposed as project manager for this project. He has eight years of experience on major metropolitan transportation and planning efforts, most recently as the ZGF project manager on the Transportation Analysis element of TSAPP, the Banfield Light Rail Project Phase 2, the Westside Corridor, and the AX Zone Urban Design Framework and Capital Improvements Plan. He has worked directly with the members of the City of Portland and has completed several successful projects for Tri-Met and the City of Portland. He is also serving as ZGF's liaison with the TSAPP during the Civil Engineering/Station Design phase of the Banfield Light Rail Project.

His primary responsibilities for the study will include:

- Primary interface from pre-contract start-up to post-evaluation.
- Coordination of urban design team with the local project manager.
- Timely scheduling, reporting, and documentation of all design team activities, meetings, work sessions, conversations, decisions, etc.
- Close monitoring and control of project schedules and budgets to insure timely completion and coordination with other TSAPP work elements.
- Participation as a member of the urban design team.

Urban Design

The Zimmer Gunsul Frasca Partnership will have overall responsibility for the urban design technical assistance. This effort will be coordinated with other project components through the ZGF project manager.

The responsibilities of the Urban Design group will be to:

- . identify urban design issues
- . observe and record unique functional characteristics
- . relate characteristics to identified urban design issues and corollary development opportunities
- . develop, describe, and illustrate concept plan options
- . participate in public workshops and meetings
- . insure urban design/transportation, joint development interface
- . provide information on policy and ordinance implications

Key Personnel – ZGF

Gregory Baldwin, an associate partner with ZGF, will be responsible for guiding and directing the involvement of ZGF staff and will have ultimate responsibility for study products. Mr. Baldwin has over 17 years of experience on major urban design and transportation projects. His recent experience on planning projects in each involved jurisdiction and a recent tour of European experience adjacent to LRT stations. Mr. Baldwin will actively participate in the study and work directly with the client.

Robert Frasca, ZGF partner-in-charge of design, will be available as a design resource for the study effort. As partner-in-charge of the Banfield Light Rail and Westside Corridor project underway and/or recently completed, he brings to the team valuable experience in urban de-

sign, facility planning, and their relationships to light rail transit. He will be available to participate with the client in the study.

Primary Urban Design Subconsultants

ZGF proposes to utilize the services of the following firms and individuals as members of the urban design team.

ECODESIGN, Inc.

Sherrie Stephens Cutler, President, and *Laurence S. Cutler*, Executive Vice President, will serve as senior designers on the urban design team. The Cutlers have international experience on urban design and transportation projects, and will participate as both critics and contributors to the urban design team. ECODESIGN is a minority [female] business enterprise.

Project for Public Spaces, Inc.

Don Miles, Vice President of PPS and Director of the Seattle office, will serve as senior designer on the urban design team. Mr. Miles' valuable experience with PPS on a wide range of urban design projects will be available to the urban design team. He will participate actively with the project team.

Primary Support Consultants

Mitchell and Nelson Associates, Inc., – Landscape Architecture

Advice and comment on landscape architecture issues may be required during the course of the study. ZGF has selected Mitchell and Nelson Associates as a resource. *John Nelson*, founding partner, will serve as senior landscape architect.

RESUME

NAME: Gregory S. Baldwin, AIA

POSITION: ZGF Director of Urban Design and Planning

AGE: 40 YEARS EMPLOYED BY PROPOSER: Five

EDUCATION: American Academy in Rome, FAAR
Harvard University; M. Architecture in Urban Design
Harvard University; B. Architecture/M. Architecture
Harvard College; A.B. Architectural Science

CURRENT ASSIGNMENT AND LOCATION: Portland, Oregon

PROFESSIONAL REGISTRATION: Registered Architect, Oregon

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 17

TOTAL TRANSIT EXPERIENCE [YEARS]: 13

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Fellow, American Academy in Rome
- . Member, American Institute of Architects
- . Past member of several local policy development bodies including Mt. Hood Freeway Task Force, Central Eastside Industrial Council, and Energy Policy Steering Committee [City of Portland]
- . Rome Prize [1969-71]
- . Fulbright-Hays Fellowship Award to Germany [1969-70]
- . Marshall Memorial Fund Award [1969-70]
- . Various local and national design awards by AIA, APA, NSBA and a number of published projects in a variety of professional journals and books including AIA Journal, Progressive Architecture and Domus

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

As an architect, urban designer, and planner, Mr. Baldwin has been project manager, project designer, or principal-in-charge of several local transportation and related public planning and development projects during the past nine years. He recently was senior project designer on the Banfield Light Rail Project and is now senior project designer on the TSAPP Transportation Analysis and Westside Corridor Project. His professional experience includes the following positions and selected relevant projects.

Zimmer Gunsul Frasca Partnership [1979-present] Director of Urban Design and Planning, in addition to responsibilities for architectural projects.

Environmental Disciplines, Inc. [1973-79] Project manager and principal-in-charge of all land use and transportation planning studies as well as all architectural projects.

Gregory Baldwin Architects, AIA [1964-79] Consultant to individual firms on major building projects while executing smaller projects with small in-house staff.

Environmental Study Group; Skidmore, Owings & Merrill [1971-74] Senior urban designer and planner on major transportation and downtown development projects.

Wolff Zimmer Gunsul Frasca, AIA [1967-69] Senior designer for architectural commissions and urban design projects.

SELECTED RELEVANT PROJECTS:

- . Develop work program for Suburban Transit Station and corridor study; principal-in-charge for EDI. (Subsequently selected as prime contractor for Downtown/Oregon City corridor.)
- . Design and environmental analysis for 22-block downtown Portland transit mall; senior project planner for Skidmore, Owings & Merrill.
- . 130-block waterfront urban renewal plan for downtown Portland; senior urban designer for Skidmore, Owings & Merrill.
- . Design and environmental impact study for Mt. Hood Freeway [I-80N] Portland, Oregon; senior urban designer for Skidmore, Owings & Merrill.
- . Planning, urban design, economic and environmental analysis for Clackamas Town Center; principal-in-charge for EDI.
- . Plan and initiate joint neighborhood/city/school district development programs and coordinate 28 million dollar building renovation program for Portland Public Schools.
- . Develop AX Zone Urban Design Framework Plan and Capital Improvements Plan [Project Designer].

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EDUCATION: American Academy in Rome, FAAR
Harvard University; M. Architecture in Urban Design
Harvard University; B. Architecture/M. Architecture
Harvard College; A.B. Architectural Science

CURRENT ASSIGNMENT AND LOCATION: Portland, Oregon

PROFESSIONAL REGISTRATION: Registered Architect, Oregon

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 17

TOTAL TRANSIT EXPERIENCE [YEARS]: 13

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Fellow, American Academy in Rome
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- . Past member of several local policy development bodies including Mt. Hood Freeway Task Force, Central Eastside Industrial Council, and Energy Policy Steering Committee [City of Portland]
- . Rome Prize [1969-71]
- . Fulbright-Hays Fellowship Award to Germany [1969-70]
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SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

As an architect, urban designer, and planner, Mr. Baldwin has been project manager, project designer, or principal-in-charge of several local transportation and related public planning and development projects during the past nine years. He recently was senior project designer on the Banfield Light Rail Project and is now senior project designer on the TSAPP Transportation Analysis and Westside Corridor Project. His professional experience includes the following positions and selected relevant projects.

Zimmer Gunsul Frasca Partnership [1979-present] Director of Urban Design and Planning, in addition to responsibilities for architectural projects.

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SELECTED RELEVANT PROJECTS:

- . Develop work program for Suburban Transit Station and corridor study; principal-in-charge for EDI. (Subsequently selected as prime contractor for Downtown/Oregon City corridor.)
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- . Planning, urban design, economic and environmental analysis for Clackamas Town Center; principal-in-charge for EDI.
- . Plan and initiate joint neighborhood/city/school district development programs and coordinate 28 million dollar building renovation program for Portland Public Schools.
- . Develop AX Zone Urban Design Framework Plan and Capital Improvements Plan [Project Designer].

RESUME

NAME: Robert G. Packard

POSITION: ZGF Project Manager, Urban Design

AGE: 29 YEARS EMPLOYED BY PROPOSER: Two

EDUCATION: University of Colorado, College of Environmental Design, Master of Urban and Regional Planning/Community Development
Portland State University, Master of Urban Studies in Planning
Willamette University, Bachelor of Arts

CURRENT ASSIGNMENT AND LOCATION: Portland, Oregon

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: Eight

TOTAL TRANSIT EXPERIENCE [YEARS]: Five

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Member, American Planning Association, Oregon, Colorado
- . President, Grant Park Neighborhood Association
- . Member, Technical Advisory Committee, Washington Park Master Plan
- . "A Preliminary Cost/Benefit Analysis of Selected I-305 Bridge Alternatives," Co-authored with Dr. C. Russell Beaton, Willamette University; Downtown Businessmen's Association, Salem
- . "The Baker Neighborhood - A Housing and Economic Analysis, Denver, Colorado," University of Colorado
- . Special Citation, National School Boards Association, 1978
- . Meritorious Planning Project Award, Oregon Chapter, APA, 1980

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

Mr. Packard has been project manager, coordinator, or senior planner on several transportation and related public planning development projects during the past seven years. He recently was project manager of the Banfield Light Rail Project, Phase II, and is now project manager for the TSAPP Transportation Analysis and Westside Corridor Project. In addition, he as the liaison with the Banfield Light Rail Transit Station Area Planning Program during ZGF's involvement in the final phase of civil engineering and station design. Additional relevant projects [selected] follow.

- . AX Zone Urban Design Framework Plan and Capital Improvements Program [Project Manager].
- . Preparation of the work program for the Tri-County Metropolitan Transportation District, Portland, Oregon involving the planning and design of five suburban transit corridors and related transit stations.
- . Evaluation of alternatives: Linn Benton Transit Development Plan [Senior Planner]
- . ART Station and Route Alignment Analysis, and development of transportation engineering and station area urban design impact for the Regional Transportation District's automated rapid transit system stations [Denver]

- . Planning, urban design, and environmental analysis for the Clackamas Town Center and new community. Specific projects include: planning criteria for the project and peripheral property, urban design schematics, a feeder transit system, siting of a major park and ride station, and evaluation of economic and environmental impacts of the Town Center. Approximately 500 acres.
- . Planning and environmental study for Mt. Hood Mall Town Center, Multnomah County, Oregon. Comparable project to the Clackamas Town Center.
- . Planning and environmental analysis of high-density residential, commercial complex, and major park and ride station adjacent to Washington Square shopping center, Washington County, Oregon.
- . Preparation of the Urban Design and Program — Waterfront Renewal Area, Portland, Oregon, for Skidmore, Owings, and Merrill Environmental Study Group. Prepared for the City of Portland, March 1975.

RESUME

NAME: Robert J. Frasca, FAIA
 POSITION: ZGF Partner-in-Charge of Design
 AGE: 47 YEARS EMPLOYED BY PROPOSER: 22

EDUCATION: George Booth Traveling Fellowship, Europe
 Master of City Planning, MIT
 Bachelor of Architecture, University of Michigan

CURRENT ASSIGNMENT AND LOCATION: Portland, Oregon

PROFESSIONAL REGISTRATION: Registered Architect: Oregon, Washington,
 California, New York, Utah, Arizona;
 NCARB Certificate

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 26

TOTAL TRANSIT EXPERIENCE [YEARS]: 14

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . "A Design for Inner City Vitality," Portland Magazine, September 1979
- . "Who Needs Consultants," Building Owners and Managers Association; Portland, Oregon; June 1974
- . "The Skyscraper and the Human Environment," Regional Conference on Planning and Design of Skyscrapers; Mexico City; March 1973
- . "From the Ground Up: Design and Layout Planning, Part 1," Building Owners and Managers Association; Portland, Oregon; November 1970
- . Visiting Professor of Urban Design: Washington State University, University of Oregon, Portland State University
- . Design Review Board for University of Washington
- . Design Review Board for Pike Street Market; Seattle, Washington
- . Design Consultant for the Boise Redevelopment Agency
- . Design Award Juror for AIA Chapters in Seattle, Tacoma, Spokane, Eugene, Boise; Pacific Northwest Bell; and Progressive Architecture

RELEVANT EXPERIENCE IN PAST TEN YEARS:

As partner-in-charge of design, Mr. Frasca has been responsible for the design and planning of most of the firm's major projects since 1959. He recently was partner-in-charge of the Banfield Light Rail Project and is now partner-in-charge of the Westside Corridor Project. His transit experience also includes the Trailways Bus Terminal and the Public Mass Transit Planning Study for the Portland/Vancouver Metropolitan Area (in association with DeLeuw, Cather & Co.)

In addition, he has worked with the Portland Development Commission, the City, County, and State, and other planning and legislative bodies in development of a variety of large and small retail, office, industrial, institutional, and residential projects which reflect the kind of individual and mixed use developments which are to be attracted to and/or preserved in transit station areas.

RESUME

NAME: Sherrie Stephens Cutler, AIA RIBA APA

POSITION: President, ECODESIGN, Inc.

AGE: 41 YEARS EMPLOYED BY PROPOSER: 14

EDUCATION: Master of Architecture in Urban Design, Harvard University, 1967
 Master of Architecture, Harvard University, 1966
 B.A., Smith College, 1961 [First Group Scholar]

CURRENT ASSIGNMENT AND LOCATION: Cambridge, Massachusetts

PROFESSIONAL REGISTRATION: NCARB Certificate; Massachusetts, Connecticut,
 New Hampshire, Rhode Island, New York,
 Colorado, Florida; RIBA

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 16

TOTAL TRANSIT EXPERIENCE [YEARS]: 14

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Member, American Institute of Architects
- . Member, Royal Institute of British Architects
- . Member, Boston Society of Architects; Co-director, Research Committee
- . Member, American Institute of Planners
- . Member, American Society of Planning Officials
- . Member, National Council of Architectural Registration Boards
- . Member, Metropolitan Association of Urban Designers and Environmental Planners
- . Member, International Federation of Housing and Planning
- . Member, World Future Society
- . "Recycling Cities for People: The Urban Design Process," Cahners Books International, co-author Laurence S. Cutler, 1976, 1981
- . "Handbook of Housing Systems for Designers and Developers," Van Nostrand-Reinhold, co-author Laurence S. Cutler, 1974
- . "Design and Programming for New Zoos," Vols. I, II, III, c. 1967
- . "SYSTEM ECOLOGIC: A Transitional Building System," NEA Grant, 1970
- . "Advanced Urban Transit: The People Movers," NEA Grant, October 1975

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

Ms. Cutler has been co-principal-in-charge of such diverse architectural and planning assignments as the Chase Manhattan Bank Headquarters for the Caribbean in St. Thomas; the Burtonwood Park Zoo in New Bedford, Massachusetts; the Sugarloaf/USA Ski Area in Maine; Fire/Police Complex in Westford, Massachusetts; a 1,700-unit modernization of public housing for Boston; three television stations for Kaiser Industries; Suffolk Downs Race-track renovation for Bill Veeck; hotel in the South Pacific at Saipan; a shopping center in

the U.S. Virgin Islands; the Environmental Impact Analysis of the John F. Kennedy Library in Cambridge, Massachusetts; and numerous other residential, recreational, institutional, and commercial projects. Recent projects relevant to large-scale planning tasks for new and old communities in various environments are listed below.

- . Downtown Denver Personalized Rapid Transit [PRT] System included route selection and station analysis and feasibility, guideway design, and integration of the system into the city's urban fabric. Awarded a 1973 CEC Engineering Excellence Award.
- . Low-cost housing proposals and consultation for Venezuela, Honduras, El Salvador, Spain, Portugal, and Mexico.
- . Develop and recommend Environmental Impact Statement [EIS] guidelines for Urban Design scale projects for the Department of Housing and Urban Development [HUD].
- . Urban design study of alternate development schemes for the waterfront district of Newburyport, Massachusetts - precedent-setting Environmental Impact Statement.
- . Downtown Redevelopment, Pawtucket, Rhode Island. Headed the urban design team involved in a major DOT/HUD-sponsored study of the impact of the transportation corridor on the downtown core and proposals for the city's revitalization.
- . Urban design analysis for a Revival Plan for Old Gardiner, Maine. Directing urban design aspects of a master plan for the redevelopment of the downtown commercial area. Project was awarded a 1975 Design Excellence award from Design & Environment magazine.

RESUME

NAME: Laurence S. Cutler, AIA RIBA APA
POSITION: Executive Vice President, ECODESIGN, Inc.
AGE: 40 YEARS EMPLOYED BY PROPOSER: 14
EDUCATION: Master of Architecture in Urban Design, Harvard University, 1967
Master of Architecture, Harvard University, 1966
B.A., University of Pennsylvania, 1962

CURRENT ASSIGNMENT AND LOCATION: Cambridge, Massachusetts

PROFESSIONAL REGISTRATIONS: NCARB Certificate; Massachusetts, Maine,
Colorado, Florida; RIBA

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 16

TOTAL TRANSIT EXPERIENCE [YEARS]: 14

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Member, American Institute of Architects
- . Member, Royal Institute of British Architects
- . Member, Boston Society of Architects; Co-director, Research Committee
- . Member, American Institute of Planners
- . Member, American Society of Planning Officials
- . Member, National Council of Architectural Registration Boards
- . Member, Metropolitan Association of Urban Designers and Environmental Planners
- . Member, World Future Society
- . "Recycling Cities for People: The Urban Design Process," Cahnners Books International, co-author Sherrie Stephens Cutler, 1976, 1981
- . "Handbook of Housing Systems for Designers and Developers," Van Nostrand-Reinhold, co-author Sherrie Stephens Cutler, 1974
- . "Industrialized Building Systems," Chapter 14, The Functions of Cities, Schenkman Publishing Company, 1973
- . "Industrialized Building Systems for Housing," edited by Laurence S. Cutler and A.G.H. Dietz, the MIT Press, 1971
- . "Advanced Urban Transit: The People Movers," NEA Grant, October 1975

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

Mr. Cutler has been co-principal-in-charge of such diverse architectural and planning assignments as the Chase Manhattan Bank Headquarters for the Caribbean in St. Thomas; the Burtonwood Park Zoo in New Bedford, Massachusetts; the Sugarloaf/USA Ski Area in Maine; Fire/Police Complex in Westford, Massachusetts; a 1,700-unit modernization of public housing for Boston; three television stations for Kaiser Industries; Suffolk Downs Race-track renovation for Bill Veeck; hotel in the South Pacific at Saipan; a shopping center in

the U.S. Virgin Islands; the Environmental Impact Analysis of the John F. Kennedy Library in Cambridge, Massachusetts; and numerous other residential, recreational, institutional, and commercial projects. Recent projects relevant to large-scale planning tasks for new and old communities in various environments are listed below.

- . Downtown Denver Personalized Rapid Transit [PRT] System included route selection and station analysis and feasibility, guideway design, and integration of the system into the city's urban fabric. Awarded a 1973 CEC Engineering Excellence Award.
- . Low-cost housing proposals and consultation for Venezuela, Honduras, El Salvador, Spain, Portugal, and Mexico.
- . Develop and recommend Environmental Impact Statement [EIS] guidelines for Urban Design scale projects for the Department of Housing and Urban Development [HUD].
- . Urban design study of alternate development schemes for the waterfront district of Newburyport, Massachusetts – precedent-setting Environmental Impact Statement.
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- . Urban design analysis for a Revival Plan for Old Gardiner, Maine. Directing urban design aspects of a master plan for the redevelopment of the downtown commercial area. Project was awarded a 1975 Design Excellence award from Design & Environment magazine.

RESUME

NAME: Don Miles

POSITION: PPS Vice President and Director

AGE: 38 **YEARS EMPLOYED BY PROPOSER:** Six

EDUCATION: Master's Degree in City Planning in Urban Design, Harvard University
 Master's Degree in Architecture, Harvard University
 Bachelor's Degree in Architecture, University of Washington

CURRENT ASSIGNMENT AND LOCATION: Seattle, Washington

PROFESSIONAL REGISTRATION: Registered Architect: Washington, Oregon,
 New York

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 15

TOTAL TRANSIT EXPERIENCE [YEARS]: 10

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Member, American Institute of Architects
- . "Pioneer Square Profile: An Update on Redevelopment," City of Seattle, 1979
- . "Plazas for People," PPS, 1978
- . "New York Streets for People," Office of Midtown Planning and Development, NY, 1975
- . "Broadway Plaza," Office of Midtown Planning and Development, NY, 1975
- . "Mall Planning Strategy" in Bicycle/Pedestrian Planning and Design, American Society of Civil Engineers, NY, 1974
- . "Why Pedestrian Streets Succeed" in More Streets for People, Institute for Environmental Action, NY, 1973
- . "Angkor: A Theocratic System of Urban Development," Ekistics, 1972

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

- . Downtown Seattle Metro Transit Shelter Design Guidelines
- . Pike Street Pedestrian and Transit Area Improvement Project, Seattle
- . Euclid Avenue Transit Mall, Cleveland
- . Fifth Avenue Pedestrian and Transit Area Improvement Project, NY
- . Chestnut Street Transitway Evaluation, Philadelphia
- . Federal Triangle Competition Program Analysis, Washington, D.C.
- . West 42nd Street Study, NY
- . Madison Mall, NY
- . Broadway Plaza, NY
- . Willamette Street Public Open Space Study, Eugene
- . Downtown Transit Terminal Study, Bellingham

Other relevant experience:

- . Visitor Improvements for the Ballard Locks, Seattle
- . Lipman's Plaza Design Concept, Salem
- . Plaza Planning and Zoning Study, Seattle
- . Seattle First National Bank Plaza Improvements
- . Federal Building Plaza Improvements
- . Wallingford North Pacific Corridor Study, Seattle
- . "Plazas for People" Workshops and National Conference
- . "More Streets for People" and "New York Streets for People" program
- . Downtown Seattle Development Association Downtown Comprehensive Plan Revision Workshop
- . Pioneer Square Development Guideplan

RESUME

NAME: Stephen Davies

POSITION: PPS Project Director

AGE: 30 YEARS EMPLOYED BY PROPOSER: Three

EDUCATION: Master's Degree in Architecture, University of California, Berkeley
Bachelor's Degree in Art and Environmental Studies, Williams College

CURRENT ASSIGNMENT AND LOCATION: New York

PROFESSIONAL REGISTRATION: None

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: Seven

TOTAL TRANSIT EXPERIENCE [YEARS]: Five

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . "How Downtown Improvements Work," U.S. DOT, 1981
- . "Understanding Downtown Commercial Streets," U.S. DOT, 1981
- . "Evaluating Transit Malls and Terminals: Portland, Chicago, Memphis," U.S. DOT, 1981
- . "Understanding Main Street: Tools to Analyze Downtown in Small Towns," National Trust for Historic Preservation, 1981
- . "Downtown Hartford Managing for Change," PPS, 1980
- . "Downtown Madison N.J. Revitalization Through Design and Management," PPS, 1980
- . "Museum Mile: Fifth Avenue, NY," PPS, 1980

Films:

- . "Waiting for the Bus: Portland, Chicago, Memphis," PPS, 1981
- . "How Downtown Improvements Work: Portland, Chicago, Boston, Philadelphia," PPS, 1981

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

- . Evaluation of Transit Malls and Terminals: Portland, Chicago, Memphis
- . Grand Central Station, NY Transit Concourse Analysis
- . Downtown Hartford Transit Mall Feasibility Study
- . Downtown Providence Transit Mall Analysis and Design Criteria for Bus Shelters and Transit Shop Areas
- . Downtown in Small Towns Mainstreet Study
- . Pennsylvania Avenue at the Federal Triangle Program for the GSA Federal Triangle Design Competition

RESUME

NAME: Kathleen Love

POSITION: PPS Research Director

AGE: 29 YEARS EMPLOYED BY PROPOSER: Two

EDUCATION: Doctorate in Environmental Psychology, City University, NY
Master's of Philosophy in Psychology, City University, NY
Master's of Arts in Social Psychology, Michigan State University
Bachelor's Degree in Psychology, Rutgers University

CURRENT ASSIGNMENT AND LOCATION: New York

PROFESSIONAL REGISTRATION: None

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: Five

TOTAL TRANSIT EXPERIENCE [YEARS]: Two

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . Member, American Psychological Association
- . Member, Environmental Design Research Association

SUMMARY OF RELEVANT EXPERIENCE IN PAST TEN YEARS:

- . Downtown Public Open Space Management Study: Portland, Seattle, Chicago, Memphis, New York
- . Eugene Willamette Street Public Open Space Study
- . Evaluation of Transit Malls and Terminals: Portland, Chicago, Memphis
- . Downtown St. Louis Transit and Mall Study

RESUME

NAME: John A. Nelson

POSITION: Vice-President, Mitchell and Nelson Associates, Inc.

AGE: 34 YEARS EMPLOYED BY PROPOSER: Five

EDUCATION: MSc in Urban Design, Edinburgh University, Great Britain
BLA, University of Oregon

CURRENT ASSIGNMENT AND LOCATION: Portland, Oregon

PROFESSIONAL REGISTRATION: Registered Landscape Architect, Oregon, Wash-
ington

TOTAL PROFESSIONAL EXPERIENCE [YEARS]: 11

TOTAL TRANSIT EXPERIENCE [YEARS]: Related to Project Experience

PROFESSIONAL AFFILIATIONS AND PUBLICATIONS:

- . President, Oregon Chapter, American Society of Landscape Architects
- . Associate, American Institute of Architects
- . Member, Royal Town Planning Institute
- . Member, American Planning Association
- . Author, "Housing Development and Subdivision Ordinance," Champaign County, Illinois
- . Assistant Professor, Landscape Architecture, University of Illinois, 1974-1977
- . Visiting Associate Professor, Landscape Architecture, University of Oregon, 1977-1979

SUMMARY OF RELEVANT EXPERIENCE IN THE PAST TEN YEARS:

- . Kilmarnock Town Centre Redevelopment, Kilmarnock, Scotland
- . Eugene Mall [all phases], Eugene, Oregon
- . Salem Civic Center [all phases], Salem, Oregon
- . St. John's Business District Improvements, Portland, Oregon
- . Waterfront Park/Front Avenue, Portland, Oregon
- . Beaver Creek Centre [Daon Development Corp.], Beaverton, Oregon
- . Goose Hollow Condominiums, Portland, Oregon
- . South Park Blocks Master Plan, Portland, Oregon
- . Tektronix, Inc. [all campuses], Oregon
- . Boeing of Portland, Portland, Oregon
- . Kaiser Foundation [all campuses], Oregon
- . Four Urban Parks [UPAR], Portland, Oregon
- . Multnomah County Shops, Portland, Oregon

Part 5

EXPERIENCE RECORD

The following section contains brief firm descriptions and examples of relevant experience for the Zimmer Gunsul Frasca Partnership, ECODESIGN, Inc., Project for Public Spaces, Inc., and Mitchell and Nelson Associates, Inc.

Zimmer Gunsul Frasca Partnership

Zimmer Gunsul Frasca and its participating staff have been extensively involved in the development of policies, plans, guidelines, and the public and private improvements which form and implement the City's Downtown Plan. Further, the firm has and is contributing to several components of the transit system design which affect and will be affected by this design study. However, the most significant contributions which ZGF will be able to make to this project are: one, the application of extensive local experience with private development similar to that which would be served or promoted along the project streets and, two, recent local work on the development of award-winning urban design framework plan guidelines which facilitate joint public and private development in an urban environment.

Project for Public Spaces, Inc.

Project for Public Spaces is a Seattle-based firm of designers and social scientists who use time-lapse filming, systematic observations, and specially designed surveys to find out how people use all kinds of public spaces and then recommend ways to make these spaces more usable, lively, safe, and enjoyable. PPS's work is an outgrowth of that of writer-urbanologist William H. Whyte, who founded what is known as the Street Life Project in order to determine what makes the difference between a public space that is actively and enjoyably used and one that receives no use at all or is misused. His work, which pioneered the use of time-lapse filming in urban studies, has increased understanding of the often overlooked design factors and management strategies that foster well-utilized parks, plazas, streets, and sidewalks.

ECODESIGN, Inc.

ECODESIGN, Inc. is a Cambridge, Massachusetts-based firm with an international reputation in architecture and urban design related to transportation, downtown development, and urban redevelopment. The firm is directed by Sherrie and Laurence Cutler, who, in addition to their project design work, have been frequent contributors to professional journals, and have published several books on urban design, transportation, and architecture. ECODESIGN is an FBE firm.

Mitchell and Nelson Associates, Inc.

Mitchell and Nelson Associates, Inc. is a Portland-based landscape architecture, urban design, and planning firm which has worked with ZGF on a variety of major public and private projects in the Portland metropolitan area, including participation as the landscape

architectural consultant on the civil engineering phase of the Banfield Light Rail, the Waterfront Park, Front Avenue, and the South Park Blocks Master Plan.

SRI International

SRI International staff, who were responsible for the preparation of the recently completed technical user guide for pedestrian facilities, will be available to the study team on a per diem basis.

EXPERIENCE MATRICES

The following matrices outline relevant project experience of three members of the proposed team: ZGF, ECODESIGN, and PPS. This material is a revision of our original submittal of February 23, and responds directly to the areas identified in your request for proposals. The work presented includes downtown street improvement programs, transit planning for light rail systems, integration of downtown retailing requirements with street design, and capital improvement and maintenance planning/financing, as well as a listing of relevant downtown development projects.

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
AX Zone Framework Plan Development Notebook and Demonstration Project Portland, Oregon City of Portland	●	●	●	●	●	●	●	●	●	●
South Park Blocks Framework Master Plan and Development Concept Design Portland, Oregon City of Portland	●			●	●	●	●	●	●	●
Main Street Redevelopment Framework Master Plan Portland, Oregon City of Portland	●			●	●	●	●	●	●	●
Banfield LRT Station Design Portland, Multnomah County, Gresham Tri-Met	●	●		●			●		●	
Roseburg Parking/Shopping Mall Roseburg, Oregon City of Roseburg	●		●	●	●		●		●	●
Downtown Redevelopment Policies and Plan* Stevenson, Washington City of Stevenson	●		●		●	●	●	●	●	●
Waterfront Urban Renewal Framework Plan and Design Guidelines* Portland, Oregon Skidmore Owings & Merrill (for City of Portland)	●	●	●		●	●	●	●	●	●
I-80N Environmental Analysis and Preliminary Design* Skidmore Owings & Merrill (for OSHD)	●	●		●	●		●	●	●	●

*Projects executed by principal ZGF team members independent of ZGF.

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Willamette Center Portland, Oregon American Property Investors V 123	●		●	●	●	●	●		●	●
Fountain Plaza Portland, Oregon Olympia & York	●	●	●	●	●		●		●	●
Downtown Waterfront Park Master Plan Portland, Oregon City of Portland	●			●	●	●	●	●	●	●
Front Avenue Redevelopment Portland, Oregon City of Portland	●			●	●	●	●		●	●
Downtown Pedestrian Circulation and Urban Design Study Portland, Oregon City of Portland	●	●	●		●		●		●	●
South Auditorium Area II Street Improvements Plan and Design Review Portland, Oregon City of Portland	●	●	●	●	●		●		●	
Jubilee Urban Renewal [ECODE-SIGN] Pittsfield, Massachusetts Wasserman Development Corporation	●		●	●	●		●	●	●	●
Superblock Urbanscape [ECODE-SIGN] Rome, New York Rome Redevelopment Authority	●		●	●	●	●	●	●	●	●
Cambridge Zoning Study [ECODE-SIGN] Cambridge, Massachusetts Cambridge Planning Board	●			●	●	●	●		●	●

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Downtown Denver Personalized Rapid Transit [PRT] System [ECODESIGN] Denver, Colorado Denver PRT	●	●	●	●			●		●	●
Downtown Redevelopment [ECODESIGN] Pawtucket, Rhode Island City of Pawtucket	●		●	●	●	●	●	●	●	●
Revival Plan for Old Gardiner, Maine [ECODESIGN] Old Gardiner, Maine	●		●	●	●	●	●	●	●	●
"Recycling Cities for People: The Urban Design Process" [ECODESIGN]	●	●	●	●	●	●	●	●	●	●
Environmental Impact Statement [EIS] Guidelines for Urban Design [ECODESIGN] HUD	●	●	●	●	●		●	●	●	●
Guidelines for Auto Restricted Zones [ECODESIGN] U.S. Department of Transportation	●	●		●	●	●	●		●	●
Newburyport Environmental Impact Statement & CBD Plan [ECODESIGN] Newburyport, Massachusetts HUD	●		●	●	●	●	●	●	●	●
Master Plans & Regional Studies for Seven Urban Areas [ECODESIGN] Anambra & Imo States of Nigeria Government of Nigeria	●		●	●	●	●	●	●	●	●
Chase Manhattan Bank Plaza [PPS] New York City Chase Manhattan Bank	●		●	●	●		●		●	

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Pike Street Improvement Project [PPS] Seattle, Washington City of Seattle/Pike L.I.D.	●	●	●	●	●		●		●	●
Downtown Comprehensive Plan Revision Workshop [PPS] Seattle, Washington Downtown Seattle Development Assn.	●		●	●	●	●	●	●	●	●
Lipman's Plaza [PPS] Salem, Oregon City of Salem	●		●	●	●		●		●	●
HUD Building Public Spaces [PPS] Washington, D.C. Nat'l Endowment for the Arts	●	●	●	●	●		●		●	●
Fifth Avenue [PPS] New York City Fifth Avenue Assn.	●		●	●	●		●		●	●
Euclid Avenue [PPS] Cleveland, Ohio Regional Transit Authority, Cleveland	●	●	●	●	●		●		●	●
Downtown Crossing [PPS] Boston, Massachusetts FHWA	●		●	●	●	●	●		●	●
Chestnut Street Transitway [PPS] Philadelphia, Pennsylvania FHWA	●	●	●	●	●		●		●	●
Downtown Hartford [PPS] Hartford, Connecticut HUD/Nat'l Endowment for the Arts/Hartford	●		●	●	●	●	●	●	●	●
Kennedy Plaza [and Transit Terminal] [PPS] Providence, Rhode Island UMTA	●	●	●	●	●	●	●		●	●

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Margaret Mitchell Square [PPS] Atlanta, Georgia HUD/Central Atlanta Progress/ MARTA	●	●	●	●	●	●	●	●	●	●
Public Square [PPS] Cleveland, Ohio Sasaki and Associates	●		●	●	●		●		●	●
Pioneer Square Development Guideplan [PPS] Seattle, Washington City of Seattle	●		●	●	●		●	●	●	●
Willamette Street Public Space Study [PPS] Eugene, Oregon Urban Renewal Agency	●		●	●	●		●		●	●
Westside Corridor Portland Metro Area Tri-Met	●	●	●		●		●		●	●
Transit Mall* Portland, Oregon Tri-Met	●	●	●	●	●	●	●		●	●
Advanced Urban Transit [PRT] [ECODESIGN] Denver, Colorado Regional Transportation District, Denver, Colorado	●	●	●				●	●	●	●
Fountain Plaza Portland, Oregon Olympia & York	●	●	●			●	●		●	●
Morrison Street Project Portland, Oregon Cadillac Fairview Corp. Ltd.	●	●	●		●	●	●		●	●
Plaza Planning and Zoning Study Seattle, Washington City of Seattle and Nat'l Endowment for the Arts	●		●		●	●	●		●	●

*Projects executed by principal ZGF team members independent of ZGF.

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Seattle First National Bank Plaza Seattle, Washington Seattle First Nat'l Bank/City of Seattle/Wenner-Gren Founda- tion	●		●				●		●	
West 46th Street Design New York City Nat'l Endowment for the Arts/ New York City	●		●				●		●	●
Fall River Urban Renewal [ECO- DESIGN] Fall River, Massachusetts City of Fall River			●	●	●			●	●	●
Underground Shopping Concourse [PPS] Rockefeller Center, New York City Rockefeller Center, Inc.		●	●				●		●	●
55 West 42nd Street Building/Re- tail Shopping/Subway Con- course Study [PPS] New York City Estate of Eugene A. Hoffman, Inc.	●	●	●	●	●		●		●	●
Clackamas Town Center and Community Plan: An Urban Design, Land Planning Environ- mental, Transportation and Economic Analysis* Clackamas County, Oregon Ernest Hahn Corp.		●	●	●	●		●	●	●	●
Denver Station and Alignment Analysis* Denver, Colorado City of Denver		●	●	●	●	●	●		●	●
STS Work Program* Portland Metropolitan Area Tri-Met		●	●		●		●			●

*Projects executed by principal ZGF team members independent of ZGF.

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
"Advanced Urban Transit: The People Movers" [ECODESIGN]		●				●				
Jackson County Carrying Capacity Study; Phase I		●	●	●	●		●			
Jackson County Carrying Capacity Steering Committee										
Benj. Franklin Plaza Portland, Oregon	●		●	●					●	
Benj. Franklin Savings & Loan Assn.										
Willamette Center Portland, Oregon			●	●	●				●	●
American Property Investors V 123										
University of Oregon Health Sciences Center Master Plan Portland, Oregon UOHSC		●		●	●	●	●	●	●	●
Wilkes Community/Mt. Hood Mall Area Plan* Multnomah County Ernest Hahn & Uplands		●		●	●	●	●	●		●
Joint Public Schools/Neighborhood Development Plans* Portland, Oregon Portland Public Schools				●	●	●	●		●	●
Major Maintenance and Renovation Program* Portland, Oregon Portland Public School District 1				●	●		●		●	●
Clackamas Town Center* Clackamas, Oregon Ernest W. Hahn, Inc.		●	●	●	●	●	●	●	●	●

*Projects executed by principal ZGF team members independent of ZGF.

POLICIES, PROGRAMS, PLANS, GUIDELINES, STRATEGIES AND PROJECTS INVOLVING STREET IMPROVEMENTS

	downtown street improvements	transit planning and design	related retail development	capital improvement maintenance planning/financing	policies/programs	development regulations	guidelines/strategies	framework plans	concept designs	joint development
Major Public School Renovations [5]** Portland, Oregon Portland Public Schools				●	●				●	●
Capital Improvement Program Bureau of Parks & Recreation 1978-83	●	●		●	●		●	●		●
A Casebook of Innovative Management Strategies for Downtown Public Spaces [PPS]	●	●	●	●			●			

**Portion of total projects executed by subconsultants.

DOWNTOWN DEVELOPMENT PROJECTS

	retail	office	residential	parking	joint development	mixed use	community services	public open space	transit access	transportation control strategies
Willamette Center Portland, Oregon American Property Investors V 123	●		●	●	●	●	●	●		●
Crown Plaza Portland, Oregon Melvin Mark Properties and City Center Parking, Inc.	●	●		●	●	●		●		
Columbia Square Portland, Oregon Melvin Mark Properties	●	●		●	●	●			●	
Benj. Franklin Plaza Portland, Oregon Benj. Franklin Savings & Loan Assn.	●	●		●	●			●	●	●
Central Mall Office Building Salem, Oregon State of Oregon		●		●			●	●	●	●
Fountain Plaza Portland, Oregon Olympia & York	●	●	●	●	●	●	●	●	●	●
Thomas Mann Building Portland, Oregon Russell Development Co.	●	●	●		●	●			●	●
Haseltine Building Portland, Oregon Smith-Ritchie Corp.	●	●			●					●
United Carriage Building Portland, Oregon Oregon Garage Partners	●	●			●					●
Henry Failing Building Portland, Oregon Zimmer Gunsul Frasca Properties	●	●			●				●	●

DOWNTOWN DEVELOPMENT PROJECTS

	retail	office	residential	parking	joint development mixed use	community services	public open space	transit access	transportation control strategies
Sherlock Building Portland, Oregon Yeon Investment and Sherlock Partnership	●	●			●				●
Hamilton Building Portland, Oregon Melvin Mark Properties	●	●			●				●
New Market Complex Portland, Oregon New Market Theater Company	●	●	●	●	●		●	●	●
Morrison Street Project Portland, Oregon Cadillac Fairview Corp. Ltd.	●	●		●	●	●		●	●
Fall River Urban Renewal [ECO-DESIGN] Fall River, Massachusetts City of Fall River	●		●		●	●	●	●	●
26 Cosmetic Centers [ECODESIGN] across U.S.A. Nutrient Cosmetics Corporation	●								
Super Block Commercial District [ECODESIGN] Rome, New York City of Rome, New York	●	●		●	●		●	●	
Underground Shopping Concourse [PPS] Rockefeller Center, New York City Rockefeller Center, Inc.	●	●			●		●	●	
55 West 42nd Street Building/Retail Shopping/Subway Concourse Study [PPS] New York City Estate of Eugene A. Hoffman, Inc.	●				●			●	

Part 6

INFORMATION REQUIRED FROM THE CITY

It is apparent that City of Portland staff have completed a comprehensive inventory of available data, policies, programs and project information relevant to the Downtown Pedestrian Streets Study. The consultant team has reviewed the summary of available information and has observed the following:

1. The proposed team, through experience on other downtown projects including the Banfield Light Rail Project and the Westside Corridor Study, has a working understanding of the majority of the information available from the City of Portland.
2. The proposed team understands the strengths, weaknesses, limitations, and applications of the available information.

Therefore, the consultant team has identified the following additional material as applicable to the project and suggests its use as a valuable supplement to the existing information.

Information regarding:

- . New Market Theater
- . Thomas Mann Building
- . Willamette Block
- . Strobridge Building
- . Terminal Station
- . Blagen Block

Banfield Light Rail Project Phase 2 Technical Memoranda

As-built drawings of the 5th /6th Avenue Transit Mall

Aerial photographs

The consultant team requests 1] to use – on loan – the information listed in the proposed scope of work and any supplemental information; 2] to have use of any City originals, sepias, photographic negatives of relevant material during the course of the study, and 3] to mutually agree with the City upon the most efficient manner to retrieve additional information and refine existing information within the schedule and budget.

Part 7

CONTRACT AMOUNT

ZGF, PPS, and ECODESIGN have reviewed the proposed scope of work and have suggested some alternatives or modifications, and provided clarification of proposed products as noted in Part 1, Project Work Plan. Based on the products requested in the proposed scope of work and the suggested modifications or alternatives, we consider the project budget of \$35,000 sufficient to accomplish the Downtown Pedestrian Street Design Study.

Proposed Project Budget

Direct Salary Costs		\$ 4,500
Overhead Costs		6,300
	Subtotal	<u>\$10,800</u>
Non-Salary Costs		
a. Graphics and Report Printing	\$ 150	
b. Long Distance Phone	45	
c. Presentation Material	155	
d. Photography	600	
e. Consultants		
. Project For Public Spaces, Inc.	15,000	
. ECODESIGN	3,500	
. Mitchell and Nelson Assoc., Inc.	500	
		<u>\$19,950</u>
General Admin. Expense		798
3% of Consultants and Expenses		
Fixed Fee		<u>3,500</u>
	Total	\$35,048
Total Proposed Budget		<u>\$35,000</u>
Total FBE Participation		10%

Although the available budget appears sufficient to execute the proposed scope of work, ultimate completion of the study within the budget remains dependent on timely decisions and input by City staff and effective management by the consultant. We would propose the following modified contract language as representative of an agreeable compensation and billing procedure.

Compensation and Billings

Consultant shall be paid by the City of Portland for completed work and for services rendered under the agreement. Such payment shall be full compensation for work performed

or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work.

- Payment for work accomplished under the terms of the agreement shall be on the basis of consultant's actual cost. The actual cost includes direct salary cost, overhead, and direct non-salary cost.
 - . The direct salary cost is the salary expense for professional and technical personnel for the time they are productively engaged in work necessary to fulfill the terms of this agreement.
 - . The overhead costs are determined as a percentage of the direct salary cost.
 - . The overhead cost rate is an estimate based on currently available accounting information and shall be used for all progress payments over the period of this agreement.
 - . The direct non-salary costs are those costs directly incurred in fulfilling the terms of the agreement, including, but not limited to, travel, computer charges, reproduction, telephone, sub-consultants, general and administrative expenses, and supplies.
 - . The fixed fee, which represents consultant's profit. The fixed fee may be prorated and paid monthly in proportion to the percentage of the project completed. Any portion of the fixed fee not previously paid in the monthly payments will be covered in the final payment, subject to the provisions of the section entitled Termination of Agreement.
 - . The actual direct cost and actual overhead cost, including any City approved contingencies incurred by consultant, shall be full compensation for the performance of the work under the agreement.
- Consultant shall present bills directly to City for the cost of work performed under the terms of this agreement. All approved billings shall be paid directly to consultant by City.
- Progress payments may be claimed monthly for direct costs actually incurred to date as supported by statements and for overhead costs.
- Payment for extra work performed under this agreement shall be paid as agreed to by the parties hereto in writing at the time the work is authorized.
- Consultant shall provide City with monthly progress reports. The reports shall include discussion of any problems or potential causes for delay. The Contractors' monthly bills and reports shall be in a format as requested by the City.

ORDINANCE No. 151427

An Ordinance authorizing an agreement between the City of Portland and Zimmer, Gunsul, Frasca Partnership to provide planning services for the Downtown Pedestrian Streets Design Project, in an amount not to exceed \$35,000, authorizing expenditures, and declaring an emergency.

The City of Portland ordains:

Section 1. The Council finds:

1. The Council, by adoption of Ordinance No. 150268 and 150269, authorized the acceptance of a U.S. Department of Transportation - Urban Mass Transportation Administration (UMTA) Grant from Tri-Met for the Banfield Transit Station Area Planning Program which will result in the preparation of a detailed plan and implementation strategy for each of the fourteen transit stations within the City of Portland.
2. A portion of those UMTA funds received were set aside for completion of a downtown pedestrian streets program as outlined in Attachment A of Ordinance No. 150269.
3. The Bureau of Planning has requested proposals for such consulting services; such proposals have been received and evaluated in accordance with City requirements.
4. Zimmer, Gunsul, Frasca Partnership and their subconsultants as described in Exhibit A present themselves as qualified to undertake this project and should be retained to perform such services as outlined in the Scope of Work in Exhibit A.

NOW, THEREFORE, the Council directs:

- a) The Mayor with the City Auditor are hereby authorized to enter an agreement with Zimmer, Gunsul, Frasca Partnership in an amount not to exceed \$35,000 and to draw and deliver warrants pursuant thereto;
- b) The Agreement for services shall be attached hereto as Exhibit A and shall provide for the completion and delivery to the City of a Downtown Pedestrian Streets Design Report, drawings and other documents as specified in Exhibit A.

Section 2. The Council declares that an emergency exists in order that there may be no undue program interruption or administrative delay in proceeding with the project; therefore this Ordinance shall be in force and effect from and after its passage by Council.

Passed by the Council, **APR 22 1981**

Commissioner Mildred Schwab
CB:sa
April 9, 1981

Attest:


Auditor of the City of Portland

Calendar No. 1223

ORDINANCE No. 151427

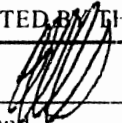
Title

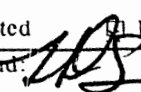
An Ordinance authorizing an agreement between the City of Portland and Zimmer, Gunsul, Frasca Partnership to provide planning services for the Downtown Pedestrian Streets Design Project, in an amount not to exceed \$35,000, authorizing expenditures, and declaring an emergency.

THE COMMISSIONERS VOTED AS FOLLOWS:		
	Yeas	Nays
JORDAN	/	
LINDBERG	/	
SCHWAB		+
STRACHAN	/	
IVANCIE	/	

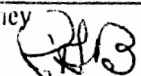
FOUR-FIFTHS CALENDAR	
JORDAN	
LINDBERG	
SCHWAB	
STRACHAN	
IVANCIE	

INTRODUCED BY
Commissioner Mildred Schwab

NOTED BY THE COMMISSIONER
Affairs 
Finance and Administration
Safety
Utilities
Works

BUREAU APPROVAL
Bureau: Bureau of Planning
Prepared By: Carol Berkley Date: April 9, 1981
Budget Impact Review: <input type="checkbox"/> Completed <input checked="" type="checkbox"/> Not required
Bureau Head:  Terry Sandblast, Acting Director

CALENDAR	
Consent xxx	Regular

NOTED BY
City Attorney 
City Auditor
City Engineer

Filed APR 16 1981

GEORGE YERKOVICH
Auditor of the CITY OF PORTLAND

By 
Deputy