

April 20, 2015

Ms. Jennifer Ott, Chief Operating Officer – Alameda Point
City of Alameda
2263 Santa Clara Avenue, Room 120
Alameda, California 94501

Re: Willdan Financial Services Statement of Qualifications to the City of Alameda

Dear Ms. Ott:

Willdan Financial Services (“Willdan”) is pleased to submit the following statement of qualifications to the City of Alameda (“City”) specific to our land use economics experience (including fiscal and economic impact, infrastructure finance, pro forma review, and negotiation support). The following is an overview of Willdan’s experience and qualifications contained within.

Familiarity with the City of Alameda — Since 2004, Willdan has provided financial consulting services to the City, including assistance with the Alameda Point Conceptual Financing Plan and TIGER Grant application. Willdan has also prepared a development impact fee study and provided arbitrage rebate services to the City as well. Our record of success with the City provides assurance of the professionalism and capability we will continue to provide. More importantly, our knowledge of the organization, procedures and staff will allow us to effectively gather data and information, and clarify questions. We will leverage our knowledge of the City’s operations and key staff to facilitate a future engagement efficiently, in a cost-effective and efficient manner; focusing less time on data gathering, and more on analysis, resulting in lower project cost and higher value to the City.

Dedication to Public Agencies and Public Solutions — Willdan has conducted studies for public agencies throughout California. Our employees know and understand the problems facing local government under the current economic climate, and we have oriented our practice to support an agency’s modified budget policies and public service priorities. Another advantage is our breadth of knowledge of city finance and community development operations. Our public finance teams often draw on a broad base of city finance, engineering and building safety expertise that is not confined to project infrastructure and service funding plans. Over the past 50 years, Willdan’s services have become increasingly tied to the long-term success of cities and their management of proposed development.

Broad Expertise with Municipal Finance — The firm’s commitment to public agencies and public solutions has helped us develop the broad finance expertise that will be utilized to support the City of Alameda with upcoming financial related engagements. Willdan has worked on virtually every aspect of municipal finance, including fiscal and economic impact studies related to development and re-organization, the financing of infrastructure and services through special district or supplemental taxes, and even working under contract as a department head of an entire municipality. This experience has provided Willdan team members with deep insight into the sources of municipal revenue and the costs of services, including annexation.

Specific Expertise in Development — Managing Principal James A. Edison has worked with cities on a number of development projects, including the full range of analysis related to feasibility, economic and fiscal impacts, infrastructure finance, and negotiations with private developers.

Willdan appreciates the opportunity to continue to serve the City of Alameda. To discuss any aspect of our qualifications, please contact Mr. Edison directly at (510) 912-4687 or via e-mail to jedison@willdan.com.

Sincerely,
WILLDAN FINANCIAL SERVICES



Chris Fisher, Vice President, Group Manager
Financial Consulting Services

Table of Contents

Firm Background..... 1

Key Personnel.....2

 James Edison..... 3

 Ernesto Vilchis 6

 Carlos Villarreal.....8

Project Experience and References 9

Hourly Rates 10

 Project Management and Workload..... 10

Firm Background

Willdan Financial Services is one of four operating divisions within Willdan Group, Inc. ("WGI"). WGI provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has been a consistent industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, public financing, planning, building and safety, construction management, homeland security, and energy efficiency and sustainability services. Today, WGI has over 500 employees operating from offices located throughout California, as well as in Arizona, Colorado, District of Columbia, Florida, Illinois, Nevada, New Jersey, New York, Ohio, Texas and Washington.



Established on June 24, 1988, Willdan Financial Services is one of the largest public sector financial consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Willdan assists local public agencies by providing the services listed below.

- Real estate economic analysis
- Economic development plans and strategies
- Tax increment finance district formation and amendment
- Housing development and implementation strategies
- Financial consulting
- Real estate acquisition
- Classification/compensation surveys and analysis
- Development impact fee establishment and analysis
- Utility rate and cost of service studies
- Feasibility studies
- Debt issuance support
- Long-term financial plans and cash flow modeling
- Cost allocation studies
- Property tax audits

Our staff of over 60 full-time employees supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Key Personnel

Willdan's management and supervision philosophy for the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver increased responsiveness and a superior product. With that philosophy in mind, we have assembled a project team of subject matter experts who have worked together supporting both public and private clients across the United States to implement economic development plans and provide market and fiscal analysis, finance strategies, and public policy support. Willdan's key personnel include the following individuals.

- James Edison, Managing Principal
- Ernesto Vilchis, Project Director
- Carlos Villarreal, Senior Project Analyst

These individuals specialize in the nexus between public and private development, with particular expertise in evaluating market opportunities, structuring public-private partnerships, and measuring the benefits of economic development to municipalities, and to state, provincial, regional, and national governments.

Included for your review and consideration are resumes for each individual identified above. We are confident that our team possesses the depth of experience that will successfully fulfill your desired work performance.

James Edison

Managing Principal

Education

Juris Doctorate, Boalt Hall School of Law, University of California, Berkeley (CA)

Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley (CA)

Bachelor of Arts, magna cum laude, Harvard University (MA)

Professional Registrations

Member of California State Bar

California-licensed Real Estate Broker

Affiliations

American Bar Association

National Association of Bond Lawyers

Council of Development Finance Agencies

CFA Society of San Francisco

Congress for the New Urbanism

Urban Land Institute

Seaside Institute

International Economic Development Council

15 Years Experience

Mr. Edison is the managing principal of Willdan's Oakland office. He specializes in the nexus between public and private enterprises and the benefits of economic development for municipal, state, provincial, regional, and national governments. He possesses deep expertise in land use economics with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the United States and internationally.

Mr. Edison has worked for both public and private clients on the implementation of public-private transactions, structuring public finance strategies, providing market and fiscal analyses, finance strategies, and negotiation support. His public sector experience includes the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities; plus local and regional economic impact studies, fiscal impact evaluations, and new government formation strategies.

Mr. Edison has conducted numerous evaluations of the economic and fiscal impact of specific plans, and consulted on a diversity of land-use planning topics related to community revitalization and the economic/fiscal impacts of development. He has evaluated markets for entire new towns, as well as for individual proposed residential, retail, entertainment, office, R&D, hotel, and mixed use projects throughout the United States and abroad for both private and public clients.

Fiscal Impact Analysis Experience

County of Imperial County, CA – Solar Farm Fiscal and Economic Analysis: Mr. Edison was engaged by the County of Imperial to evaluate the fiscal and economic impacts of a series of proposed solarvoltaic facilities (or "solar farms") on land near the Town of Calipatria in Imperial County. For each, Mr. Edison calculated the tax revenues and service expenditures accruing to the County from development of the project, and also estimated the economic impacts of the project using IMPLAN, including the impact of the construction and ongoing operation of the solar farm, along with the negative impact of the removal of the project site from agricultural production.

City of Alameda, CA – Impact Fee Update: Mr. Edison is recently served as principal-in-charge of the update and expansion of impact fees for the City of Alameda. The financing program includes both a full range of fees for the existing City and a new fee program to assist with the development of Alameda Point, the former Alameda Naval Air Station.

County of Napa, CA – Napa Pipe Specific Plan Analysis: Mr. Edison evaluated infrastructure finance requirements for the Napa Pipe project in southern Napa County, consisting of approximately 500,000 square feet of commercial development, 3,000 residential units, and a hotel. An infrastructure financing strategy was provided that drew upon the resources of the project itself and other financing mechanisms such as special assessments. The fiscal and economic impact of the project on the County was analyzed, also prepared an urban decay analysis evaluating the impact on retail businesses in the City of Napa. Mr. Edison presented the findings to the County Board of Supervisors and Napa's City Council.

City of Redding, CA – Oasis Towne Center Financing and Fiscal Analysis: Hired by the Levenson Development Company (LDC) to assist with an economic/fiscal impact study and a financing plan for the Oasis Towne Center, a retail development of approximately one million square feet in Redding, California. Mr. Edison advised LDC on how to structure the financing of the development in order to provide public benefits from the project and minimize the need for public resources. He prepared an economic and fiscal analysis and negotiated a series of service plans and fiscal mitigation measures with the City of Redding. Mr. Edison also

J. Edison

Resume Continued

prepared a financing plan for infrastructure needed not only for the immediate project but also for development within the entire Oasis Road Specific Plan area.

City of Fort Lauderdale, FL – Citywide Economic Development Strategic Plan: Mr. Edison served in the role of Senior Public Incentives Advisor for the City's economic development strategic plan. This citywide Economic Development Strategic Action Plan includes an Economic Development Profile Report; as well as identification and recommendation of potential citywide economic development incentive programs for business retention and recruitment that are applicable to six geographic sub-areas and citywide; an entrepreneurial development and empowerment strategy, a targeted industry growth strategy, and a retail recruitment strategy; an implementation program and "economic dashboard" benchmarking metrics to measure the success of strategies and initiatives; and sources and uses of funding to support plan implementation (grants and other alternative funding opportunities allocated to each of the plan's five-year implementation horizon).

County of Monterey, CA – East Garrison Specific Plan Financing and Implementation: East Garrison, located on the easternmost portion of the former Fort Ord in Monterey County, consisted of approximately 1,400 residential units, including single family detached, town homes, apartments, and affordable housing, a town commercial center, and arts facilities. Mr. Edison assisted the developer and the County with a wide range of financing issues, including the availability and structuring of public finance, fiscal mitigation measures, economic impacts, the implementation of affordable housing, and the negotiation of business terms between the developer and the County. He also assisted the developer in negotiations with the Fort Ord Reuse Authority regarding the base wide capital improvement program and the structuring of the payment of impact fees generated by the development.

City of Vallejo, CA – Costco Expansion Urban Decay, Economic and Fiscal Impact Analysis: In response to the City's request, Mr. Edison examined the economic impact of a proposed expansion of an existing Costco. The analysis included projections of the impact on sales tax, employment, property tax and the net impact to the City's budget. Based on the analysis, the City Planning Commission approved the Costco expansion.

City of San Rafael, CA – San Rafael Target Urban Decay Study: The City of San Rafael hired Mr. Edison to prepare an analysis of the urban decay impact of a proposed Target store in the City. Mr. Edison performed the required analysis and presented the results to the City's Planning Commission and City Council. Subsequently the City hired Mr. Edison to update the analysis in changed economic circumstances.

County of Placer, CA – Bohemia Lumber Site, Fiscal Impact and Urban Decay Analysis: The County of Placer engaged Mr. Edison to examine the fiscal impact and potential urban decay effects from the development of the former Bohemia Lumber site into a retail center. He prepared the analysis and presented the results to the County Board of Supervisors.

City of Foster City, CA – Gilead, Chess Drive, and Mirabella Fiscal Impact Studies: The City of Foster City hired Mr. Edison to provide an evaluation of the fiscal impact of three specific plans. He evaluated the impact on services of each plan, the anticipated new revenues and expenditures, and the necessity for new public facilities to serve the projects.

City of Salinas, CA – Salinas Downtown Revitalization Plan: Prepared a market study for the downtown area to identify opportunities for development. Advised the City of Salinas on fiscal impact issues and financing tools available to assist with construction and rehabilitation of infrastructure in the downtown.

City of Vallejo, CA – Mare Island Renegotiation: The City of Vallejo had entered into a Development Agreement and other agreements with the Lennar Corporation in connection with the development of Mare Island, a former naval base that had been closed. After a portion of the development had been completed Lennar sought to renegotiate specific terms of its agreement with the City. The City engaged Mr. Edison to assist with this renegotiation,

J. Edison

Resume Continued

and provide analysis of market trends, negotiation support, and an in-depth analysis of the pro forma used by Lennar and the City as part of their agreement.

Hunters Point Naval Shipyard, San Francisco, CA: Engaged by the Lennar Corporation to structure the infrastructure financing of the first phase of development at the former Hunters Point Naval Shipyard. A key requirement of the financing and the transaction between Lennar and the City and County of San Francisco was reimbursement of significant environmental remediation and characterization costs as part of the first bond issuance. Mr. Edison devised an allocation strategy to allow a share, a total of approximately \$8 million, of environmental and other pre-development costs for the entire shipyard to be allocated to the bonds issued in connection with the first phase of development.

County of Monterey, CA – Town of Carmel Valley Incorporation Study: Mr. Edison reviewed the initial study for the proposed incorporation of the Town of Carmel Valley. He provided input and feedback to the preparers of the initial study and presented findings at hearings before the Monterey County Board of Supervisors.

City of Vallejo, CA – Service Island Annexation Fiscal Impact Analysis: The City of Vallejo engaged Mr. Edison to provide an analysis of the fiscal impact of the annexation of three unincorporated areas within the boundaries of the City of Vallejo, areas commonly referred to as “service islands.” Solano County LAFCO requested the City to examine the impact of annexation as part of a larger annexation proposal by the City. He provided an examination of the fiscal implications of the annexation of each area, including population, business activity, and the likely revenues and costs associated with adding each area to the City.

Ernesto Vilchis

Project Director

Education

*Dual Masters in Public
Affairs and Urban and
Regional Planning,
Woodrow Wilson
School at Princeton
University*

*Bachelor of Arts,
University of California,
Berkeley*

20 Years Experience

Mr. Vilchis has served local government and assisted developers through the provision of financial economic consulting. With over 10 years of professional experience, his areas of expertise include community and economic development, land use planning, affordable housing and transit oriented development, and neighborhood revitalization. Mr. Vilchis also possesses experience in regard to the structuring of ground leases and joint development agreements.

Mr. Vilchis will draw upon past peer review engagements that involved the assessment of the financial feasibility of developer proposals for approximately 450 residential units in a specific San Francisco neighborhood. Another similar engagement he conducted for the City of Oakland required an analysis of the financial feasibility of a proposed 102 market-rate housing development.

Before joining Willdan, Mr. Vilchis was a senior associate with Keyser Marston Associates from 2010 to 2012. In this role he provided consulting services to local governments in a wide variety of areas including structuring their ground leases, joint development agreements, disposition of surplus property or the provision of public financing. A highlight of his project experience is outlined below.

- Assess financial feasibility of retail component for the planned Transbay Transit Station in San Francisco.
- Develop financial model to assess the fiscal impact of a proposed Infrastructure Finance District in the Rincon Hill Neighborhood in San Francisco.
- Evaluate the financial feasibility of developer's proposal to redevelop a historic theater in Downtown Woodland, CA, and a mixed-use complex in Downtown Santa Rosa.
- Review financial feasibility of developer proposals for 400-500 residential building in South of Market Neighborhood in San Francisco.
- Conduct a market study of the retail sector and project demand for commercial space for the City of Union City's Intermodal Transit Station

Mr. Vilchis also was employed by AECOM (formerly Economics Research Associates) from 2008 to 2010. In the role of associate, he provided consulting services to local governments and private developers in the areas of community and economic development, land use planning, affordable housing and transit oriented development, and neighborhood revitalization. An overview of his project experience in this role is outlined below.

- Conduct market assessment and financial analysis for the potential development of Laguna Caren, a 1,000 acre site, in the outskirts of Santiago, Chile.
- Project retail and residential demand for the redevelopment plan of downtown Salinas, CA.
- Assist the City of Pittsburg (California) in the development of their affordable housing strategy by assessing affordable housing supply and demand, identifying challenges and opportunities for the development of affordable housing in the area.
- Conduct fiscal impact analysis of a proposed 100 acre development in the City of Grass Valley, CA.

Additional Project Experience

Lewiston-Queenston Bridge U.S. Plaza Reconstruction – Lewiston, NY: Estimated the benefits and costs associated with the proposed expansion to improve passenger and cargo flow across one of the busiest land U.S. points of entry. Improvements included expansion of

E. Vilchis

Resume Continued

inspection lanes, new roadway configurations to improve traffic circulation and safety, and additional inspection docks for cargo vehicles, as well as new support facilities.

Century Boulevard Multi-Modal Corridor Project – Inglewood, CA: Evaluated the benefits of a series of smart street improvements which would rebalance the flow and promote travel alternatives that will mitigate the impacts of growth along this primary arterial in the region. Proposed improvements include: Transit service improvements, roadway improvements, pedestrian linkages improvements, and bicycle lanes and bicycle facility improvements.

Rosemead/Lakewood Boulevard Multi-Modal Capacity Enhancement Project – Pico Rivera, CA: Assessed the benefits and costs of increasing roadway capacity by 50% by widening Rosemead/Lakewood Boulevard from a four lane arterial to a six lane arterial (one additional lane in each direction) and installing class II bicycle lanes, ADA compliant sidewalks, driveways and access ramps; median modifications; pavement rehabilitation; traffic signal and street lighting improvements.

Carlos Villarreal

Senior Project Analyst

Education

*Bachelor of Arts,
Geography, University of
California, Los Angeles;
Minor in Public Policy
and Urban Planning*

Areas of Expertise

*Fiscal Impact Analyses
Development Impact
Fees
Public Facilities
Financing Plans
GIS Analysis*

9 Years Experience

Mr. Villarreal is a senior project analyst at Willdan. He possesses extensive experience documenting nexus findings for development impact fees, preparing capital improvement plans, facilitating stakeholder involvement, and analyzing the economic impacts of fee programs. Mr. Villarreal has supported adoption of fee programs funding a variety of facility types, including, but not limited to, transportation, parks, library, fire, law enforcement and utilities.

Project Experience

City of Long Beach, CA – Park Impact Fee Update: Willdan assisted with an update to the City's existing Park Impact Fees in 2013, with Mr. Villarreal serving in the role of project manager. The project included updating demographic data and facility planning in order to properly update park facility standards. Mr. Villarreal used this information to then calculate impact fees for single family and multi-family residential dwelling units and prepare a Nexus Study documenting the revised fees and all required legal findings under the *Mitigation Fee Act*.

County of Stanislaus, CA – Impact Fee Study Update: Mr. Villarreal served in the role of project manager for a study updating the County's existing impact fee program that included a range of facilities; public protection, library and park facilities. The study also included a transportation facilities impact fee, with different fees calculated for two zones within the County. Considerable stakeholder outreach was an integral component of this project.

City of Morgan Hill, CA – Impact Fee Study Update: Mr. Villarreal served as the project manager for an update to the City's existing nexus study, including parks and recreation, general government, fire, police, library, traffic and storm drain fee categories. The project scope included considerable stakeholder outreach.

City of Sierra Madre, CA – Public Facilities Fee Study: Willdan was retained to prepare impact fee documentation for the City of Sierra Madre. The impact fee documentation included several fee categories, including a park facilities fee and a Quimby In-Lieu Fee for parkland dedication. The analysis documented two separate park-related fees; one based on the Quimby Act and the other based on the Mitigation Fee Act. The City would collect the fee based on a standard of 3.0 acres per 1,000 residents if the development was subject to the Quimby Act land dedication requirement. For all other development, the City would collect based on the existing standard through the Mitigation Fee Act. The City would only collect one of the two fees depending on which fee was appropriate.

County of San Joaquin, CA – Traffic Impact Mitigation Fee Update Report: Conducted a nexus analysis for an impact fee study updating the County's existing Transportation Impact Mitigation Fee (TIMF) program. In addition to the nexus analysis, the study included an investigation of available alternative funding sources, including local, state and federal sources. The TIMF included projects from the San Joaquin Council of Governments' (SJCOG) Regional Transportation Plan, Regional Transportation Improvement Program and other transportation planning documents.

Kern Council of Governments, CA – Regional Alternative Funding Program: Mr. Villarreal served in the role of project manager for the establishment of this program, which consisted of a deficiency analysis and nexus study to fund transportation projects in Kern County.

City of Santa Clarita, CA – Law Enforcement Facilities Fee Study: Mr. Villarreal assisted with the development of an impact fee program to fund law enforcement facilities serving the City of Santa Clarita and other Antelope Valley jurisdictions within the County of Los Angeles. The analysis involved the comparison of law enforcement facilities serving incorporated and unincorporated areas.

Project Experience and References

Willdan is one of the largest public sector financial consulting firms in the United States. Since 1988 we have helped over 800 public agencies successfully address a broad range of financial challenges.

Willdan assists local public agencies with long-term financial plans and cash flow modeling, cost allocation, development impact fees, fiscal studies, rate studies, and property tax audits. In addition, we assist local public agencies with arbitrage rebate, investment consulting, municipal disclosure, and special district administration.

Provided below are project descriptions, including contact information, that are similar to the services that we anticipate could be requested by the City of Alameda in the near future. We are proud of our reputation for customer service and encourage you to contact these past clients in regard to our commitment to excellence.

County of Napa, CA – Napa Pipe Specific Plan Analysis

Mr. Edison evaluated infrastructure finance requirements for the Napa Pipe project in southern Napa County, consisting of approximately 500,000 square feet of commercial development, 3,000 residential units, and a hotel. An infrastructure financing strategy was provided that drew upon the resources of the project itself and other financing mechanisms such as special assessments. The fiscal and economic impact of the project on Napa County was analyzed, and an urban decay analysis was prepared that evaluated the impact on retail businesses in the City of Napa. Mr. Edison presented the findings to the County Board of Supervisors and Napa's City Council.

Contact Information: Keith Rogal, President
Napa Redevelopment Partners
Tel #: (707) 251-0123

County of Monterey, CA – East Garrison Project Financing and Implementation

East Garrison, located on the easternmost portion of the former Fort Ord in Monterey County, California, consisted of approximately 1,400 residential units, including single family detached, townhomes, apartments and affordable housing, a town commercial center and arts facilities. Mr. Edison assisted the developer and the County with a wide range of economic issues, including the availability and structuring of public finance, fiscal mitigation measures, economic impacts, the implementation of affordable housing, and the negotiation of business terms between the developer and the County. He also assisted the developer in negotiations with the Fort Ord Reuse Authority (FORA) regarding the base wide capital improvement program and the structuring of the payment of impact fees generated by the development. Mr. Edison presented this information to the County Board of Supervisors, County staff, and the FORA Board on multiple occasions.

Contact Information: Ian Gillis, President
Urban Community Partners
Tel#: (415) 215-6800

County of Riverside, CA – Comprehensive Impact Fee Update

Willdan is assisting the County of Riverside with an update of its comprehensive impact fee program. The fee categories were broad and diverse including countywide facilities such as jail detention facilities and county parks and trails; unincorporated only facilities such as fire stations and libraries; and County planning area specific facilities including storm drain and traffic improvements. Other facilities needed to be differentiated between the Eastern and Western portions of the County due to separation by distance as well as varying level of facilities by region. The process has been lengthy, involving significant efforts to inform staff of methodological differences between the Willdan methodology and the methodology of the previous consultant.

Contact Information: Serena Chow, Administrative Services Manager II
Riverside County Economic Development Agency
Tel #: (951) 955-6619

Hourly Rates

The table below outlines Willdan's current hourly overhead consulting rates.

Willdan Financial Services Hourly Rate Schedule	
Position	Hourly Rate
Group Manager	\$210
Principal	\$200
Senior Project Manager	\$165
Project Manager	\$145
Senior Project Analyst	\$130
Senior Analyst	\$120
Analyst	\$100
Assistant Analyst	\$75

Project Management and Workload

At Willdan, we utilize a project management process that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. Our complete project management process has four primary principles common to successful projects:

1. **Define** the project to be completed. Mr. Edison will identify the project scope, set objectives, list potential constraints, document assumptions, choose a course of action and develop an effective communication plan.
2. **Plan** the project schedule. Mr. Edison, in collaboration with City staff, will create an agreed upon timeline to meet the City's estimated project timeline. He will assign workload functions to appropriately qualified staff to ensure all milestones are met, on time.
3. **Manage** the execution of the project. Mr. Edison has been selected as principal-in-charge for this project due to his strong project management skills. He will be responsible for controlling the work in progress, providing feedback to project team members and City staff, and will be accountable to the City for meeting the schedule, budget and technical requirements of the project. Most importantly, Mr. Edison will ensure constant collaboration and communication between City staff and the project team through frequent progress memorandums, conference calls and in-person meetings.
4. **Review** each work product and deliverable through a structured quality assurance process involving up to three levels of review at the peer level, project manager level, and if necessary executive officer level. We have designed a formal and structured quality assurance system that Mr. Edison will utilize throughout the course of the project. This review process ensures the City is not burdened with unnecessary review, data confirmation or revisions.

We have utilized these guiding principles for each of our firm's projects. The City can be assured that in utilizing these principles, Mr. Edison will implement active project management skills throughout the course of a project. He will also ensure the deliverables developed in conjunction with an assignment will be of the highest quality and will be delivered on time and within the agreed upon budget.