Task 1: Project Coordination

Task 1.1: County Staff Coordination Meetings

During the course of the project, Impact Sciences will attend up to six meetings with the County of San Mateo staff to report progress relative to scope, schedule, and budget and to resolve technical issues. Meetings would be held to discuss project start up (kick-off), NOP comments, the Administrative Draft EIR, project alternatives, the technical studies, and strategies for responding to comments, among other issues.

Task 1.2: Project Management

This task encompasses project management and coordination. Specific responsibilities include senior project oversight to assure budget and schedule adherence; contract administration; ongoing refinement of the technical scope of work; project start-up (EIR template/format, finalizing schedule, etc.); project team coordination; coordination with County staff; day-to-day technical data coordination; and setting up and moderating teleconferences, meetings and hearings with the project team, as needed.

Task 1.3: Attend Scoping and Public Hearings

The Impact Sciences management team will attend and assist in conducting up to two Planning Commission hearings, two Board of Supervisors hearings, and one Scoping Meeting. For each meeting/hearing, Impact Sciences will provide a

handout with one graphic of the project and a brief project description, along with a summary of impacts and mitigation measures. Impact Sciences staff will be available to answer questions. Other Impact Sciences staff with specific required expertise will be available to attend meetings and hearings on a time-and-materials basis, as needed.

Task 2: Collect and Review Existing Information

Impact Sciences will review documentation relating to the proposed project and existing conditions on the project site and in the area, including:

- The County of San Mateo General Plan;
- The County Zoning and Subdivision Regulations;
- Project Plans;
- Preliminary Geologic/Geotechnical Investigation Report, Highlands Estates, Soil Foundation Systems, Inc., September 1990;
- Supplemental Geotechnical Report-Responding to Geotechnical Review Comments for Highlands Estates, Soil Foundation Systems, Inc., November 1994;
- Geotechnical Investigation Report for Highlands Estates, Soil Foundation Systems, Inc., July 1993;
- Supplemental Geotechnical Report for Highlands Estates, Responding to Geotechnical Review Comments and Appendix, Soil Foundation Systems Inc., November 1993;
- Highlands Estates Residential Development, Scoping Report for the Project Environmental Impact Report, EIP Associates, September 22, 2004; and

- Environmental Consultants Biological and Resources Survey Update for Highlands Estates Residential Development Project, Thomas Reid Associates, June 9, 2003.

The Impact Sciences' project team will review all other available documents relating to the proposed project and existing conditions on the project site and in the area as recommended by the County. Impact Sciences staff will also conduct an initial site and project area visit. The product of this task will be a memo with follow-up questions and a list of additional information and/or studies needed to complete the EIR.

Task 3: Prepare Initial Study

Task 3.1: Preliminary Project Description

We believe that it is important to complete the Project Description early in the EIR process, so that all members of the project team use the same information and assumptions in their analyses of project impacts.

Impact Sciences will use the applicant's submittals to prepare the Project Description chapter for the Initial Study and EIR. The project description will be prepared in accordance with Section 15124 of the *CEQA Guidelines* and will include identification of the project location and boundaries, as well as a description of the project's technical and environmental characteristics. The probable construction periods will be identified to allow for an accurate assessment of construction impacts. The project objectives will be defined with input form the applicant, to allow for a proper analysis of project alternatives.

Impact Sciences will consult with County staff to confirm the discretionary approvals that will be needed for the project.

Task 3.2: Draft Initial Study

Impact Sciences will prepare the Draft Initial Study, complete with text, graphics and footnotes, for submittal to the County. The Draft Initial Study will cover all technical topic areas and will determine those areas to be "focused out" and those that should be studied in the EIR. The Initial Study will provide factual evidence to support these conclusions. Minimal discussion will be provided for those issues that will be evaluated in the EIR.

Based on information reviewed for the proposal, we anticipate that the following topics and sub-topics could be focused out of the EIR at the Initial Study stage. The topics and our general approach to each analysis at the Initial Study phase are discussed below:

- **Air Quality**-Impact Sciences will consult with the Bay Area Air Quality Management District (BAAQMD) to confirm that the project would be consistent with the most current Clean Air Plan. We will use UREBMIS 2002(Urban Emissions) modeling to determine potential air quality impacts during demolition, construction, and operation of the project site. We will use basic screening thresholds to document that the project would not generate significant stationary or mobile pollutant emissions or contribute to elevated carbon monoxide concentrations. We will qualitatively discuss the sources of emissions associated with construction activities, and incorporate the recommended construction dust controls from the BAAQMD CEQA Guidelines. Based on the existing, known future, and proposed land uses in the project area, we

will discuss whether the project would cause substantial odor impacts; this analysis would be qualitative. We will document where sensitive receptors are in the surrounding area;

- **Agricultural Resources**-Impact Sciences will document that there are no existing agricultural resources within the project area;

- **Cultural Resources**- Impact Sciences will use information in the General Plan and other relevant documents to document the potential for cultural resources on the site. We will perform an updated archival search through the Northwest Information Center. We will incorporate current monitoring and discovery procedures to address unknown archaeological resources;

- **Hazards and Hazardous Materials**-Impact Sciences will document the historical land uses of the site. We will discuss the potential future users of the project site and the potential for the handling or transport of hazardous materials. We will document that the project site is not located within an airport land use plan. We will analyze whether the project site is within a fire protection problem area.

- **Hydrology and Water Quality-** Impact Sciences will discuss the proposed storm drainage concept, based on information from the applicant. Confirm, based on consultation with City staff that the storm drain concept would comply with City requirements. We will consult with the Regional Water Quality Control Board (RWQCB) and City and document the status of the City's application for the latest National Pollutant Discharge Elimination System (NDPES) municipal permit. We will discuss the likely requirements that will be established in that permit and relate them to the proposed project. If water quality treatment is required, it is assumed that the applicant will provide a revised project plan showing how that treatment will be accomplished. Document that the project site is within a 100-year flood inundation area and evaluate potential impacts associated with project development.

- **Land Use and Planning**- Briefly document that the project would not disrupt or divide an established community. Determine whether the proposed project would be consistent with the project-related policies in the General Plan and other relevant documents.

- **Mineral Resources-** Document that the project area is not a mineral resources, based on pertinent information from the General Plan.

- **Noise**- We will conduct one long-term (24 hours) noise measurement in the project area, and incorporate the results into the environmental document. Analyze potential construction noise impacts, based on assumptions regarding equipment and phasing developed with the applicant and the County. Using the appropriate noise contours, determine whether the proposed uses within the project area could be exposed to noise levels above County thresholds as identified in the County Noise Ordinance. Briefly discuss potential stationary noise impacts from building ventilation equipment and other similar noise sources. Using the UREBMIS model, daily trip generation compared average daily traffic levels on residential streets to demonstrate that project traffic would not cause any significant increases in off-site noise levels. Document that the project site is not exposed to potential vibration impacts from trains or other vibration sources in the area.

- **Population and Housing**- Briefly document that the project would not displace existing housing or population. Document that the proposed project would result in direct housing units on the project site. Analyze other project-related factors that could indirectly induce growth.

- **Public Services and Utilities**- Consult with County staff and service providers by sending one letter and following up with one telephone call to determine existing conditions with respect to fire, police, school, park and recreation, water, wastewater, solid waste, and electric/gas services to the project area. Evaluate whether the proposed project would affect services provided to the project area.

- **Transportation and Circulation**- Impact Sciences will prepare a traffic analysis using data gathered from the UREBMIS modeling. This model will determine trip generation rates based on the land use and area of the project. We will send one letter and follow up with one phone call to the fire department to determine adequacy of emergency access. We will briefly discuss effects that the project would have on the availability of parking.

Deliverable: Five hardcopies of the Draft Initial Study will be submitted to the County for review. An electronic version including all text will also be submitted on compact disk, in pdf format.

Task 3.3: Final Initial Study

Impact Sciences will prepare the Final Initial Study. We will revise the Initial Study to respond to two rounds of comments from the County. For this scope, it is assumed that all County comments will be consolidated into one set, and if the applicant submits comments, that all applicant comments will be consolidated.

Deliverable: Impact Sciences will prepare and submit up to 50 copies, of the Final Initial Study and one electronic version in pdf format on compact disk, to the County. The Final Initial Study will become an appendix to the Draft EIR. We assume that the County will distribute the Initial Study/NOP to the appropriate agencies and will be responsible for public noticing pursuant to CEQA.

Task 4: Review NOP Comments and Scoping

Impact Sciences will review written and oral comments submitted in response to the NOP and scoping. We will bracket and number all comments received. Should there be a substantial number of comments, we will prepare an Excel spreadsheet that categorizes them by commenter, comment number, and subject. Theoretically, the scoping comments could raise issues that affect the EIR schedule or budget. For example, a comment might identify the need for an additional study that is time-consuming or has to be conducted at a particular time. Should this occur, we will identify any schedule-related or budget issues and work with the County on strategies to address the issues. If needed, we will revise the scope of services and budget to accommodate new issues and analyses.

For the task budget, we have assumed that there will be roughly 10 agency letters and 50 letters from the public or more than 50 letters of repeating comments, in addition to 2 hours of hearing testimony.

Deliverable: In coordination with our project team, we will prepare a memo that summarizes the comments and presents our proposed approach to responding to the comments. We will submit the spreadsheet and memo to the County for review.

Task 5: Initiate Agency Consultation

During scoping and throughout preparation of the environmental documentation, we will work with the County to make sure the all responsible

and interested agencies are apprised of the issues and proposed approaches to minimizing and managing sensitive resources.

Task 6: Administrative Draft Environmental Impact Report (EIR)

Task 6.1: Administrative Draft EIR

Impact Sciences will prepare the Administrative Draft EIR (ADEIR). The ADEIR will include all text, graphics and references. The sections to be included in the ADEIR will be based on preliminary determinations from the Initial Study regarding the potentially significant project impacts.

Deliverable: Impact Sciences will submit up to five copies, four bound copies and one unbound copy, and an electronic copy on compact disk (in pdf format) for review. All appendices will be submitted on a CD and presented in a slip sleeve in the back of the ADEIR.

Task 6.2: ADEIR: Introduction

The Introduction will include a brief overview of the project, a description of the scope of the ADEIR, the type of EIR and applicability of subsequent projects (e.g., annexation, subdivision map, etc.), a discussion of the environmental review process to date (including agency consultation) and the approval and certification process, and an outline of the organization and content of the ADEIR.

Task 6.3: Executive Summary

The Executive Summary will consist of a summary description of the project; a description of areas of known controversy based on review of the NOP responses and consultation with County staff; a summary table that presents a list of the significant project and cumulative impacts, mitigation measures, and significance after mitigation; and a discussion of the alternatives examined. A summary of concerns raised during the project scoping process will be presented as well as how the ADEIR addresses those concerns.

Task 6.4: Project Description

We will revise the Project Description prepared as part of the Initial Study to respond to new information presented by the applicant. We assume the changes will be minor and not affect the scope of work.

Task 6.5: Environmental Setting, Impacts and Mitigation Measures

Each topical section will follow a master format designed to demonstrate CEQA compliance and increase the ability of the public to understand the information in the EIR.

- Each section will start with an introduction that identifies the purpose of the section, sources of information used to develop the section, and the technical terms used in the section.
- The environmental setting will be discussed according to site, local and regional perspectives. Relevant regulations and policies will be discussed for each resource area and the project's consistency with these regulations will be evaluated.

- Thresholds of significance will be described to allow the reader to understand the significance of each identified impact. Generally, these thresholds will be based on the State CEQA Guidelines Appendix G and the County CEQA Guidelines.

- Significant and less-than-significant impacts will be identified, based on the project site characteristics, and the project's impact upon the site, relative to the significance thresholds.

- Project-specific impacts will be identified by type of impact, based on factual evidence. Each impact will be presented with a summary statement or heading, followed by a general discussion of the impact.

- Mitigation Measures for each significant impact will be identified and their effectiveness described. If a mitigation measure could result in environmental impacts, the impacts will be analyzed at a qualitative level of detail. If quantitative analysis of a measure is needed, adjustment to our scope may be required.

- Statements regarding significance after mitigation will be presented following the mitigation measures for each significant impact.

- Cumulative impacts (project buildout plus the impacts of reasonable foreseeable development) will be identified for the project and alternatives and the need for additional mitigation measures assessed. The scope of the cumulative impact analysis will be defined separately for each impact category.

The specific issues to be addressed and tasks to be undertaken for each environmental topic are described below. The topics are listed alphabetically.

Aesthetics

Impact Sciences

Tasks:

- Describe the existing visual character of the project site, focusing on site features such as topography, vegetation, existing uses, and the site's relationship to nearby uses. The discussion will be based on a site visit and consultation with the County of San Mateo.

- Describe characteristics of the proposed project that are relevant to the analysis of visual quality, based on the site plan, the grading plan, and proposed landscaping.

- Identify applicable design guidelines and other relevant policies and guidelines in the County's General Plan and the County Zoning and Subdivision Regulations. Evaluate project consistency with applicable design guidelines and other related policies.

- Analyze potential impacts to the visual character of the site and surroundings. Consider the site's existing character and objective changes as described previously.

- Evaluate the project's potential to introduce substantial new lighting and/or create new sources of glare that could affect nearby existing uses and potential impacts on wildlife using the site and its surrounding area.

- Identify mitigation measures to reduce or avoid significant visual impacts.

Optional Visual Simulations

- Work with the County to identify two vantage points. These locations would include representative views from the short- and medium-range public vantage points.

- Produce two panoramic photographs, showing substantial scenic and neighborhood context, with additional sensible variations, and post 4-

inch X 8-inch or 4-inch X 10-inch images at the subconsultant's website, for viewing.

- Produce a digital 3D model of the existing terrain, proposed grading and building in an "articulated massing" with photo-realistic landscaping. The proposed buildings would be placed on their respective pad elevations.

- Align the digital 3D images with the respective photographic images and add roads as visible, and remove existing impediments as may be specified, and render the proposed structures in a solid-shaded fashion. Add photo-realistic trees. Each of the two views will be produced in the form of computer files, both as status quo view and as photomontages, for reproduction needs.

Biological Resources

Pacific Biology and Impact Sciences

Tasks:

- All available documentation pertinent to the biological resources within, or in the immediate vicinity of, the project site will be reviewed. At a minimum, the following items will be reviewed: (1) the Biological Assessment for the Highlands Estates Residential Development (TRA 2003); (2) the Updated Biological Assessment for the Highlands Estates Residential Development (TRA 2006); (3) the Arborist Report being prepared by Ralph Osterling Consultants; and (4) the San Mateo Ordinance Regulations for the Removal of Significant and Heritage Trees.

  Additionally, the California Natural Diversity Data Base (2006) will be reviewed. The intent of the data base review will be to confirm that the existing biological documentation addresses all special-status plant and wildlife species occurring in the project area. The data base review will

also serve to determine the location of documented special-status plant and wildlife species relative to the project site.

- A field visit will be conducted by a wildlife biologist and botanist to assess the current condition of biological resources present and the potential of special-status resources to occur on the project site. The primary focus of the field visit will be to confirm the findings of the Biological Assessments conducted by TRA. As needed, the biological resources present will be further described and mapped. All areas providing potentially suitable habitat for special-status plant and wildlife species will be identified and any incidental observations of special-status species will be documented. All common plant and animal species observed will also be recorded.

- Prepare the biological resources section for the Initial Study. The Initial Study will serve to identify biological issues of concern and to focus the topics to be addressed in the biological resources section of the EIR.

- Prepare the biological resources section for the draft EIR. The section will include a discussion of the following: field survey methodologies and findings; characterization and extent of onsite plant communities; special-status plant or wildlife species occurring or potentially occurring on or near the project site; opportunities the site provides for wildlife movement to surrounding habitat; and sensitive and/or jurisdictional habitats on or near the site. The section will analyze and describe direct and indirect impacts on biological resources resulting from the proposed project and will also include a cumulative impact analysis based on current and proposed surrounding development. Measures to mitigate direct, indirect, and cumulative impacts will be provided. The mitigation measures proposed by TRA (2006) will be considered for their effectiveness in addressing project-related significant impacts to biological resources. As appropriate, the recommended TRA mitigation

measures will be incorporated and additional mitigation measures will be provided.

- Prepare responses to all comments received on the biological resources section of the draft EIR.

Optional Special Status Plant Species Survey (Pacific Biology)

- Should the special-status plant survey recommended by TRA (2006) not have been conducted, and should the field visit be conducted outside of the blooming period of locally occurring special-status plants (April-May), then a focused special-status plant survey will be conducted. All areas within the proposed lots, as well as all accessible areas within 500 feet of the lots, will be surveyed for special-status plant species.

Geology and Soils

Questa Engineering Corporation and Impact Sciences

Tasks:

- Review published regional geological, soil, seismic and fault related maps and reports will be reviewed. Regional and project site geology will be presented and summarized as it pertains to geological hazards of the area.

- Review Applicant sponsored Geotechnical Investigations for the site and summarize the contents in the EIR section.

- Site reconnaissance by a Geologist; existing conditions of the site will be observed.

- The potential for severe ground shaking, settlement, liquefiable soils and other geologic hazards will be estimated from published reports and studies.

- An impact analysis will be completed. Questa will determine potentially significant or significant geological and geotechnical impacts related to the project. Key issues include the presence of potentially liquefiable sediments, seismically induced ground shaking hazards, settlement and subsidence, and soil corrosion.

- Feasible mitigation measures for all potentially significant and significant impacts will be proposed. These may include methods of ground improvement and/or recommendations for special design measures.

Task 6.6: Alternatives

In accordance with CEQA, Impact Sciences will analyze up to four alternatives, including the "No Project" alternative. The alternatives will focus on avoiding or reducing the significant impacts of the proposed project, while feasibly attaining most of the project objectives.

We propose to wait to finalize the components of the alternatives until we have made preliminary determinations regarding the significant impacts of the proposed project. We will prepare a matrix for the County that includes each significant impact of the project and identifies those impacts that might be reduced or avoided by an alternative. We will use the matrix for discussion purposes with the County to help flesh out the specific of the development concepts.

A comparative evaluation of each alternative will be provided for each environmental topic. The alternatives analysis will be less detailed than the analysis of the proposed project, but will include quantitative information where

such information will help the reader to compare impacts, specifically for the following topics: air quality, public services, traffic, and utilities.

Task 6.7: Growth-Inducing Impacts

The discussion of Growth-Inducing Impacts in the EIR will focus on: removal of impediment to growth (e.g., establishment of an essential public service or the provision of new access to an area); economic expansion or growth (e.g., changes in revenue base, employment expansion, etc.); establishment of a precedent-setting action (e.g., an innovation, change in zoning, or general plan amendment approval); and development or encroachment in an isolated or adjacent area of open space.

Task 6.8: Other CEQA Considerations

This section will include discussions of significant irreversible effects, and short-term versus long-term productivity. The discussions will summarize and cross-reference other sections of the EIR.

Task 6.9: Impacts Found Not to be Significant

Any project impacts found not to be significant will be discussed briefly in this section. This section will summarize the conclusions of the Initial Study for those topics that were found not to be significant.

Task 6.10: Documentation Sections

These sections include a list of EIR preparers, the agencies and persons contacted during the preparation of the EIR, and a detailed bibliography.

Task 6.11: Overall Report Review, Revision, and Production

This task provides for overall document review and revision, and coordination with the printer. Impact Sciences will conduct technical and principal level reviews of all sections of the ADEIR prior to submission to the County.

Task 7: Draft EIR

The ADEIR will be revised in response to County comments. It is assumed that the comments from the County will be consolidated into one set and that if the applicant is permitted to review and comment, comments from the applicant will be consolidated with the County comments.

Deliverable: Impact Sciences will submit five (5) copies of a "screencheck" Draft EIR that the County can review to confirm that all comments have been addressed. After County approval of the "screencheck" Draft EIR, Impact Sciences will print and submit 50 bound copies and one (1) unbound "camera-ready," and one (1) copy of the Draft EIR on CD. We assume that the County will distribute the document to appropriate agencies.

Task 8: Review and Prepare Response to Comments

Task 8.1: Prepare Draft Response to Comments

Following the close of the 45-day public review period and the receipt of all comments on the Draft EIR, Impact Sciences will review the comments and discuss approaches to key responses with the County. To aid in this discussion

and in preparing responses, we will develop a spreadsheet that indexes all comments, by commenter and individual topic.

We will prepare draft written responses to all comments related to the adequacy of the Draft EIR received during the public review period. Responses to each comment letter will follow the letter; responses to public hearing testimony will follow the hearing transcript or summary. If a number of comments are submitted on a particular topic, we will prepare a master or topical response that addresses all comments on that topic.

Deliverable: Impact Sciences will prepare and submit up to four (4) copies, one (1) unbound "camera-ready" copy and nine (9) bound copies, of the Draft Responses to Comments and one (1) errata chapter, if required, to the County for review.

At this point, it is difficult to know the level of effort that will be needed to respond to comments on the Draft EIR. The budget presented with this proposal assumes that we will respond to no more than 75 comments. Once we have reviewed the comments, we will determine, in consultation with the County, the appropriate budget to cover the work needed to prepare responses. We recommended that during contract negotiations, the County and Impact Sciences decide on a contingency budget for responses to comments on the Draft EIR to avoid potential budget amendments.

Task 8.2. Final EIR/Response to Comments

Impact Sciences will revise the Draft Responses to Comments and errata, if required, to address comments from County staff. The Final Responses to Comments will consist of (1) the Responses to Comments, (2) a chapter that presents revisions to the Draft EIR to reflect responses, and (3) an Errata chapter, if required. A strikeout/redlining format will be used to indicate how the EIR text has been modified.

Deliverable: Impact Sciences will print and submit 50 bound copies, one (1) unbound "camera-ready" copy, and one (1) compact disc of the Final Responses to Comment document to the County for distribution. The Draft EIR in combination with the Response to Comments comprises the Final EIR.

Task 9: Prepare Mitigation Monitoring Program

In conjunction with the Final EIR, we will prepare a Mitigation Monitoring and Reporting Program (MMRP) that identifies the project impacts for which mitigation measures were proposed, the timing of the implementation of each measure, and the public agencies responsible for implementing and monitoring each measure. We will coordinate with the County to identify the responsible parties for each mitigation measure.

Deliverable: Impact Sciences will submit up to five copies, one unbound "camera-ready" copy and four bound copies, and an electronic copy of the Draft MMRP to the County for review. We will revise the MMRP in response to one (1) round of City comments and will then provide up to ten (10) copies, one (1)

unbound "camera-ready" copy and nine (9) bound copies, and one (1) electronic copy of the Final MMRP to the County.

Task 10: Prepare Findings

Impact Sciences will work with the County to prepare a statement of Findings pursuant to CEQA (*Guidelines*, Section 15091) prior to certification of the Final EIR. For each significant impact identified in the Draft EIR, the Findings will provide a brief explanation that documents either (1) changes or alterations have been required in, or incorporated into, the project which avoid or substantially lessen the significant impact; (2) such changes or alterations are within the responsibility of another public agency, and such changes have been adopted by the agency or can and should be adopted by the agency; or (3) specific economic, legal, social, technological or other considerations make the mitigation measures or project alternatives identified in the EIR infeasible. The Findings will be supported by substantial evidence in the record (based on information in the EIR and information provided by County staff).

Deliverable: Impact Sciences will submit up to one (1) electronic copy of the Findings to the County for review. We will revise the Findings in response to one (1) round of County comments and will then provide up to ten (10) copies and one (1) electronic copy of the Findings to the County.

Task 11: Reimbursable Expenses

This task covers the reimbursable expenses for the EIR process, including but not limited to faxes, mileage, printing, and the costs for technical equipment (e.g., noise meters).