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# NORTHERN NEWS

## AFFORDABLE HOUSING— MYTH OR REALITY

Bay Area communities are challenged to provide affordable housing through the use of creative financing and development techniques. Northern Section's August event focuses on the topic "Affordable Housing—Myth or Reality"? What options exist for providing housing? Are public-private partnerships the answer? How do we construct and pay for affordable housing? These questions will be addressed in two brief presentations using the El Cerrito Royale senior housing complex as a case study. Speakers include Helen Dunlap of the California Housing Partnership Corporation and Pat O'Keeffe from the City of El Cerrito.

Pat O'Keeffe is the Community and Economic Development Director for the City of El Cerrito's Community and Economic Development Department. Helen Dunlap is the CEO for the California Housing Partnership, a new corporation formed to coordinate local governments, non-profits, and the private sector. The partnership's objective is to develop policies and techniques for preserving affordable housing stock in danger of being converted to market rate housing.

The event is on Tuesday, August 21 from 7:00 to 9:00 p.m. in the lounge of the El Cerrito Royale senior housing complex. After the speakers' presentations, attendees will be taken on a guided tour of the complex. El Cerrito Royale is located at 6510 Gladys Avenue in El Cerrito, within walking distance of the Del Norte BART Station; to reach the complex, follow the trail adjacent to the BART tracks 2 blocks south of the station.

Due to facility space constraints, the event is limited to a maximum of 30 persons. The cost for the event is \$10.00 for APA members and \$11.00 for non-members. Please be sure to confirm your attendance ASAP (!) by returning the attached coupon to: Celeste Wixom, Contra Costa County Community Development Department, 651 Pine Street, 4th Floor, North Wing, Martinez, CA 94553. For further information contact Celeste Wixom at (415) 646-2035.

## Test Your Identity, AICP

by David Storer

Since my introduction to city planning, I have been conditioned to respect the label of the AICP at the end of a planner's name. However, after applying for and taking the multiple-choice "test" this year, I believe that the respect I have had for the Institute over the years may have been unnecessary. The following is presented in the spirit of trying to educate future test-takers and the leaders of the Institute.

### Problems:

1. The AICP has failed to create an identity that separates itself within the realm of traditional planning, i.e., membership in the organization is not recognized as a prerequisite to "plan," nor do a significant number of people believe that membership in the AICP is vital to sustain their livelihood.
2. The multiple choice examination process is cited as being:
  - ✓ too general and yet too specific;
  - ✓ not a true indication of the real world;
  - ✓ relying too much/too little on history and law;
  - ✓ too many questions within the allotted time;
  - ✓ difficult, if not impossible, to study for (although I must admit, the CPC manual is the best thing out there);
  - ✓ too many answers are structured in a convoluted manner, requiring combinations of correct/incorrect answers;
  - ✓ passing the examination is related to whether a person can do well on multiple-choice exams; and
  - ✓ the test tries to be comprehensive, yet focuses on insignificant regional trends or statistics.
3. What you get for what you pay is hardly an inducement for membership. Other than using the title next to your name, membership in the AICP only gets you a couple of extra pages in the (APA) Planning magazine every two months, and the occasional advertising mailer.

(Continued on page 5)

## AFFORDABLE HOUSING—MYTH OR REALITY

I'm interested in Participating in the Affordable Housing Presentation at the El Cerrito Royale Senior Housing complex on Tuesday August 21 from 7:00 to 9:00 p.m. Please reserve a place!

I have enclosed \$10.00 for each APA member and \$11.00 for each non-APA member.

Name: \_\_\_\_\_ \$ paid \_\_\_\_\_  
 Name: \_\_\_\_\_ \$ paid \_\_\_\_\_  
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# TAKING CARE OF BUSINESS

by Ann B. Millican

## Awards Banquet a Success

More than 70 planners and award-winners attended the Awards Banquet held at the UC Berkeley Faculty Club on June 28th. This is double the attendance of last year's program due to the special efforts of a number of planners, who deserve congratulations for a job well done. **Wayne Goldberg** chaired the Awards program, assisted by City of Santa Rosa planner **Lisa Kranz**. Jurors were **Bob Pendoley**, City of San Rafael Planning Director; **Brian Mattson**, Vallejo Planning Director; **Vivian Kahn**, City of Berkeley planner; and **Ed Haworth**, a planning consultant in Santa Rosa. The jury had a significant assignment—to read and evaluate 19 award nominations. **Hartmut Gerdes** enlivened the program with a slide show of award-winners and their projects.

## A Hot Planning Market

There has never been a hotter market for community development professionals, according to Executive Recruiter, John Shannon, of Shannon Associates in Sacramento. At the June meeting of the Bay Area Planning Directors Association (BAPDA), Shannon said the planners' job market is a buyer's market. This is because of several factors. Land use issues occupy a majority of Council and Board agendas. In high-growth communities, land use policy and development projects, as well as infrastructure, are a focus. Built-out cities are active in redevelopment and economic development.

New career opportunities have also opened up for planners as Deputy City Manager/Assistant City Manager positions to manage all land development functions, including public works and building inspection. Likewise, there is a movement toward regional organizations, such as transportation and solid waste commissions, which require staff with planning skills, but have no professionals to take these new jobs. There is also a shortage of mid-level planners who can move into director and manager positions.

According to Shannon, there is a high demand for broad-based planners and managers who are experienced in all facets of community development, as well as public works and finance. Based on his firm's experience, CEOs and decision-makers are looking for leaders, as well as managers and planners with clear principles and values who can deal with pressure. They want people with vision, who can see where an organization should go and can effectively communicate with departments and the organizations as a whole. They need to be knowledgeable about the effects of social and ethnic diversity in a community, to understand the political process and be competent in economic redevelopment, including good negotiating skills. If this sounds like you, the opportunities are here!

## NORTHERN NEWSMAKERS

**John Blayney** and **Michael Dyett** welcome **Ellen Greenberg** as a principal in their firm, now named **Blayney Dyett Greenberg**, Urban and Regional Planners. Ellen Greenberg is currently the firm's project manager for the Contra Costa Transportation Authority's Growth Management Program. She is an experienced community mediator and has served on the Board of Directors of the Northern California Council for Mediation. Ellen holds a joint degree in transportation engineering and city planning from U.C. Berkeley.

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## CCAPA Chapter Elections

If you have not already received your California Chapter APA Election Materials, they should be arriving soon. Several positions are up for reelection this year: President; Vice President of State and Local Affairs; Vice President of Professional Development; Student Representative; and two California Planning Foundation Position. Ballots are due by August 31, and the winners will be announced on September 11 at the State Conference in Newport Beach. The position statements for both Presidential Candidates follow:

### ALBERT I. HERSON, AICP

#### Professional and APA Experience

I am currently the Senior Vice President, Jones & Stokes Associates, Sacramento. I am also an Instructor for UC Extension and ABAG planning courses. My professional experience includes 11 years as planning consultant, 1 year private law practice, 3 years as regional planner with SCAG. My positions in APA have included: CCAPA Treasurer, 1988-1989; Vice President for Administration, 1990; and Legislative Review Team, 1983-1990. I received a J.D. from McGeorge School of Law and a M.A. in Urban Planning from UCLA.

#### Position Statement

I have enjoyed serving on the CCAPA Executive Board during the last three years. During my three years on the Board, I have maintained CCAPA's excellent financial health, streamlined CCAPA's fiscal policies and budget process, continued CCAPA's successful awards program, expanded member services, and greatly expanded tasks assigned to CCAPA's management firm. I have also fought to strengthen CCAPA's sections, for example, through supporting increased allocations of conference profits to the host section.

CCAPA's President needs to appreciate the diversity of California's planning practice and issues. I have gained the necessary statewide perspective through practicing and teaching in both Southern and Northern California, as well as through chairing three CCAPA statewide awards programs. Also, I have gained a thorough understanding of CCAPA's organization and management during my three years on the Board, ensuring a smooth transition in leadership.

If elected President, I will focus on using CCAPA's legislative and public relations programs to make sure that CCAPA becomes and remains a major player in the crucial planning issues facing California in the 1990s — issues such as growth management, regional planning, housing policy and environmental protection. I will also continue to support improvements to CCAPA's overall management, strategic planning, budget process, newsletter, awards program, workshops and conferences. I will continue to strengthen CCAPA's ties with the sections, CPF, AICP and National APA.

### JANET FAIRBANKS

#### Professional and APA Experience

I am currently a Principal Planner for the City of San Diego and an instructor and lecturer in City Planning at San Diego State University. Twelve years ago I represented the planning students of California on the CCAPA Board. Since that time, I have served the Chapter as an awards juror and a co-author of the CCAPA Strategic Plan for 1987-88. I have served the San Diego Section as Director, Director

(Continued on page 5)

## COMMUTE ALTERNATIVE CALENDAR EASES CONFABULATIONS

When was the last time you opted to walk to your destination instead of driving? To take the bus rather than hop in your car? To bike to work rather than drive to work?

The Santa Cruz Share-A-Ride program has just developed a commute alternative calendar, making it easier to 'Consider the Alternatives'—such as car/vanpooling, bicycling, using transit, walking or using flex-time to reduce auto trips. 'Consider the Alternatives', launched by the Santa Cruz County Regional Transportation Commission, is an effort to raise public awareness and to encourage the coordination of transportation systems demand. The magnetized Commute Alternatives Calendar is one component of this campaign and is designed to schedule weekly transportation needs—errands, family needs and uncertain work hours — using (preferably) alternative transportation modes.

Featured on a dry-wipe, erasable calendar is eye-catching artwork from the award-winning 'Consider the Alternatives' poster series by renowned Santa Cruz artist, Renee Flower. The 'Consider the Alternatives Program' won the 1990 Media Award for the Northern California Chapter and California State Chapter of APA.

For more information regarding the 'Consider the Alternatives' traffic management campaign or your free copy of the Commute Alternatives Calendar, please contact Karena Pushnik at 408/429-POOL at the Santa Cruz Regional Transportation Commission, 701 Ocean Street, Room 220, Santa Cruz, CA 95060-4071.

## JOBS IN PLANNING

**ASSISTANT TRANSPORTATION PLANNER— San Luis Obispo County** (\$1,912 to \$2,324/mo. plus ben.) Performs tasks that focus on transp. plng. studies, inter-agency coordination, technical transp., grant assistance & transp. fund admin. Requires education/exp. equivalent to grad w/BS degree in plng. or closely related field. Apply by 8/17/90 to: Co. of San Luis Obispo Personnel Dept., County Gov't Ctr., Room 384,, 1035 Palm St., SLO 93408. For appl. and info call (805) 549-5958. Resumes alone are not acceptable.

**ASSISTANT PLANNER— City of Santa Rosa** (\$2,640 to 3,212/mo.) Requires one year of responsible, prof. planning exp., in an urban plng. environ.; equiv. to a Bachelor's degree in urban or regional plng. or a related field; and valid driver's license. Apply by 8/24/90. City of Santa Rosa appl. and supp. questionnaire required. Appl. available from the City of Santa Rosa Personnel Dept., P.O.Box 1678, Santa Rosa 95402, (707) 576-5274.

**ENVIRONMENTAL PLANNER— Contra Costa County** (\$3,169 to \$3,853/mo.) Seeking qualified indiv. to review and comment on EIRs to ensure mitigation measures and to act as a liaison between the county, cities, public groups and individuals. Requires a college degree with a major in plng., political science, geography, or closely related field. Apply by 8/24/90. Personnel Dept., 651 Pine Street, Martinez 94533 (415) 646-4047.

**PLANNER— City of Palo Alto** (\$2,960 to 3,700/mo. plus ben.) Two positions open. Functions include reviewing design plans, staffing the architectural review board, processing subdiv., use permit and variance appl. and preparing special studies and comp. plan amend. Must have a BS in Arch., Urban Plng., Landscape Arch., or equivalent, plus three years of related exp. Send resume and salary history to: Trina Glanville, Human Resources Dept., City of Palo Alto, 250 Hamilton Ave., Palo Alto 94301 or stop by between 1:30 and 4:30 p.m.

**PRINCIPAL PLANNER—Marin County** (\$3,350 to 4,054/mo.) Requires BS or equiv. in Plng., Geog., Arch. or related field and 4 yrs. land use plng. exp. See appl. info. below.

**SENIOR PLANNER—Marin County** (\$2,702 to 3,253/mo. 37 1/2 hr. work wk.) Requires BS or equiv. in Plng., Geography, Arch. or related field and 3 yrs. land use plng. exp. Apply immediately to: Marin

## A CIVICS LESSON IN PLANNING

By Steve Matarazzo

It has been a long, "healthy" tradition in America that government is perceived as a necessary evil. Therefore, it is as American as apple pie for the citizenry to spew venom when discussing the government bureaucracy and the inefficiencies of City Hall. I mention this "axiom of authoritative mistrust" to alert the entry-level public planner that you have entered one of the most thankless jobs ever created, next to motherhood.

My current thoughts on this subject were precipitated by recent interviews I had with assistant planner applicants. One of my standard questions is: "Why have you chosen urban planning as a career?" I get a wide variety of responses, ranging from "the money's good" (from the misinformed) to "I think it will be personally rewarding to plan for the public welfare." It is this latter, naive response upon which I will dwell.

From my 18 years' experience in this field, I have developed the Empirical Laws of Public Service, listed below, which appear particularly relevant to the planning profession, in an effort to dispel the Pollyanna-ish attitude that is in many of us immediately upon our departure from graduate school. For some of us, this euphoric feeling lingers as we are busy doing research for the first parts of our career; for others, our philanthropy is quickly quashed as we recommend approval for condominium development in a neighborhood of single-family, detached homes, as our first junior planner staff report to the City Council.

### THE EMPIRICAL LAWS OF PUBLIC SERVICE

I. *Even Win-Win Situations Don't Have A Silver Lining.* You will find that should you develop a successful downtown revitalization strategy, using tax-increment financing at no cost to the local taxpayer, you will still get accosted in the supermarket for subjecting merchants to an inordinate amount of trenching activity.

II. *Your Best Friend Can Be Your Worse Enemy.* The environmental lawyer that praised your transferable development credits program may turn out to be the same guy who drags you into court for not properly noticing a public hearing, requiring rescheduling of the issue and, more importantly, payment of attorneys' fees at the public's expense.

III. *Being Low-Profile As A PR Strategy Doesn't Work.* The press will, sooner or later, find whatever bad news the planning department may have, and publish it.

IV. *Being High-Profile As A PR Strategy Doesn't Work.* The press will, sooner or later, find whatever bad news the planning department may have, and publish it.

V. *Having Good News Doesn't Give You Good PR.* The press will, sooner or later, find whatever bad news the planning department may have, and publish it.

So, please, if you have an interview with me and you're asked about your motivation for entering the planning profession, I advise that you answer in the following manner: "I'm a bit of a masochist, my idol is Rodney Dangerfield and I'm independently wealthy."

(continued page 5)

*...CCAPA Presidential Candidate Fairbanks (from page 3)*

Pro-Tem, Newsletter Editor, and Public Relations Chair. I am also a member of the California Planning Roundtable. I received a Master of City Planning from San Diego State University.

**Position Statement**

The new decade will bring a heightened public awareness of economic vitality, environmental protection, housing, transportation and facility needs, and governance restructuring—issues which are the framework of the planning profession. APA needs proactive leadership to take the profession to the forefront of decisionmaking. I can provide that leadership and offer the following commitments:

**SECTION SUPPORT:** The sections are the heart of APA. As President I will do whatever I can to help the section boards achieve their objectives.

**PROFESSIONAL DEVELOPMENT:** Continue to improve APA's workshops, conferences, and publications to assure educational opportunities for members.

**INFORMATION SHARING:** Provide information on planning trends, principles and techniques to help members plan proactively for the 1990s.

**LEGISLATIVE LIAISON:** Represent the profession in Sacramento by lobbying for and sponsoring needed legislation.

**NETWORKING:** Planning can't work in a vacuum. I will work with members of other professional organizations towards the accomplishment of common goals.

Organizations stay healthy if they are exposed to new methods and new ideas. It is time to expose CCAPA to ideas from other sections. I can provide the leadership needed to reach new horizons.

*...Examination of the AICP Exam (from page 1)***Solutions:**

If creating an identity is important, then I believe the following points should be considered by the AICP:

1. If accrediting planners is necessary to promote "true" professionalism, then why not give the responsibility to local (state) APA chapters. These chapters could then tailor a local exam. Testing California planners, for example, on the California Environmental Quality Act (CEQA) and Subdivision Map Act (SMA) would be appropriate subjects that relate to planning in this state.

2. Does the Institute need to increase membership (possibly by eliminating the examination or increasing the pass rate) to create a larger power base/identity as the Institute approaches another decade of anonymity?

3. There are a lot of potential AICP members out there who would qualify for membership based on experience alone, which would not weaken the "professional" base.

One small piece of information seems hard for me to explain. If all of the aforementioned are true feelings and experiences, then why was this year's enrollment for the examination the highest it's ever been?

—David Storer is a Senior Planner for the Santa Cruz County Planning Department

**...AND MORE JOBS**

Co. Personnel Office, Room 423, Civic Center, San Rafael 94903 (415) 499-6104.

**PRINCIPAL PLANNER—City of Ukiah** (\$2,709 to 3,290/mo. plus 7% PERS contrib.) Supervise and administer the staff of the Planning Div. of the Comm. Dev. Dept. 5 yrs. resp. exp. and BS in plng. or related field req'd. Must possess AICP certificate within one year of hire. Send appl. form and resume to: Personnel Office, City of Ukiah, 300 Seminary Avenue, Ukiah 95482. Deadline is 8/24/90.

**ASSOCIATE PLANNER—Sedway Cooke Associates.** Exciting opportunity with large, established national firm. Urban plnr. with min. of one year exp. as a project mgr. and 5 yrs. exp. in comp. and area plng. Should have a Masters in plng. or related field. Two positions available Fall 1990 in SF and LA. See below for appl. info.

**ENVIRONMENTAL PLANNER—Sedway Cooke Associates.** Min. of 4 yrs env. plng. exp. with 2 yrs. as a project mgr. CEQA and NEPA exp. req'd. Should have a Masters in plng. or related field. Available Fall 1990 in SF. See below for appl. info.

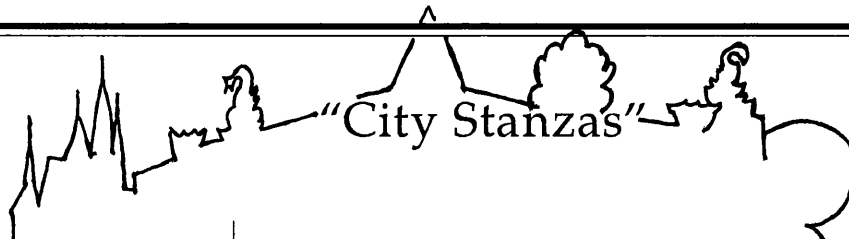
**PLANNER—Sedway Cooke Associates.** Candidate should have Masters in planning or related field with an emphasis in land economics. Available Fall 1990 in SF. Submit resume and 3 ref. to **Personnel Office, Sedway Cooke Assoc., 505 Sansome, Ste. 200, San Francisco 94111.**

**TRANSPORTATION MODELER—DKS Associates.** Position open in Sacramento Office. Looking for candidates with 3 to 5 yrs. exp. in development and appl. of transp. models packages such as MINUTP, TRANPLAN, or EMME/2. Degree in transp. plng. or civil eng. necessary. See below for appl. info.

**OFFICE MANAGER — DKS Associates.** Manage day-to-day operations of new office in Sacramento; personnel and project mgmt., business dev't. will be primary resp., This sr. level mgmt. position requires 10+ years exp. in transp. plng. or traffic engineering with prior mgmt. and mktg. experience. Degree in transp. planning or civil eng. or related exp. req'd. P.E. registration preferred. Competitive compensation and ben. pkg. including a bonus program, paid overtime, stock ownership and a 401(k) and pension plan. Call (415) 763-2061 or send your resume to: Tracy Edmondson, DKS Associates, 1956 Webster Street, Suite 300, Oakland, 94602.

# Planlines

by Chuck Myer



What is it that makes a city uniquely identifiable from all others? Surely the skyline is a major clue. Skilled graphic artists who draw skylines can call to mind a particular city by including the outline of a recognizable building. San Francisco's Transamerica Pyramid would be a giveaway, for example. Or the Sears Tower in Chicago; the arch in St. Louis; the World Trade Center and Empire State Building in New York. Could the same be done with words? Can a stanza portray a city in recognizable terms?

I first tried my hand at this new art form, which I call "city stanzas," for a contest. The competition was for an inscription for the base of a sculpture that was to characterize a great American city. The catch was that the poem had to consist of forty words or less. Actually, forty words is more than enough to identify any locale. But capturing the true "essence of place" is a bit more difficult. The stanzas can be constructed to include clues that are "dead giveaways," or some that are more subtle.

The "city stanzas" below represent eight American cities with a population of a half- million or more:

1. The Great White subway parade of skyscraping, hydrants gushing, Walled Streets crashing, ferry fare nickels, ticker tape taxis, tick-tock, pickpocket, Tammany, history, ghetto gangs, greensward, Borough Board empires, fires, fads, buyers, ads, lights, heights, the Porch, the Torch and the Apple/Mother: Cosmopolis.

2. Cable car and Candlestick; Playland by the Beach Blanket Baghdad by the Bay. Fleishhacker, Steinhart, Hearst. Kezar, Coit and Caen. White Milk and Moscone. Japanese Tea and Chinatown; pyramid and ferries. The cabs, the crabs, the gays, the bays. The piers, the fears, the quakes, the fakes. The wait. The Gate.

3. Hidden vault of Al Capone. Thumbs up or down in Landers town. Wind and Lakeshore snow and slush. O'Leary fire lights the night and Wrigley field: guns, beers, skyscrapers. The Yippies and Yuppies; the Daleys and Weeklies. Cover the sores and count the scores: 1968. Black Sox and Bears Cubs aren't in the zoo.

4. Kingdome kingdom of the Needle. Rain and Rainier and Roll, Columbia. Boeing the Union; Ski a Passage to the Yukon; Puget Sounds like fishing and bridges and other major expositions: It's the Water.

5. Liberty bells and balls, malls and halls: Independence, Carpenters', Congress, City. Barrymores and Benjamins: Franklin and West. Poe and Drew and Penn was here, too. On the Reading Railroad, Pass Go with iron ore and radon, philosophical and historical; mints, and banks and Betsy Ross. Brotherly Love and Quakers; Schuylkill: Infantry or pacifist?

6. Freeway films, limousines and screens, Oscars, mayors, glitz and gluts. Knotts and nuts. Universal truthseeker reads palm branches. Raunch and Rodeo, sand and surf, tide and turf, suburbs blurbs, airport smog sun sex. I'm going to Disneyland.

7. Last Empress, Punchbowl drunk and Arizona sunk. The Beach: a Kodak moment. A rickshaw, a catamaran, an Outrigger. Hang loose in a T with a poi and a girl, a snorkeler and a Bishop; a Head of Diamond where East meets West.

8. L'Enfant and Lafayette, a gift, a monument, a district, a capitol and a capital. The Apex, Arlington Archives: Pentagonal and Tidal Basin, Smithsonian, State, Court, Botanic; a Gallery of Revenue and Reserve.

9. Tea Party in the Old World, Fenway and Faneuil, Haahvahd and Commons. Bunker Hill and Beacon Hill. What church? What bloodline? The Adams family and Tip and Camelot: a wake of Irish whiskey.

You can get into the act, too. Send in a stanza describing your city (or any vaguely recognizable place) to Planlines, P.O. Box 2296, Gilroy, CA 95021-2296. I'll print the best ones.

The Answers are: 1. NEW YORK. 2. SAN FRANCISCO. 3. CHICAGO. 4. SEATTLE. 5. PHILADELPHIA. 6. LOS ANGELES. 7. HONOLULU. 8. WASHINGTON, D.C. 9. BOSTON.

## ...More Northern Newsmakers (from page 2)

The County of San Mateo has recently added several new planners to its Current Planning team. Joining as a Planner III is **Douglas Spinelli**, AICP, formerly with the Cities of Watsonville and San Jose. **Diane Regonini**, Planner II, is a recent U.C. Berkeley graduate and former employee of CH2MHill. Four staff members have joined as Planner I: **Valerie Barone**, returning from the Peace Corps as an Agro-Forestry Technician; **Michelle Fodge**, formerly with Economic and Planning Systems; **Ted Herzog**, recently a farm research volunteer in Guatemala; and **Janice Jagelski**, formerly on staff with the City of Pleasanton.



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## Summer/Fall Calendar of Events

- August 21            Affordable Housing—Myth or Reality? El Cerrito Royale Senior Housing Complex. 7:00 p.m. to 9:00 p.m. Call Celeste Wixom at (415) 646-2035.
- Through  
August 26            Visionary San Francisco Exhibit at the San Francisco Museum of Modern Art. 401 Van Ness Avenue. Board Room and Galleries, fourth floor.
- September 11 to  
September 14        APA State Conference. Glitz versus Glitches. Hosted by the Orange Section APA at the Newport Beach Marriott at Fashion Island. For more information call Julie Oberg, the Keith Companies, at (714) 641-0600.

## Forum on Regionalism

THE NORTHERN SECTION BOARD IS PLANNING A FORUM ON REGIONALISM, BOTH AT THE STATE LEVEL AND IN THE BAY AREA. IF YOU ARE INTERESTED IN CHAIRING OR BEING ON THE ORGANIZATION COMMITTEE, PLEASE CONTACT PROFESSIONAL DEVELOPMENT DIRECTOR, DAVID MILLER (415) 368-9802.



### NORTHERN NEWS

APA EDITORIAL OFFICE  
Sedway Cooke Associates  
505 Sansome St., Suite 200  
San Francisco, CA 94111

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