



**Urban Land  
Institute**

Orange County/Inland Empire



# Guide Dogs of the Desert Expansion Project

ULI Orange County/Inland Empire Young Leaders Group

**Technical Assistance Panel Report | Fall 2011**



**Report Preparation**

Olga Tsiba

Project Manager

Jeanette C. Justus Associates

[otsiba@jeanettecjustus.com](mailto:otsiba@jeanettecjustus.com)

**Graphic Design**

Melissa A. Brown

Graphic Designer

[www.mb83design.com](http://www.mb83design.com)

[mb83design@gmail.com](mailto:mb83design@gmail.com)

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Courtesy of GDD

## Introduction



Courtesy of GDD Website

The Urban Land Institute Orange County/Inland Empire's Young Leaders Group ("ULI OC/IE YLG") conducted a pro bono Technical Assistance Panel ("TAP") on November 18, 2011 for the Guide Dogs of the Desert ("GDD"). The YLG pro bono TAP program provides charitable organizations, such as the GDD, with a plan to solve real estate and land use programs in a uniquely objective way. At the same time, the TAP process provides ULI Young Leaders with a means to give back to their communities, while helping to promote ULI's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Guide Dogs of the Desert is a 501(c)(3) non-profit corporation, based in the unincorporated Whitewater area of Riverside County, California, that seeks to improve the lives of the blind by creating opportunities for life-changing independence and by conducting community outreach and education programs. GDD provides safe mobility, loving companionship and the "miracle of independence" to the blind through the use of a guide dog. The organization breeds, raises, and trains guide dogs for the blind. Individuals are matched with an animal, taught to work with them, and offered post-graduate support the entire time the client-dog team is working together. All of this is done at no cost to the GDD blind clients.

Guide Dogs of the Desert was founded in 1972, by Mr. Lafayette "Bud" Maynard with the goal to provide quality guide dogs to the blind and the multi-handicapped blind. From a simple ranch house in the desert, where originally one client and one dog were trained together, GDD has grown to house and train up to 30 clients and specially trained guide dogs each year



at their Whitewater campus. In the 40 years of GDD's service, more than 1,200 client/dog teams graduated from the school. Although GDD's dogs serve mainly the Southwest region of the United States, the organization impacts are nationwide, especially due to their multi-handicap focus, with clients residing throughout the country.

In spring 2011, the ULI OC/IE YLG began looking for a local charitable organization with complex land use and real estate needs. Several applications were received, as part of the annual solicitation process to conduct a pro bono TAP. GDD was selected among the applicants and their land use and real estate issues and questions presented a unique and challenging project that would require the objective analysis of Panelists from a variety of real estate disciplines.

The Report that follows is a response to GDD's Scope of Work that both addresses GDD's key real estate and land use questions and makes recommendations that are intended not only to help GDD, but any other organization that may face similar obstacles.



## Summary of the TAP



Panelists with guide dogs, Rita and Benjie

In June 2011, the ULI Orange County/Inland Empire Executive Director, Phyllis Alzamora, the ULI OC/IE YLG TAP Advisor, Susan Davison, and YLG TAP Co-Chairs, Bryant Brislin and Olga Tsiba, met with GDD to develop and define the Scope of Work for the pro bono TAP efforts. It was important to clearly understand GDD's issues, vision and objectives, in order to maximize the YLG's land use expertise and to provide relevant solutions and recommendations.

After the Scope of Work was prepared based on GDD's objectives, a call was made for Panelists with real estate expertise, an interest in participating in this pro bono effort and current ULI membership status. Volunteer Panelists were sought who had experience and expertise in the following areas:

- City or Site Planning (Land Use, Zoning, Entitlement, Site Planning)
- Environmental (California Environmental Quality Act)
- Building and Safety (Civil and Traffic Engineering including Parking and Circulation)
- Architecture and Interior Design
- Finance and Acquisitions (Debt/Capital)
- Construction and Development (Tactical Construction Costs/Management)

Professional biographies for each of the Panelists are provided at the end of this report.

Once the ULI OC/IE YLG TAP team was assembled, each Panelist received a packet of information, which included the process and the scope of work. Each Panelist was encouraged to visit GDD's webpage ([www.guidedogsofthedesert.org](http://www.guidedogsofthedesert.org)) to familiarize themselves with the organization, the services provided, and its history and mission.

A Panelist Kick-Off Conference Call was held, outlining what the following months leading up to the TAP would entail, and each Panelist was encouraged to reach out to the GDD staff during this due diligence period. All Panelists found GDD staff's input throughout the due diligence period highly beneficial for understanding constraints and opportunities related

to the land use issues identified in the Scope of Work. The Panelists held multiple conference calls to further brainstorm and discuss due diligence issues in the month leading up to the actual day of the TAP.

In September 2011, a team of GDD staff members led the Panelists on a site visit. The team included GDD's Executive Director Roccie Hill, Director of Finance/Facilities Gary Downs; Director of Development Kevin Towner; and Director of Public Relations/Deputy Executive Director Kim Laidlaw. The visit was critical for the due diligence process as it provided the Panelists with an opportunity to understand the organization's needs, view the operations and hear from the people who run it on a day-to-day basis, and identify, first hand, the issues related to their respective parts of the Scope of Work.



The full-day pro bono TAP was held at the GDD site on November 18, 2011. The Panelists were welcomed by the GDD staff and two guide dogs – Rita and Benjie – along with their trainers. This kick-off gave the panelists another opportunity to ask GDD staff questions and clarify any information related to the expansion plans. GDD Director of Finance and Facilities Gary Downs, kindly made himself available throughout the day to answer questions and provide additional key information. Gary's input gave the Panelists a deeper understanding of GDD's organizational philosophy, as well as, key facts related to site development plans.

The day's events included group review of the day's objectives, reports on opportunities and constraints discovered during the due diligence process, small group discussions of the issues identified in the scope of work, and preparation of the PowerPoint for the afternoon public presentation. While the Panel worked as a whole and in sub-group sessions, Panelists' discussion was documented in detail to provide material for the afternoon presentation and for the written report that would be delivered to the GDD following the TAP. During the last hour, the Panelists presented their findings and recommendations to the GDD staff, trainers, and their invited guests. Attendees included GDD staff - Roccie Hill, Kevin Towner, Kim Laidlaw, Gary Downs, Trina Began and Bob Wendler - as well as members of the GDD Board of Directors including Bob Niez, Tom Davis, Mark Edelstein and Jim Klocek.



The findings and recommendations are found within this written report. Each scope of work item is specifically addressed with exhibits, tables, maps, and often pictures. The last section of the report specifically outlines the key recommendations for the GDD.

## Summary of the TAP

### Scope of Work

In its application for assistance from the ULI OC/IE YLG Pro-Bono TAP, GDD sought to expand its current facilities in order to increase the number of dogs that could be housed on the main campus. Presently the school has only capacity for 24 guide dogs in training. There are 150 guide dog puppies scattered throughout the Southwest with volunteer trainers/raisers and 110 blind candidates on its waiting list for team placement. The school is currently licensed to have 25 dogs and desired a Class IV Kennel permit, which would allow staff to train 41 or more dogs (the Project). GDD requested that the TAP professional assistance focus on land use, site planning, circulation and parking issues associated with their expansion plans.

With the goal of identifying steps for kennel expansion in light of existing site, building and financial constraints and opportunities and developing recommendation on how to complete the GDD expansion project successfully, the ULI OC/IE YLG TAP Co-chairs developed the following study questions for the panelists, which were approved by GDD.



Courtesy of GDD

### Study Questions

- 1 What are the site constraints for the property owned by the Guide Dogs of the Desert? What are recommendations for addressing these constraints and maximizing the use of the property owned by the GDD? Should acquisition of the neighboring parcels be considered?
- 2 What are the environmental and hazardous issues and constraints associated with expansion of the kennel facilities and the whelping center addition? What are the steps for obtaining the zoning and permitting necessary to improve the site efficiency and address kennel expansion? How does the expansion fit within the current County plan for the area and ongoing development? Is there support from the community for the expansion?
- 3 In light of GDD's special needs, what type of building design should the organization pursue? What design features can be implemented to minimize operating costs, save energy and provide efficient use of facilities? What «sustainable» and «green» features can be incorporated that are appropriate to the site location and facility use?
- 4 What are the costs associated with GDD's expansion project? What are some strategic recommendations on how to finance the project?

Based on the study questions, the team identified key topics and issues that would be addressed during day of the TAP. Ultimately, the following served as the Scope of Work and framework for the recommendations given to GDD:

#### 1. Site Constraints and Design

- Examine location of the parcels owned by the GDD and neighboring parcels available for sale;
- Examine physical constraints including, but not limited to, slope and soils issues;
- Examine access and circulation County requirements and constraints.

#### 2. Permitting and Building Considerations & Constraints

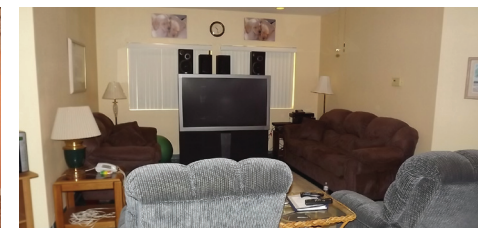
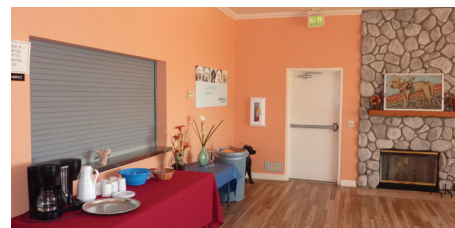
- Review Environmental Impact and Possible Hazards (known: earthquake fault line, trash and propane tanks relocation, possible septic tank in the ground);
- Review zoning and land use considerations including, but not limited to:
- Rezoning of one of the GDD-owned lots to add one of the following designations: R-R, R- R-O, M-SC, M-M, M-H, A-1, and A-2. (GDD is currently paying taxes because a mobile home was located there previously);
- Research necessary permits (i.e. building permits, special use permits, etc.) including:
- Zoning to permit operation of a Class IV Kennel – 41 or more dogs (current zoning: W-2 allowing for up to 25 dogs).
- Examine current development plans for neighboring parcels and the new development across Twenty Nine Palms Hwy.
- Review County parking requirements
- Consider any other constraints including, but not limited to, County goals for the area, political and/or community support for a larger kennel, etc.

#### 3. Building Design

- Propose what type of expansion should GDD pursue to address their goal to have a larger kennel and a whelping center;
- Consider special needs and issues (examples: wind, noise, climate, location);
- Discuss energy savings applications that can be utilized;
- Address efficient architecture and interior design;
- Address LEED, «sustainable» and/or «green» building considerations.

#### 4. Financial Structuring/Cost Analysis

- Estimate cost of site improvements and building construction;
- Identify possible revenue generators;
- Identify possible funding sources.



## Analysis of Land Use Issues and Recommendations

The following sections discuss issues identified in the scope of work and details of the TAP's recommendations and proposed action steps.

### Site Constraints and Design

The GDD owns a total of four parcels. For the purposes of this report, the parcels are grouped into the following two campuses: Main Facility (a total of three contiguous parcels) and Satellite Facility.



GDD Main Facility

The Main Facility consists of three separate parcels owned by the GDD. The existing kennel, blind student dormitories and administrative offices are all located at this Main Facility site. Although sparsely used, Dillon Road bisects the parcel that houses the administrative offices and dormitories from the parcel that houses the kennels and the Doyle Foundation Wellness and Healing Center. A mobile home parcel is to the north and immediately adjacent to the kennel facilities (the third of three parcels that comprise the Main Facility area). New construction of the Doyle Foundation Wellness and Healing Center is currently underway and was not within the TAP's Scope of Work. Although no visible structures are located on it, the Mobile Home Parcel is currently zoned residential and the GDD is paying taxes on the annual basis.

Based on the due diligence research, site visit and discussion, the following Opportunities and Constraints were identified by the Panelists.

### Opportunities

#### • Limited impact on nearby residential development

GDD identified only one neighbor in the vicinity of its site. Surrounding uses include undeveloped land and a solar array project. The TAP's recommendation is to contact the neighbor and any other interested parties to make them aware of their expansion plans and gather their support early on in the Project's entitlement process.

#### • Mobile Home Parcel (GDD-Owned)

As discussed in greater detail below, the Panel does not recommend the use of the vacant Mobile Home Parcel for the currently-proposed expansion of the kennels and addition of a whelping center. Adequate land for expansion exists on the two Main Facility parcels currently constructed upon. Future projects, such as the addition of a maintenance yard, can be accommodated on this additional land, but were not recommended as part of the GDD's short term expansion plans.

#### • Geologically acceptable site for construction

[Leighton Group the Panelists with a geotechnical report completed for a project in the same area as the Main Facility.] In 2005, Leighton Group conducted geotechnical investigations at nearby properties, including subsurface exploration and geotechnical testing. Based on these investigations and document review, the Panelists conclude that GDD's expansion project appears to be feasible from a geotechnical standpoint. However, GDD will need to engage a geotechnical consultant to conduct a site-specific review, when the organization is ready to proceed with its expansion project.

#### • Current viable, useable facility

GDD's existing facility operates successfully, graduating up to 24 dogs annually. The Panel confirmed that GDD's plans for expanding operations can be satisfied by adding new kennel space on the existing kennel/Doyle Center parcel.

#### • Proximity to SR 62 (signage)

The site is located in proximity to State Road 62, which creates an opportunity for placement of signage and promotional information that would be visible by SR 62 motorists.

#### • Strategic partnership for financing

GDD identified existing strategic partnerships with the Lions Club, Natural Balance Pet Foods, and other organizations and corporate sponsors. Such partnerships can serve as the potential source of financing for the short term and long term expansion projects.

## Analysis of Land Use Issues and Recommendations

### • Partnerships/connection to community

GDD has a strong connection to the local community. Previous expansion projects were sponsored by the Canyon Country Club in Palm Springs, the Lions Club International Foundation, the Mary Stuart Rogers Foundation, and the Doyle Foundation. The TAP's recommendation is to start the outreach effort to the local community as early as possible to generate political and financial support for the expansion.

### • Current operation successful and increased demand

GDD is a well-established organization with a reputation for breeding excellent guide dogs and for catering to individuals with special needs. For example, a few of the dogs are trained for left-handed or multiple-disability individuals, or for individuals residing in a rural environment. The extensive waiting list for dogs is a testament to GDD's success and popularity. Additionally, GDD is a Four Star rated charity by Charity Navigator. This rating means GDD exceeds industry standards and outperforms most charities in its cause. GDD's outstanding reputation can be used to gather support and funding for the expansion of operations.

### Constraints

#### • Mobile Home Parcel (zoning, re-assessment, lower elevation, challenging topography, utility access)

There are several challenges identified with regard to the potential development of the vacant Mobile Home Parcel, which GDD owns. As mentioned earlier, it is currently zoned residential and is assessed at approximately \$87,000. GDD may be paying higher than necessary property taxes.

Additionally, the Mobile Home Parcel is located on the lower elevation than the other two parcels of the Main Facility. Utility access and topography of the site are also challenging and limiting. If this parcel were to contain any useable facilities, GDD would have to plan legal access, extend utilities and incur significant site development costs. The panel's recommendation is to restrict current expansion plans to the existing built parcels, to minimize soil import costs and construction challenges because of the slope differential on the vacant parcel.

#### • Dillon Road bisects property

As previously indicated, Dillon Road bisects the Main Facility. The split campus creates inconvenient access and, considering that blind students are trained and housed on the campus, it is also unsafe to have drive-by traffic (however sparse) pass through the campus. GDD staff indicated their desire to explore the option of realigning or vacating this road. Based on their familiarity with the costs and process associated with road realignment

and vacation, the Panel's engineer recommends avoiding this step. Instead, traffic calming features, road enhancements, and signage can help GDD achieve their goals and create a sense of arrival for those visiting facilities. Examples of such enhancements would be textured or colored surface with dog tracks and a design statement or an elaborate sign, statue or another landscape design element.

#### • No master/phasing plan for expansion

While original scope of work focused only on the kennel expansion, during the due diligence process GDD indicated that they desired to see other improvements to their facilities, such as construction of a whelping center, improvements to the food storage tanks, and green measures such as installations of wind turbines or solar panels. The panel would advise the GDD Board of Directors to take on a task of creating a long-term master plan, which would include all desired improvements phased over time. Such advance planning would enable them to strategize funding efforts, create planning and construction efficiencies, and save valuable dollars over the life of the master plan.

#### • Climate restrictions (heat)

Due to excessive heat during the summer months, GDD has to relocate operations to an off-site facility in Banning, Beaumont and Redlands between June and September of every year. The current training program includes daily van transport of the guide dogs from one location to another. No students are trained during the same months. At the same time, utility bills for the facility are the highest for the year.

#### • Lack of maintenance facility

As discussed above, GDD uses vans for dog transport. These vehicles require maintenance and repairs and GDD's designated staff and volunteers perform these tasks out of a covered port adjacent to the main administration building. GDD's expansion wish list includes a maintenance facility.

#### • Changing building aesthetics

GDD staff communicated its desire to have a southwestern architectural style for the expansion of facilities. While this style architecture offers the benefit of being simple, the panel noted that it would not match the architecture style of the existing facilities.

Based on the discussion of opportunities and constraints, the TAP recommends consolidation of operations on the Main Facility campus. While limited by the constraints discussed above, the Main Facility site presents extensive opportunities for meeting GDD's current expansion plans, while maximizing GDD's financial resources.



## Analysis of Land Use Issues and Recommendations



GDD Satellite Facility

The existing Satellite Facility, also named the North Kennel by the GDD staff, consists of one parcel and is located on a 4.5-acre site, approximately 5 miles away from the Main Facility. It serves as an overflow site for the Main Facility kennel.

### • Existing residence

An existing residence on the site increases the site's resale value.

### • Existing overflow kennel space

The Satellite Facility provides overflow space for the Main Facility campus when the need arises. Prior to expansion of the Main Facility kennel space, the overflow kennel space remains a valuable asset for GDD.

## Constraints

### • Low value of selling site/no buyers

GDD indicated that it made attempts to sell the Satellite Facility. However, no transaction was completed and due to the current condition of the area's real estate market, the GDD feels it is unlikely to take place in the near future.

### • Remote location of satellite, relative to operations

The Satellite Facility is located at a significant distance away from the Main Facility. This complicates operations. The panel's recommendation is to consolidate operations on one site to cut costs and to create operational efficiencies.

### • Road access

Existing road to the Satellite Facility is a gravel road, which makes it difficult for staff members and visitors to arrive to at the site.

## Opportunities

### • Proximity of utility substation

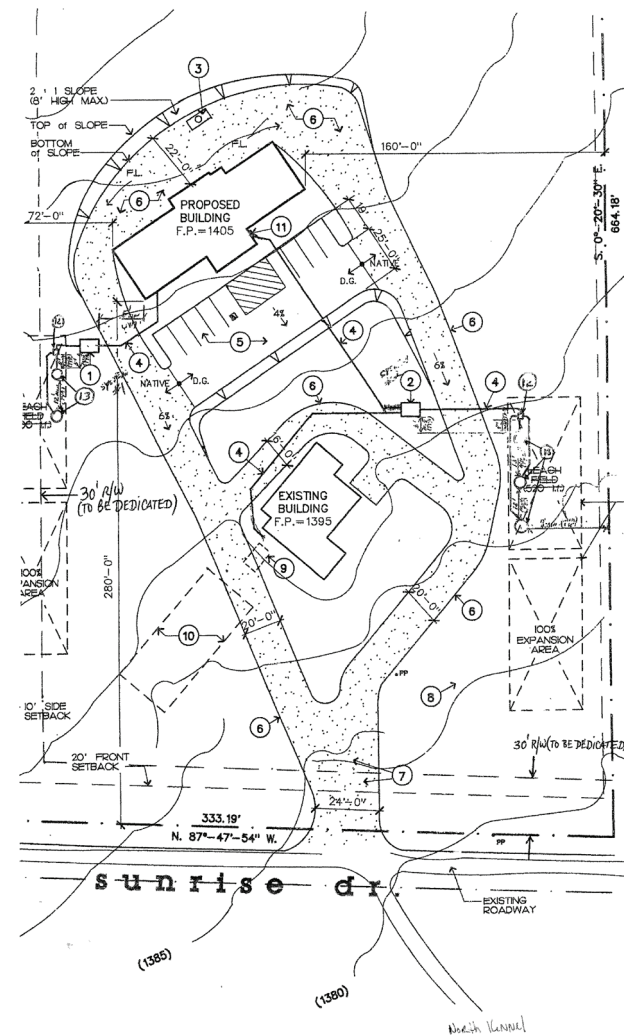
The Satellite Facility site is located in proximity to a utility substation. GDD has indicated that due to this favorable proximity, sale of the site as a renewable energy facility might be feasible.

### • Residence in poor condition

The existing residence is in poor condition. It is difficult for GDD to retain a staff member that would agree to live on the site and maximize the kennel use.

### • Severe wind and climate issues

The Satellite facility is subject to severe wind and climate conditions. It is an undesirable location for expansion as the guide dogs' sight and smell are affected by these environmental factors.



GDD Site Plan

### • Adjacent residential properties

Unlike the Main Facility, there are resident neighbors in proximity to the Satellite Facility. The site's use as a kennel or an expansion site is therefore more limited than the Main Facility as the neighbors may oppose expansion or increasing the number of dogs on the site.

In summary, it is recommended that GDD consider potential sale or reuse of the Satellite Facility once expansion on the Main Facility site is completed.

**ULI OC/IE would like to recognize the following parties for their contribution to the 2011 YLG TAP:** Jason D. Hertzberg and Philip A. Buchiarelli of Leighton Consulting, Inc., Peter P. Vahid of VA Consulting Inc. and RRM Design Group.

## Permitting and Building Considerations & Constraints

While the previous section identified opportunities and constraints for the Main Facility and Satellite site, this section will go into the details of the steps required for completion of GDD's expansion project (Project). It is assumed that GDD's immediate expansion plans will include construction of additional kennels, office space, a whelping center, as well as, relocation of food storage containers all completed on the Main Facility campus as recommended by the panel (the Project). The panel recommends that the Main Facility parcel immediately north of Dillon Rd (Dillon North) house the expansion Project. This report focuses on the predevelopment stage of the expansion Project and includes such issues as project design, preconstruction planning, entitlement and financing analysis.

### Long-Term Planning

One of the TAP's main recommendations reiterated throughout this report is to complete a facilities master plan with a long-term vision for the organization. Finalizing the master plan scope early will create opportunities for cost savings throughout the entitlement and construction processes for each of the phases.

### Project Design – First Steps in the Entitlement Process for GDD

Following the completion of the master planning process, the GDD Board and staff can engage an architect to design the Project, including expansion of the kennels, an addition of the whelping center and relocation of the food storage containers. Specific architectural design recommendations are discussed in greater detail in the section Building Design.

Prior to submittal of any entitlement application to the County of Riverside, GDD staff and its Project architect should have a pre-application meeting, where the organization may learn more about the County requirements for Project approvals. When the initial Project design is ready, the County staff would begin to review the application. From this point on, the County entitlement process will take at least a year to complete. The County's role is to ensure application of General Plan policies, zoning standards, and adopted standard plans to the Project. It is recommended that GDD designate a staff member such as the existing Director of Finance/Facilities to take the lead on the County entitlement process. The Panelists also recommend seeking the aid of a pro bono land use attorney to help guide GDD through this



process. One of the key functions for these individuals will be to develop and maintain a close working relationship with the County Planning staff. Planning staff has invaluable expertise for answering questions regarding zoning, environmental issues, and permits and planning processes by the County Board of Supervisors. The same staff members will prepare recommendations used by the Planning Commission and County Board of Supervisor to decide whether to grant Project approval.

### Acquisition of Additional Property

GDD has asked the TAP to examine the need for acquisition of properties to the north of the Mobile Home Parcel. During the due diligence process, the panelists discovered that a seasonal wash runs through a portion these properties. This wash is a development "red flag" as it could require extensive mitigation measures and render much of the land unsuitable for development. More importantly, acquisition of additional parcels also does not appear to be necessary based GDD's plans for housing approximately 41 dogs. Instead, that expansion can be accommodated within the existing Dillon North parcel.

## Zoning and Land Use Considerations

### Zoning

Currently the Main Facility property immediately north and south of Dillon Rd is located in zone W-2, which allows a kennel for 25 dogs. The TAP panel recommends rezoning to R-R designation (Rural-Residential), which allows for Class IV Kennel (41 or more dogs) with a Conditional Use Permit (CUP). The rezoning requires a recommendation from the Planning Commission (following a noticed public hearing) and final approval by the Board of Supervisors. The CUP for the Class IV Kennel would be processed alongside the Zone Change. Approval is not guaranteed. Environmental review under California Environmental Quality Act will accompany rezoning approval and may require that GDD fund and prepare technical studies assessing the Project's potential biology, geology/soils, cultural resources and other impacts. These are discussed in greater detail below.

Although, not eliminated as a possibility in the future, to address the current expansion plans, it is not necessary to rezone the Mobile Home Parcel from R (residential) uses to R-R at this time. The Panel did, however, recommend that GDD file a formal appeal of the Mobile Home Parcel's tax assessment. It is currently valued at \$87,186, which is approximately 8x higher than similar nearby vacant lots.

A list of required fees associated with GDD's expansion project is provided on the following page. Other fees may be included, and a complete listing would be provided by the County Planning Staff.



## Permitting and Building Considerations & Constraints

### Required Fees

<p><b>County Application and Processing Fees</b></p>	<p>Separate filing and processing fees will apply to the required Zone Change and CUP applications as follows:</p> <ul style="list-style-type: none"> <li>• CUP base filing fee - \$9,646.14</li> <li>• Average cost of processing CUP - \$15k-\$30k</li> <li>• Zone Change base filing fee - \$3,648.54</li> <li>• Average cost of processing Zone Change - \$5k-\$9k</li> </ul> <p><b>Total : \$33,294.68 - \$52,294.68</b></p>
<p><b>TUMF fee</b></p>	<p>Transportation Uniform Mitigation Fees apply only to new development yet to receive final discretionary approval and or issuance of a building permit. They will be required as a condition of approval. The fee varies depending on the type of use (e.g., residential, commercial, aviation) and the number of trips that use generates. We will need to work with the Coachella Valley Association of Governments to determine the appropriate fee.</p>
<p><b>Western Coachella Valley Development Impact Fee</b></p>	<p>The standard Development Impact Fee for the Western Coachella Valley Area Plan is \$31,829.00 per acre for commercial projects. Both the R-R and W-2 zones are considered "commercial" zones and the GDD project does not neatly fit into any of the other use categories (i.e., Single Family Residential, Multi-Family Residential, Industrial, or Surface Mining.) This fee was reduced by 50% in August, 2011 to <b>\$15,914.50</b> per acre for commercial projects. This fee reduction (Ordinance No. 659.10) ends on October 13, 2012.</p>
<p><b>Coachella Valley Multi-Species Habitat Conservation Plan Fee</b></p>	<p><b>Coachella Valley Multi-Species Habitat Conservation Plan Fee Area</b> As part of the Coachella Valley Multiple Species Habitat Conservation Plan all participating Cities and the County of Riverside are required to implement a Local Development Mitigation Fee on new development within the plan area. The proposed Development Mitigation Fee is \$5,730 per acre.</p>

Source: Riverside County Planning Department Fee Schedule. Effective August 1, 2011.

### Permits

As mentioned above, in order to operate a larger Class IV kennel, GDD will also need to obtain a CUP. Like the Zone Change, CUPs are discretionary actions that can be approved, conditionally approved, or denied by the County. The Zone Change and CUP actions will be bundled for purposes of the County's approval process. Other permits required for construction will include electrical, plumbing, and grading.

### Neighboring Development Across Twenty Nine Palms Highway:

Upon GDD's request, the TAP research the current development plans for neighboring parcels and new development across Twenty Nine Palms Highway. It was discovered that a development of a 36-acre site southeast of Dillon Rd and Worsley with more than 8,000 photovoltaic panels is approved and under construction. Development of nearby large-scale solar facility could demonstrate feasibility of solar uses at GDD. GDD can consider solar canopies in future expansion projects, courtyard and parking fields. The organization may also find it beneficial to review the nearby development's Project EIR to understand impacts on their property as well as County requirements for solar panel installation.

### Parking Requirements

There are no parking requirements for kennel uses in the County of Riverside. Therefore, any such requirements are subject to the County of Riverside Planning Director's determination. The panel recommends that GDD proposes that facility expansion is adequately parked. However, since the vast majority of the parking spots are located on the parcel south of Dillon Rd, a shared parking agreement may be required from the County to satisfy expansion requirements for the parcel north of the Dillon Rd.

### Other Constraints

The Panel recommends that during the Project planning efforts GDD consider other constraints including but not limited to, County of Riverside goals for the area, political and/or community support for a larger kennel and others. Presenting the expansion Project to the community as being consistent with existing operations should minimize any community resistance and help gather support. The TAP also highly recommends continued outreach to neighbors and political and community leaders to strengthen existing relationships and generate active support for the expansion Project and help generate funding as discussed in section Financing Expansion Projects.

### Environmental Impact and Hazards

Environmental review under CEQA will accompany rezoning and CUP approval. Following the pre-application meeting with the County, GDD may begin the process by performing an Initial Study, which may lead to a Negative Declaration or Mitigated Negative Declaration. The technical studies that will form the basis for this Negative Declaration will be determined following preparation of the Initial Study, and may include biology, geology/soils, hydrology, traffic, and cultural resources. The Project is subject to the Multiple Species Habitat Conservation Plan (MSHCP) and is subject to a mitigation fee, as noted above.

A geotechnical study provided by Leighton Group based on document review and subsurface data collected from a nearby property suggests GDD's onsite growth is feasible, recognizing existing constraint of a strong seismic shaking due to proximity to the San Jacinto Faults, normal for the geographical area where GDD is located. Other known existing environmental conditions/hazards, which may need to be addressed under CEQA, include trash and propane tanks, septic tanks in the ground and an old water tank. Also, the likelihood of the hydrology and endangered species habitat study requirement increases with Project's increased proximity to the seasonal wash. The goal of minimizing environmental impacts and mitigation further supports the TAP's recommendation to consolidate expansion development on the Main Facility campus parcel immediately north of Dillon Rd.

## Building Design

Ever wonder why you might need an architect for your design project? Few people realize how complicated it is to build—that is until they find themselves lost in the maze of design options, building codes, zoning laws, contractors, and so on. No two building projects are exactly alike, so there is no single, clear cut path to follow.

u The architect is the one professional who has the education, training, experience, and vision to guide you through the entire design and construction process, from helping you define what you want to build to helping you get the most for your construction dollar.

u Architects see the big picture. They don't just design four walls and a roof they create total environments, interiors and exteriors, that satisfy functional needs and are exciting, dynamic spaces in which to work and live.

u Whether you are remodeling, adding on, or building from scratch, the architect can guide the way. Working with contractors and other construction professionals, architects can help you end up with a well-designed project that meets your needs and works with your budget and time frame.

u When hiring an Architect these are just a few things to keep in mind:

- Where is the Architect located? Hiring a firm that has a strong portfolio of work in your area and one that is familiar with the local agencies will go a long way to ensuring the success of your project. It will also allow for easier communication with the Architect once the design process has begun.

- What areas of expertise does the Architect have and is it relevant to your project. Working with an Architect who has completed similar projects in the past will go a long way in helping you vision become a reality. Familiarity with your program scope and how your needs relate to each other is very important. Take a look at their website, as most firms have the services they offer clearly laid out for you to see. This will also allow you to see pictures of their completed projects, so you can get a feel for the level of quality that is carried out in their work.

- What is the reputation of the Architect? Most Architects pride themselves on providing excellent customer service, so be sure to ask for references and talk to their previous clients. You will be working with your Architect for 1-2 years or longer, so you want to make sure their personality meshes with yours and that you feel comfortable with them

- Ask to meet your future project team. You may only meet with the Project Manager on a regular basis, but it is wise to visit the Architect's office and meet the staff that will be making your dream a reality. This will also give you a chance to see their work environment and get a better feel for the process they take to design their projects.

Once you have found a handful of Architects to consider, discuss with them the fee they intend to charge you for completing their work. While fees will vary, going with the cheapest option is not always the best. Likewise, hiring a perennial award-winning Architect might break your budget. Be aware of how much your Architect might cost, but ultimately the most important thing is how comfortable you feel with them.



*Courtesy of RRM Design Group*

*3-D Artistic Rendering done by TAP  
Panelist Architect Michael Hutaff*

## Building Design

The Panel architect was challenged to create a conceptual site and building plan that would minimize construction and operational costs, save energy, provide efficient use of facilities and incorporate «sustainable» and «green» features. The kennel expansion would include construction of additional 24 kennels and an administrative office for two staff members. On TAP day, construction of the whelping center and relocation of food storage tanks was added to the list of desired improvements.



The TAP architect emphasized the need for a long-term master plan again. Having such a plan for facilities would help the Project architect to create more efficient site and building designs for each phase of the future expansion.



3-D Artistic Renderings done by TAP Panelist Architect Michael Hutaff

Based on site orientation, existing slopes and existing building layout, the following recommendations for architectural design were made:

- u The future expansion Project should fit on the existing flat parcel and connect to the existing facility.
- u When designing corridors and walkways, the Project architect should minimize circulation to create use efficiency.
- u To minimize costs and increase energy efficiency, facilities should be designed with shared walls to the existing facility.
- u To maximize use and minimize impact on land, the smallest footprint necessary for operations should be considered.
- u Building design and orientation should minimize energy costs and wind orientation.

For example, winds coming from the west direction, can be redirected to flow over the building by creating a westmost wall that is taller and thicker than the rest of the structure. Another example would be to orient the structures so that they maximize the use of natural daylight. Positioning new additions in the east to west direction would help to maximize the Northern daylight.

- Implement no-to-low cost features and passive design to minimize operation costs and increase efficiency including:
  - Build high mass walls that would help regulate heat gain and loss
  - Install high efficiency windows (dual pane windows) for better climate control
  - Use highly reflective roof materials to minimize heat retention
  - Use low VOC paint to ensure high indoor air quality
  - Use efficient lighting fixtures which include motion sensors
  - Use concrete floors and durable and low maintenance interior
  - Use efficient sealers for indoor/outdoor kennel areas to prevent cool air loss
  - Ensure high air quality to prevent spread of disease and bacteria
  - Develop a Waste Management Plan during construction to reduce the amount of construction waste exported from the site
- To minimize construction costs, the use of both masonry construction for the kennels and wooding framing for the office and other supporting spaces is preferred.
- Based on GDD's input, Adobe style architecture provides for simpler, more efficient structures.

## Financial Structure and Cost Analysis

### Financing Expansion Projects

As discussed later in this section, construction of desired expansions will require substantial funding. The TAP panelists believe that GDD paved a roadway by creating a highly reputable brand. It is the panel's recommendation to continue to work with donors after developing a master plan and a detailed cost estimate. Corporate partnerships with existing and new partners can help finance/obtain low interest rate construction funding and/or permanent financing vehicles. GDD can also seek to secure smaller grants from private institutions. It is unlikely that redevelopment or community development funds will be available for financing the Project as these funds are prioritized for construction of housing.

### Long-term Planning: Revenue Generation

To sustain its operations long term and finance expansion projects, GDD should work on creating a range of passive revenue generators. For example, a power-purchase agreement for photovoltaic cells. The pay-off time is significantly shorter (7-10 years) than for an acquisition of a photovoltaic cell. It would provide a short-term contract for electricity at a discounted rate, while allowing the solar company to keep the tax credits.

GDD was specifically interested in a placement of a wind turbine on the Main Facilities site. If GDD will seek a donation of a wind turbine, the panel's recommendation is to require the donor to provide feasibility studies verified by a third party professional. However, based on the Panel's initial analysis, it appears that a wind turbine may not be the best sustainable energy alternative for GDD.

Looking within its existing facilities and structures, GDD's other funding generating vehicles are the active rental of the banquet facility to the local community for special events and or regular social activities. Additionally, facility retrofitting programs can implement a no-to-low cost green improvements to increasing energy efficiency.

While GDD carries GDD brand/logo merchandise on site and at an off-site store, today's technology allows for an operation of a virtual or online store. Online stores can attract nationwide customers and given a planned marketing campaign of GDD's well-established brand, provide significant revenue. GDD's Kim Laidlaw indicated that GDD has some history with an online store, which ran into difficulties when customers began to request a stock of a larger variety of items. This would require larger upfront expenditures from the organization. The panel recommends returning to running the online store and utilizing fulfillment centers and outsourced customer service to address customer concerns.

### Cost Analysis

Based on the panel's architect 3D rendering and estimated square footage as well as GDD's requirements for the types of materials (masonry for certain portions of the building), the following cost estimates were developed. The numbers will likely vary when the Project architect draws more precise plans and refines requirements for materials. Additionally, the actual Architecture and Engineering expenditures, which will include architectural drawings, landscape, blue prints, engineering, soils/geotechnical work and environmental studies may change substantially during the site and layout approval process and planning process.

Facilities			
	Sq Ft	Cost Per Sq Ft	Price
Indoor Play Area	960	\$130	\$124,800
In/Outdoor Kennels	1,152	\$130	\$149,760
Office	247	\$160	\$39,520
Interior Walkway	104	\$75	\$7,800
Interior Walkway	204	\$75	\$15,300
Whelping Center	800	\$170	\$136,000
Storage Center	400	\$105	\$42,000
			\$515,180
Retaining Walls & Onsite Improvements			\$90,000
Architecture & Engineering			\$28,000
Architecture			\$4,000
Landscape			\$5,000
Blueprints			\$22,000
Engineering			\$15,000
Soils/Geotechnical			\$5,000
Environmental			\$79,000
Local Permits & Impact Fees			\$50,000
TOTAL			\$734,180

\* These are rule of thumb numbers and are not pulled from actual blue print take offs.

\* Actual Architecture and Engineering numbers and permits will need to be adjusted as the final site and layout are approved.

### Final Word

As a final note, the TAP would like to pose one more thought regarding maximizing opportunities for revenue generation in order to continue to expand GDD's operations and help blind people achieve independence. Simply put, the panel recommends continuing to practice GDD's excellence. We see GDD as an organization that breeds high quality dogs that are recognized as a brand. One option to consider would be to breed the GDD brand dogs that could be sold to other strategically selected organizations. GDD dogs may be out there rescuing lives and helping people with other disabilities than blindness. The goal is not to make this excellent non-profit organization a business. The goal is to give GDD an opportunity to build a steady flow of income to support existing programs and future expansion projects.

ULI Orange County/Inland Empire and ULI OC/IE YLG Co-Chairs

**Phyllis Alzamora**  
 Executive Director, ULI Orange County/Inland Empire  
 TAP Advisor  
 (949) 973-0041 | phyllis.alzamora@uli.org

**Kendra Chandler**  
 Manager, Programs/Development ULI Orange County/Inland Empire  
 (714) 262-6217 | kendra.chandler@uli.org

**Susan Davison**  
 Non-Profit Liaison, ULI OC/IE Advisory Board  
 TAP Advisor  
 (760) 535-0496 | sdavison@vtbs.com

**Bryant Brislin**  
 Land Broker, The Hoffman Company  
 ULI OC/IE 2011 YLG Pro Bono TAP Co-Chair  
 (714) 814-5624 | bbrislin@hoffmanland.com

**Olga Tsiba**  
 Project Manager, Jeanette C. Justus Associates  
 ULI OC/IE 2011 YLG Pro Bono TAP Co-Chair  
 (949) 706-9701 | otsiba@jeanettecjustus.com



TAP Panelists

**Mike Hutaff, AIA, LEED AP [BD+C]**  
 RRM Design Group  
 (949) 361-7950 | mshutaff@rrmdesign.com

**Adam Lunzer**  
 Design Engineer, RBF Consulting  
 (949) 855-7034 | alunzer@rbf.com

**Paul Martin, PE, TE, PTO**  
 Senior Associate/Project Manager, RBF Consulting  
 (949) 855-7005 | pmartin@rbf.com

**Sean Matsler**  
 Associate, Manatt, Phelps & Phillips, LLC  
 (714) 371-2534 | smatsler@manatt.com

**Kevin Merrett**  
 President and Co-Founder, Quest Preservation  
 (951) 295-9115 | kevin.merrett@gmail.com

Guide Dogs of the Desert

**Roccie Hill**  
 Executive Director, Guide Dogs of the Desert  
 (760) 329-6257 | rhill@gddca.org

**Gary Downs**  
 Director of Finance/Facilities, Guide Dogs of the Desert  
 (760) 329-6257 | gdowns@gddca.org

## Bios

### TAP Panelists

#### **Michael Hutaff, AIA, LEED AP [BD+C]**

##### **Architect, RRM Design Group**

After graduating with honors from the University of Southern California's School of Architecture, Michael Hutaff has become a licensed Architect in the State of California and a LEED® Accredited Professional. Currently, he is working at RRM Design Group where his responsibilities include Architectural Design, Project Management and Business Development. Michael has accumulated a diverse portfolio of work during his career while serving as the Project Architect on projects ranging from multi-family housing and mixed-use developments to K-12 schools and public safety facilities. He excels in the areas of programming, conceptual design and site planning, all of which will be incredibly valuable in helping the Guide Dogs of the Desert achieve their vision.

Every project that he works on is rooted in basic sustainable principals that serve to design buildings that benefit both the user and the environment. This pursuit of sustainable design has been realized through his involvement with the successful completion of multiple LEED certified buildings throughout California. In addition to his professional pursuits, Michael is actively involved with the ULI OC/IE's Young Leaders Group and Architecture for Humanity. These pioneering organizations serve as an outlet for Michael to achieve his goal of restoring, rebuilding and renewing communities throughout Southern California.

#### **Adam Lunzer**

##### **Design Engineer, RBF Consulting**

Adam Lunzer PE is a Design Engineer for RBF Consulting, a Civil Engineering, Planning and Construction Management firm in Irvine, CA. During his 4 years at RBF he has worked in both the Transportation Planning and Land Development departments and has prior experience in Construction Management where he focused on school modernization projects. Throughout his tenure at RBF he has worked on planning level roadway improvement projects with CalTrans in which he wrote Project Study Reports and coordinated completion of all supporting documents including traffic analysis, geotechnical reports, noise studies and environmental approval. He has also worked on both planning level and design level residential development projects including the Tentative Tract Map and Master Plan for District 7 of the Great Park Neighborhoods in Irvine, CA. His duties included; earthwork analysis, hydrologic analysis, utility layout, lotting and site layout.

Prior to his work at RBF Adam received his B.S. in Civil Engineering from Cal Poly, San Luis Obispo. Adam is a member of ULI OC/IE and has taken classes on Real Estate Principles, Real Estate Practices and Real Estate Finance to broaden his expertise in real estate and the overall development process. His hobbies and interests include sustainable development, real estate, flipping homes, surfing, snowboarding, hiking, running, fishing, beach volleyball and trying new things.

#### **Paul Martin, PE, TE, PTO**

##### **Senior Associate/Project Manager, RBF Consulting**

Paul Martin has extensive experience in transportation planning, traffic engineering, and parking analysis. He is practiced at working with land use planning professionals to develop and refine proposed land use plans and site plans to increase mobility for multiple users (motorists, transit riders, pedestrians, bicyclists, etc.) of an integrated transportation circulation system. Paul is focused on finding innovative solutions for public and private sector clients to minimize transportation impacts on global climate change in response to evolving political environments, public sentiment, and government legislation. Paul has prepared traffic visual simulations combining existing imagery with future conditions for community outreach and consensus building.

He is proficient at identification of feasible traffic and parking mitigation measures for CEQA document defensibility. In addition to physical solutions to address forecast deficiencies, Paul derives non-physical solutions to minimize impacts including traffic demand management, parking reduction strategies and parking management programs.

Through his work experience, Paul has worked closely with State, County, City, and regional transportation staff to develop solutions to transportation planning challenges. In collaboration with agency staff, he has prepared and summarized technical findings during community meetings, staff meetings, and at public hearings. Paul's experience interfacing with public agencies and private groups allows him to serve competently as a liaison on complex projects.

Paul holds a Bachelor of Science in Civil Engineering University of California, Irvine and is affiliated with the ULI and the Congress for the new Urbanism. As part of ULI, Paul served on several TAPs. In 2011, he received the ULI OC/IE YLG, Emergent Leadership Award in the category of Architecture and Engineering.



**Sean Matsler****Associate, Manatt, Phelps & Phillips, LLC**

Sean Matsler's practice focuses on land use with an emphasis on securing entitlements for controversial residential, commercial, and institutional real estate development projects. He advises clients on compliance with local planning and zoning regulations, the California Coastal Act, and the California Environmental Quality Act, guiding them through the entitlement process from site selection to project approval. Sean understands the litigation risk associated with California Environmental Quality Act compliance, having represented clients on both sides of such litigation. He has also appeared before both state and local administrative bodies to secure approvals on behalf of clients. His clients include residential, commercial, and mixed use developers, as well as churches, temples, schools, banks, REITs, and individual property owners.

Prior to joining Manatt, Sean was an associate in the land use practice group for an international law firm. He has also worked for a number of political campaigns, including service as the Deputy Finance Director for Congresswoman Loretta Sanchez.

Sean holds a Juris Doctorate from University of Southern California Law School and a Bachelor of Arts in Political Science and History from University of California, Berkeley. He also studied at Oxford University in England. Sean is a member of ULI OC/IE and serves on the OC Marathon Foundation Board of Directors, City of Newport Beach Citizens Bicycle Safety Committee, Law Day Committee at Constitutional Rights Foundation of Orange County, Public Counsel Land Use Task Force, City of Newport Beach Task Force on Cycling Safety (2009-10) and Bet Tzedek Justice Ball Planning Committee (2003-06). In 2009, Sean received Religious Liberty Award from the American Civil Liberties Union of Southern California.

**Kevin Merret****President and Co-Founder, Quest Preservation**

Kevin Merrett spent years in ground-up residential and commercial development working in land acquisitions and project management. After graduation from California State University Fullerton he was able to devote full time to this pursuit by building relationships with city officials and a larger network of contractors throughout California. During this time Kevin was responsible for projects from conception to completion and was a liaison to coordinate due diligence, budgets, attain financing and necessary project approvals with city planning and redevelopment agencies.

Being on the front lines in Acquisitions, the changes in the economy were more pronounced than in other areas and the ability to obtain financing and market prices to continue building new apartment complexes became difficult to near-impossible for the niche. From this transition, Kevin was inspired to research retail businesses that could be absentee owned and thrive in any economy. He found a leased space in Riverside that had previously operated as a laundromat before closing after a fire. Following a complete redesign of the interior and enhancement of its image, Kevin re-opened the location with technology upgrades to efficiently manage and operate the store remotely, while restoring local services back to the community.

In addition to the laundromat, Kevin is the President and Co-founder of Quest Preservation. Founded in 2008, Quest Preservation's operations are based on the principle that adding or maintaining value to any asset is a top priority. As a licensed general contractor, Quest Preservation focuses on maintaining and preserving default assets and working with local brokers on REO property repairs and value-add items. The firm now also completes tenant improvement and emergency repairs for property managers and local cities. In Quest Preservation's second full year of business, the company was able to complete over 14,000 work orders and projects for banks and asset management companies across nine states.

Kevin is the President and Charting member of the Real Estate and Entrepreneur Alumni Association at California State University Fullerton.

**TAP Co-Chairs****Bryant Brislin****Land Broker, The Hoffman Company**

Bryant Brislin has been with The Hoffman Company as a land broker since 2009 and specializes in infill development opportunities in greater Los Angeles and Orange County. His knowledge of the various residential sub-markets in these counties is extensive, and he is aligned with multiple developers who have strong track records and capital ranging from institutional/pension money to high net worth private individuals.

Prior to The Hoffman Company, Bryant was a Builder Services Title Officer/Assistant VP at Fidelity National Title from 2001 to 2008. He worked with multiple developers on master communities, housing tracts, retail centers, industrial parks and hotels.

In 2011, Bryant received the ULI OC/IE YLG, Emergent Leadership Award in the category of Professional Services and was described as one of the "main go to brokers for the coastal markets". Additionally, in June 2011, he moderated and produced a Small Lot Workshop for the Building Industry Association.

## Bios

### Olga Tsiba

#### Project Manager, *Jeanette C. Justus Associates*

Olga Tsiba is a Project Manager at Jeanette C. Justus Associates. The firm specializes in K-12 school facility planning and public policy. Olga designs, coordinates and prepares studies used for school facility planning and developer /city/ school district use. These reports include school issues assessments, developer fee evaluations, Environmental Impact Reports and studies related to school district boundary adjustments. Olga also works on complex mitigation agreements used to set school facility and financing parameters in large master plan communities such as Irvine, Tustin and Newhall Ranch to name a few. On a regular basis, Olga works with state agencies such as California Department of Education, Office of Public School Construction, Department of Toxic Substances Control and school districts throughout California.

Olga is actively involved with ULI. She serves on the Housing Council and the Young Leaders Group Executive Committee. In 2008, she participated in the ULI Mentorship Program. Olga is a member of the Orange County Chapter of Building Industry Association (BIA) of Southern California. She completed the BIA Presidents' Leadership Academy and is a member of the Government Affairs Committee and the Next Generation Group.

Olga graduated from University of California, Irvine with degrees in Political Science and English. While in college, Olga interned at the National Democratic Institute for International Relations in Washington D.C. and studied at Cambridge University in England. She holds a Certificate in Light Construction and Development Management from University of California, Irvine.

### TAP Advisors

#### Phyllis Alzamora

##### Executive Director, *ULI OC/IE*

Phyllis Alzamora was appointed as the first-ever Executive Director of the ULI Orange County District Council in November 2005, and is the eighth Executive Director to be hired in the ULI organization. Phyllis has 26 years of experience in the communications, government affairs and community relations fields. She also has a strong background in public affairs, including developing grassroots advocacy campaigns for corporations and non-profit organizations and significant experience in managing media relations, print and Internet communications, and philanthropic and civic involvement.

Prior to joining the ULI, Phyllis managed the marketing and recruiting departments for the Orange County office of Greenberg Traurig, a large corporate law firm. She has an understanding of the residential construction industry having worked for a trade association of

homebuilders. Her career also spans 14 years working for major southern California employers, Ricoh Electronics and Rockwell International and a large trade association, the National Association of Manufacturers. In the early 1990s, with access to the World Wide Web, Phyllis was able to provide PR outsourcing services to clients such as the International Public Relations Association, Hyundai Motor America, and the Laguna Beach Fire Relief Coalition from a home office, which allowed her to stay at home with her young children. Phyllis also has career experience living overseas for four years in Switzerland and Ireland.

Coupled with an extensive business background, Phyllis has served on many professional and philanthropic boards and committees affiliated with organizations such as the American Red Cross, the League of Women Voters, the Orange County Philharmonic Society and Exploring Scouts. Equally important to her is making a tangible contribution to the betterment of society through volunteerism. Among the many agencies where she has given her time and talents is the Oceanpark Community Shelter for Homeless Women in Los Angeles and the Divorce Recovery Workshop for Children.

Phyllis, a descendant of the Jeffrey family, who were early 20th century land owners located in east Irvine, has deep community roots. Not only does her family have former ties to the area for which Jeffrey Road is named, Phyllis' children are fifth generation Orange Countians.

#### Susan Davison

##### Director, *Van Tilburg, Banvard & Soderbergh, AIA*

As a Director at Van Tilburg, Banvard & Soderbergh, AIA ("VTBS"), Susan Davison currently oversees all business development and marketing efforts for the locally-based architectural firm. In her role, she is responsible for providing strategic direction and identifying potential opportunities for the firm. VTBS specializes in mixed use, urban infill and multi-family development, designing a wide range of projects throughout Southern California. Susan started her career in economics and finance, and then spent ten years as a senior project manager at EDAA/AECOM, an international planning firm based in San Francisco. She has been responsible for managing multi-disciplinary teams to develop innovative and cost-effective sustainability programs for large-scale developments.

Professional affiliations include the American Planning Association, as an AICP, and membership in the ULI. Susan is a Corresponding Member on the APA's Sustaining Places committee, and serves on the Advisory Board of the ULI OC/IE District Council, as the Non-Profit Liaison. She also currently holds the role of Vice-Chair of Education for the ULI OC/IE Sustainable Communities Initiative Council. Susan has a Master of Arts in Urban Planning from the University of California, Los Angeles, and a Bachelor of Arts in Urban Studies + Planning from the University of California, San Diego.

## About ULI Technical Assistance Panels

The Urban Land Institute (ULI) was founded in 1936 as a non-profit institute to conduct research and provide information on all aspects of real estate development and land use policy. ULI has over 34,000 public and private sector members comprised of professionals in all aspects of real estate development, policy, and regulation. ULI has 65 district councils in The Americas, Europe, the Middle East and Asia, a worldwide staff of 155, and a \$50 million annual operating budget in FY2011. The ULI has been a leader in smart growth, mixed use development, urban redevelopment, transportation, and affordable housing. ULI Orange County/Inland Empire is among the 10 largest District Councils in the world with over 900 individual members.

Since 1947, ULI's Advisory Services Program has been assisting communities by bringing together panels of seasoned real estate, planning, financing, marketing, and development

experts to provide unbiased pragmatic advice on complex land use and development issues. Often these panels meet with the sponsoring government or non-profit entity for five days at a fee of about \$110,000, and typically address issues of a broad and long-range scope.

The ULI District Councils provide panel services of one day. A fee is charged for the advisory service, but the panel members are not compensated for their time. To ensure objectivity, panel members cannot be involved in matters pending before or be working for the sponsor and cannot solicit work from the sponsor during the panel's assignment period.

Sponsors request technical assistance services on complex land use issues. The District Council assists the sponsor in refining the scope of the assignment and in organizing the panel efforts. Panels are then formed to provide the expertise to address those issues. At the conclusion of the work period, the panel issues a report with recommendations to the sponsor.

### About the YLG Pro Bono TAP Program

The Young Leaders Group of the ULI Orange County/Inland Empire began conducting Technical Assistance Panels (TAPs) in 2007, on a pro bono basis for charitable organizations. This type of TAP was the first of its kind in Orange County and the Inland Empire and for a ULI District Council worldwide.

The selection of the panelists for the GDD-TAP consisted of reaching out to ULI Orange County/Inland Empire members. TAPs are a way for ULI members to give back to the community. The ULI acknowledges all the members who served on the GDD TAP for giving their time and talent to support a local organization that benefits the blind of the Southwestern United States region.



**ULI Orange County/Inland Empire**  
2082 Business Center Drive, Suite 280  
Irvine, CA 92612  
<http://orangecounty.uli.org>

Phyllis Alzamora  
Executive Director  
[phyllis.alzamora@uli.org](mailto:phyllis.alzamora@uli.org)  
(949) 973-0041

Kendra Chandler  
Manager, Programs and Development  
[kendra.chandler@uli.org](mailto:kendra.chandler@uli.org)  
(714) 262-6217



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ULI Orange County/Inland Empire  
2082 Business Center Drive, Suite 280  
Irvine, CA 92612  
<http://orangecounty.uli.org>