

**FIRST AMENDMENT TO AGREEMENT  
BETWEEN THE COUNTY OF SAN MATEO AND MIG**

THIS FIRST AMENDMENT TO THE AGREEMENT, entered into this \_\_\_\_ day of \_\_\_\_\_, 2010 (hereinafter, this "Amendment"), is to the Agreement between the County of San Mateo (the "County") and MIG (hereinafter, the "Contractor");

W I T N E S S E T H:

**WHEREAS**, pursuant to Resolution No. 70377 of the San Mateo County Board of Supervisors, dated September 15, 2009, the County and Contractor entered into the Agreement whereby MIG agreed to perform services related to preparation of the North Fair Oaks Community Plan Update (the "Update"); and

**WHEREAS**, these services set forth in the Agreement, while otherwise comprehensive, did not include those related to environmental review of the Update pursuant to the California Environmental Quality Act ("CEQA") and CEQA's implementing Guidelines; and

**WHEREAS**, it is necessary and desirable that the County make arrangements for completion of CEQA-mandated environmental review of the Update; and

**WHEREAS**, the County wishes to amend its Agreement with MIG to include within its scope the CEQA-mandated environmental review of the Update.

**NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:**

1. Section 1, "Exhibits and Attachments," of the Agreement is hereby amended in its entirety to read as follows:

The following exhibits and attachments are included herein and incorporated by reference in the Agreement:

Exhibit A – Services  
Exhibit B – Payment and Rates  
Exhibit C – Scope of Work  
Exhibit D – Rate and Budget  
Exhibit E – Scope of Work and Payment for Environmental Review

2. Section 2, "Services to be performed by Contractor," of the Agreement is hereby amended to read as follows: "In consideration of the payments set forth herein and in Exhibits 'B,' 'D,' and 'E,' Contractor shall perform services for the County in accordance with the terms, conditions, and specifications set forth herein and in Exhibits 'A,' 'C,' and 'E.'"

3. Section 3, "Payments," of the Agreement is hereby amended in its entirety to read as follows: "In consideration of the services provided by Contractor in accordance with all terms, conditions and specifications set forth herein and in Exhibits 'A,' 'C,' and 'E,' County shall make payment to Contractor based on the rates and in the manner specified in Exhibits 'B,' 'D,' and 'E.' The County reserves the right to withhold payment if the County determines that the quantity or quality of the work performed is unacceptable. In no event shall the County's total fiscal obligation under this Agreement exceed five hundred eighty-five thousand dollars (\$585,000)."
4. All other terms and conditions of the Agreement between Contractor and the County dated September 15, 2009 shall remain in full force and effect.

**IN WITNESS WHEREOF**, the parties hereto, by their duly authorized representatives, have affixed their hands.

COUNTY OF SAN MATEO

By: \_\_\_\_\_  
President, Board of Supervisors  
San Mateo County

Date: \_\_\_\_\_

ATTEST:

By: \_\_\_\_\_  
Clerk of Said Board

MIG

\_\_\_\_\_  
Contractor's Signature

Date: \_\_\_\_\_

### Exhibit "A"

In consideration of the payments set forth in Exhibits "B," "D," and "E," Contractor shall provide the following services:

Contractor shall complete the preparation of the North Fair Oaks Community Plan Update. A complete Scope of Work and Table of Labor Costs for the Community Plan Update are included in Exhibits "C" and "D." Contractor shall complete environmental evaluation related to the North Fair Oaks Community Plan update. A complete Scope of Work and Labor Costs for the environmental evaluation are included in Exhibit "E."

### Exhibit "B"

In consideration of the services provided by Contractor in Exhibit "A," County shall pay Contractor based on the following fee schedule:

County shall monitor the work submitted by the Contractor to ensure to the satisfaction of the Director of Community Development that the work quality and quantity meet the expectations outlined in Exhibits "C" and "E."

County will pay Contractor within thirty (30) days of receipt of a monthly invoice from Contractor itemizing the work done and using the billing rates indicated in Exhibits "D." and "E." The invoice shall indicate in detail the work performed, including hours and rates for work completed, and services and deliverables provided. In the event that County staff determines that the invoice is inadequate or fails to provide enough information for County staff to assess Contractor's compliance with the terms and timing of services under this contract, the County will return the invoice to Contractor with an explanation and request for missing information. The County shall not be obligated to pay Contractor until Contractor submits a corrected invoice, demonstrating satisfactory compliance with the terms and timing of services.

In no case shall the total amount payable under this contract for the work indicated in Exhibits "C" and "E" exceed \$585,000 without prior written consent of County in the form of an amendment to this Agreement.

## SCOPE OF WORK

Contractor (“MIG,” “MIG and team,” “MIG team,” “project team,” “consultant team”) will undertake and perform services related to, and complete, the update of San Mateo County’s North Fair Oaks Community Plan. The tasks and services described below will be performed throughout the course of the project. All tasks required to be completed to meet the terms shall be included in this scope and shall include, but not be limited to, the following:

### **Phase 1: Existing Conditions Analysis and Visioning**

#### **Task 1: Project Initiation**

After execution of the contract, MIG and team will consult and collaborate with the County and other stakeholders to refine the project work program and schedule, and will undertake an initial analysis of existing conditions. These tasks will include:

##### *1.1 Staff Kick-off Meeting and Site Tour*

- MIG and team will participate in a three-hour kick-off meeting with County staff to discuss desired project outcomes; refine the work program, establish schedule and deliverables; and identify project management protocols. Management protocols will include methods and timing of project meetings, check-ins, communication methods, key team contact persons from the County and from MIG and all subconsultants, and other key project management tasks.
- MIG and team will tour the project area to begin an interactive discussion about preliminary assets, opportunities and vision.
- MIG will photographically document existing site conditions for use in Task 2.

##### *1.2 Final Work Program, Schedule, and Project Management Plan*

- MIG will finalize the project work program and schedule to reflect the outcomes of the kick-off meeting and other input from the County.

##### *1.3 Public Outreach and Community Engagement Plan*

- MIG and team, in collaboration with the County, will refine the community outreach strategy. This will include:
  - Identification of key stakeholder and community groups;
  - Identification of membership of advisory groups (including project Steering Committee, and Technical Advisory Group, described in Task 7, below);
  - Approach to community workshops and charrettes;
  - Approach to youth engagement;
  - Tools and methods for communicating with and involving the community;
  - Tentative timing of community workshops, Steering Committee meetings, and other key community outreach steps;
  - Tentative timing of presentations and hearings with Board of Supervisors’ Committees, the Planning Commission and the Board of Supervisors.

#### *1.4 Project Website*

- MIG will work with County staff to develop an interactive online content management and outreach tool (website). The project website will be linked to the County's existing website and used by County staff and consultant team to share and disseminate project-related information. The website will also provide news updates and list upcoming meetings, events and milestones throughout the planning process.

#### ***Key Deliverables:***

- Revised Work Program and Project Schedule
- Draft Public Outreach and Community Engagement Plan
- Project Website Template and Initial Website Content
- Project Management Plan and Protocols

### **Task 2: Existing Conditions Analysis**

#### *2.1 Existing Data and Document Review*

- MIG and team will review base data and relevant background planning documents supplied by the County to gain further detailed knowledge of previous and existing planning efforts, and a strong understanding of the social, cultural and historical context of the project area.

#### *2.2 Site Visit and Existing Conditions Analysis*

- MIG and team will conduct an existing conditions analysis to provide an overview of assets, issues and opportunities for the project area. The analysis will include narrative, mapping, and tabular data to present an overall understanding of land use, urban design, transportation and transit, infrastructure, community facilities, housing, public health and site design issues and opportunities specific to the project area.

The Existing Conditions Analysis will include the following tasks and products:

#### 2.2.1 Mapping and Graphic Materials

- MIG and team will produce a graphic suite of materials to illustrate the existing conditions. Maps may include the following, as needed by the project, at the County's discretion:
  - Regional Context and Project Area
  - Circulation, Transit Routes and Stops
  - Land Use and Zoning
  - Vacant and Underutilized Parcels
  - Ownership Pattern
  - Public Facilities and Amenities
  - Pedestrian Environment
  - Character-Defining Elements and Districts
  - Parcel and Building Figure Grounds
  - Location of Significant Infrastructure
- MIG will collect GIS data with ArcView shape files and recent geo-referenced aerial images. The County will provide MIG with all of the County's relevant mapping data.
- MIG and team will create street cross-sections of key streets and rights-of-way in the project area.

### 2.2.2 Best Practices Study

MIG and team will research and present three (3) case studies of planning efforts that have successfully leveraged transit-oriented development into broader community and economic revitalization. The case studies will identify best practices and keys to success, based on a literature review and interviews with local stakeholders. The case studies will also document the respective roles of community groups and the private and public sectors in planning and implementation. In addition, the case studies will highlight affordable housing strategies in each case study, incorporating these findings into Task 5.1. The case studies will be selected, to the extent possible, from communities that are similar to North Fair Oaks in character, composition, and other issues.

- MIG will summarize the case study information into a memorandum of 10-15 pages and a slide presentation for future use in community workshops, neighborhood involvement meetings and other County use. The County will provide feedback on the initial case study selection before the memorandum is prepared and one round of consolidated edits to the memorandum.

### 2.2.3 Land Use, Urban Form and Key Opportunity Sites

- MIG and team will conduct a thorough site analysis and photo documentation that will constitute base materials for the existing conditions mapping and analysis in terms of land use and urban form. Working with County staff, the team will identify key opportunity sites that can catalyze redevelopment in the project area.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

### 2.2.4 Infrastructure

- MIG and team will identify and evaluate the status of existing public infrastructure in the study area. This work effort will include field reconnaissance visits, review of available infrastructure as-builts from Caltrans, Caltrain JPB, the Cities of Redwood City and Menlo Park, San Francisco Water Department (Hetch Hetchy Water System) and Public Utilities Commission, and interviews with staff from the County Public Works Department to develop a picture of the existing infrastructure in place within the study area.
- During site visits, MIG and team will research the condition of existing storm drain, sanitary sewer, water, recycled water, electric and gas infrastructure, and provide planning level base maps for each type of facility. MIG and team will also evaluate street pavement, sidewalks, curbs and gutters, and will assess driveway and curb ramps to determine compliance with ADA requirements.
- MIG and team will meet with all utility providers for the area to discuss any known existing capacity and condition issues affecting the sanitary sewer collection and treatment systems, storm drain infrastructure, and domestic water system. MIG and team will also research recycled water infrastructure in the project area. Based on the existing information provided, MIG and team will assess current levels of demand in the project area.
- MIG and team will summarize findings related to the current existing conditions and constraints, any upgrade needs, and future opportunities for the project area. Based on feedback from the County, MIG and team will respond to County comments and update the Utilities portion of the Report.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

### 2.2.5 Parks and Recreation

- MIG and team will inventory existing park and recreation facilities and review local recreation trends to identify opportunities for improving or expanding existing facilities. MIG will also incorporate information from the recent Redwood City Parks Needs Assessment study that included North Fair Oaks.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

#### 2.2.6 Public Health

- MIG and team will conduct an assessment of built environment conditions that affect public health in the North Fair Oaks community. Topics to be addressed will include:
  - Access to parks and recreation that support active living;
  - Access to healthy food options such as full-service grocery stores, farmer's markets, community gardens and "edible school yards";
  - The number of liquor stores and fast food restaurants in the community;
  - Access to safe and convenient public transit, walking and bicycling, including routes to active public spaces;
  - Access to quality and affordable housing;
  - Access to economic opportunity and availability of living wage jobs that align with the skills and training of residents;
  - Existing neighborhood design and infrastructure that promotes or discourages walking and bicycling;
  - Crime, violence, and general safety in neighborhoods and public spaces; and
  - Environmental quality and sustainable development.
- MIG will collaborate with the County Health System in determining which topics should be addressed in the public health assessment, what data should be collected, what methods and metrics should be used for analysis, and other key elements to be considered and used in the assessment.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

#### 2.2.7 Parking and Circulation

- Using available data, resident and stakeholder input, and other sources, MIG and team will examine the existing parking and circulation system in North Fair Oaks, including problematic intersections, Level of Service issues, circulation patterns, impediments, and opportunities, bicycle and pedestrian paths, parking availability, challenges, and opportunities, transit connections, and other relevant parking and circulation information and data.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

#### 2.2.8 Housing

- MIG and team will review the County's current Housing Element, draft versions of the County's latest Housing Element Update, and other County housing studies and documents to evaluate local affordable housing needs. MIG and team will supplement this data with a more concentrated analysis of the North Fair Oaks housing market. Specifically, the needs assessment will identify and evaluate

local population, employment, housing trends, and projections for future growth. In addition, the analysis will explore existing and projected demographic characteristics such as household income distribution, age, household type and tenure, educational and occupational characteristics, and place of employment. This portion of the analysis will utilize data from ABAG, the State Finance and Employment Development Departments, the U.S. Census, and other commercial and governmental data sources.

- This task will also include an analysis of current and past housing market conditions in the North Fair Oaks, looking in particular at conditions at the peak of the recent market cycle. This task will examine the match between the demand and supply sides of the local housing market, and address factors such as rents, sales prices, vacancy rates, planned and proposed new housing, and identification of under-served market segments (i.e., by income level and housing types).
- MIG and team will review the County's current Housing Element and interview staff to identify existing tools that might be further focused in North Fair Oaks (e.g., the County Rehab Program, First Time Homebuyer Programs, Homesharing Program, etc.). MIG and team will also interview members of the Countywide Housing Solutions Network, including HIP Housing, the HEART of San Mateo County, and affordable housing developers to understand current conditions and any potential barriers to addressing needs, such as land use controls, site conditions, the availability of County resources, and other factors.
- MIG will summarize this analysis into a chapter to be included in the Existing Conditions report. The County will provide one round of consolidated edits to the chapter.

### *2.3 Preliminary Market Demand Analysis*

- MIG and team will survey existing conditions and identify opportunities for community, economic, and real estate development activities.
- MIG will prepare an Overview of Key Land Uses, which will include market overviews of up to three key land uses that could occur in the project, including multifamily housing (including rental and for-sale), commercial space (including office, retail, and mixed-use), and industrial and flex uses. This task will include a survey of current sale prices, absorption rates, lease rates, and occupancy rates in North Fair Oaks. Potential development orientation around transit nodes will also be considered. The retail analysis will consider local household buying power, as well as the available retail supply in North Fair Oaks and surrounding jurisdictions, focusing particularly on neighborhood-serving retail.
- MIG will prepare an Overview of Community Development Resources, which will identify and describe local resources that may be leveraged for community development activities. Resources to be identified include faith-based institutions, merchants groups, neighborhood associations, school-based organizations and others. These social networks can serve as vehicles for culturally competent community engagement and implementation of the programmatic aspects of the Community Plan, and will be used to inform both the public outreach efforts, and the Plan's Implementation Program.
- MIG and team will prepare a Demographic Trends Analysis, which will include a comprehensive demographic analysis of Study Area population, subpopulations, and households. Future population and demographic trends will be evaluated for their potential impact on the types of uses and development products that can be supported.
- MIG and team will prepare a memo that identifies the market potential, key opportunities, and constraints to development of various land uses in North Fair Oaks. This memo will offer programmatic approaches to neighborhood revitalization using planned transit-oriented development

(TOD) facilities and public facilities (e.g., Fair Oaks School, Fair Oaks Community Center) as possible foci for community building efforts. The memo will also include potential strategies to spur local economic development, taking into account resources at the county and state level for workforce development and small business assistance. The County will provide input on the outline and format for the Market Demand Analysis and one round of consolidated edits on the Market Demand Analysis memo.

***Key Deliverables:***

- Existing Conditions Analysis Report, to consist of Chapters and Maps listed above, including the findings and analysis of all components listed in Task 2.2. The County will provide one round of consolidated edits on each of the chapters, and a second round of consolidated edits on the Existing Conditions Report in its entirety. The report will be delivered electronically in Word and PDF format, and Best Practices slide presentation will be delivered in PowerPoint format.
- Market Demand Analysis Memo, including all components listed in 2.3 above, delivered electronically in Word and PDF format.

**Task 3: Community Visioning**

***3.1 Steering Committee (SC) Meetings (2 Total)***

- MIG will participate in at least two (2) two-hour Steering Committee (SC) meetings as part of Task 3, to discuss the planning process, public outreach program, existing conditions analysis and vision and development framework.
  - MIG will participate in one Steering Committee meeting, near the beginning of the Community Plan Update, to address the following topics: overall planning process, community engagement process, outcomes and milestones; assets, challenges, opportunities and priorities; vision for the project area; and key planning considerations such as sustainability and quality of life.
  - MIG will participate in a second Steering Committee meeting after creation of land use alternatives that will address the following topics: existing conditions analysis; overarching goals and vision for the project area; and development alternatives.

***3.2 Stakeholder Interviews (20 Total) and Meetings (2 Total)***

- MIG will conduct face-to-face and phone stakeholder interviews to get feedback from business groups, community-based organizations, service providers, community leaders, elected officials, board and commission members, local developers and brokers about potential vision, priorities, challenges and opportunities for the project area. The MIG Team will conduct twenty (20) 20-minute stakeholder interviews. This task will include interviews to flesh out the opportunities and issues surrounding community and real estate development in the project area and will focus on current economic and development conditions in North Fair Oaks, and constraints and incentives to development.
- MIG will conduct meetings with key stakeholder groups to engage the early in the planning process and get their buy-in. The MIG Team will conduct two (2) two-hour stakeholder meetings.
- Participants in stakeholder interviews and meetings will be jointly determined by MIG and County staff, as described in Task 1.3.

***3.3 Youth Engagement Program***

- MIG will design a program to engage youth in conducting an existing conditions assessment in the community, to identify issues that most affect local youth. Youth will also assist in developing key recommendations for improvement. MIG will work with existing youth organizations, and County staff, to develop the program and coordinate tasks. Youth working on the project may directly present their findings to County staff, Steering Committee and community members.

#### *3.4 Outreach Newsletter #1*

- MIG and team will develop a bilingual project update newsletter to be distributed to community members, as part of the Public Outreach plan. Newsletter #1 will include a description of the project, status updates on the project, key milestones, planning process and dates for the upcoming visioning workshop, other opportunities for community participation, and ways to obtain more information on the project. MIG will develop the newsletter, with County collaboration, and the County will be in charge of printing and distribution of the newsletter. MIG will provide translation services into Spanish for the newsletter content. Translation into any additional languages will be an additional task beyond the scope of this contract.
- The newsletter will be produced as a four-page full-color document on folded 11" x 17" paper. The County will provide two rounds of consolidated edits on the newsletter content and layout.

#### *3.5 Community Workshop #1: Visioning*

- MIG will conduct a three-hour bilingual community workshop or visioning fair at a central location in North Fair Oaks.
- At this workshop, MIG will lead community participants in a discussion of vision, issues and opportunities related to the project area, and will lead small break-out groups in activities to brainstorm possible future land use scenarios.
- Community Workshop #1 will address the following topics:
  - Planning process, purpose and key outcomes for the project;
  - Area-wide assets, issues, and opportunities;
  - Best practices for TOD, sustainable urban design and redevelopment;
  - Market demand analysis;
  - Existing conditions analysis;
  - Reviewing, refining and confirming the community vision for future development of the station area that was developed as part of the North Fair Oaks Community Action Plan process in 2007;
  - Potential land use, development intensity and urban design opportunities in the project area;
  - A 'Visual Preference Survey' to gauge level of community comfort for massing, scale and density of new development;
  - Opportunities for further community input and involvement in the Community Plan process.
- MIG will prepare all necessary materials for the visioning workshop, to include a comment card, Newsletter #1, three wall posters, small group activity materials, PowerPoint graphics, and other materials. Materials will also include up to three visual simulations using photo modeling to depict conditions, potential development patterns, and other information. MIG will print up to three wall posters. Printing of any other required hard copies of materials will be the responsibility of the County, or will be reimbursed by the County, if mutually agreed on by MIG and the County. MIG will collaborate with the County to prepare noticing materials for the meeting, as well as to prepare

content for noticing in electronic and other formats. The County will be responsible for mailing meeting notices, sending meeting notice emails, and other types of notice transmission.

- MIG will be responsible for meeting facilitation, and for taking comprehensive notes, minutes and other records of the workshop. MIG will prepare meeting notes, minutes, feedback, and other outcomes of the first community workshop in summary form for use in other parts of the project. The County will provide one round of consolidated edits to the summary. MIG and team will also translate all meeting materials into Spanish and provide a Spanish-language facilitator or interpreter during the meeting. Translation into any additional languages will be an additional task beyond the scope of this contract. MIG and team will provide at least four staff members at the workshop.

### *3.6 Vision, Goals and Development Framework*

- MIG will develop a Vision, Goals and Development Framework and three preliminary land use alternatives for the project area using input from the Steering Committee, stakeholders, youth outreach and the first community workshop. The Vision, Goals and Development Framework will include a description of its relationship to the San Mateo County Shared Vision 2010-2025.
- MIG, in collaboration with the County, will develop a land use planning evaluation matrix based on the community vision framework that will guide the project team and community moving forward in the land use planning process.

#### ***Key Deliverables:***

- Steering Committee presentation materials, including handouts, graphics, slide presentations, and other materials for two (2) Steering Committee meetings. The County will provide one round of consolidated edits for each deliverable and will be responsible for printing of materials.
- Youth Engagement Program
- Outreach Newsletter #1
- Vision, Goals and Development Framework Document, including three preliminary land use alternatives, delivered electronically in Word and PDF format.
- Community Workshop Notices and other outreach materials. Notices will be delivered in electronic format, and printing and distribution will be the responsibility of the County.
- Community Workshop Materials, including handouts, wall graphics, posters, comment cards, and other necessary materials. The County will provide one round of consolidated edits for each deliverable. Printing will be the responsibility of the County, unless otherwise agreed on by MIG and the County.
- Community Workshop #1 Summary, in memo format, delivered electronically.
- Land Use Planning Evaluation Matrix
- Summaries/Minutes of Stakeholder Meetings and Interviews

## **Phase 2: Alternatives Analysis**

### **Task 4: Initial Plan Concepts**

#### *4.1 Draft Land Use Alternatives*

- MIG will develop three (3) land use scenarios and plan concepts for the project area based on the Vision and Development Framework developed in Phase 1. These alternative scenarios will analyze a range of uses, development intensities and character; access and connectivity; and community

benefits. County staff will review the alternative scenarios and provide a consolidated set of comments to the project team. A refined version will be presented to the Steering Committee and community for review.

- Plan concepts will incorporate and address the following areas:
  - Pedestrian- and bicycle-oriented streetscape improvements;
  - Transit-oriented development opportunities;
  - Multi-modal transit connectivity;
  - Circulation and parking improvements;
  - A range of housing options;
  - A range of community-serving retail and commercial options;
  - A range of community amenities and infrastructure improvements;
  - Urban design themes and guidelines, and;
  - Sustainable design and healthy communities features.

#### 4.2 Steering Committee (SC) Meetings (2 Total)

- MIG will participate in two (2) additional two-hour Steering Committee Meetings as part of Task 4.
  - MIG will participate in a third Steering Committee meeting that will address the following topics: review and confirm vision and development framework; range of land use alternatives; and feasible transit enhancements. At this meeting, MIG will present the outcomes of Phase 1, including the refined land use alternatives, plan concepts, and other materials developed in the first Phase.
  - MIG will participate in a fourth Steering Committee that will address the following topics: preferred land use alternative and transit service; design standards; preliminary phasing concepts; and implementation.

#### 4.3 Community Workshop #2: Alternatives

- MIG will conduct a second three-hour bilingual community workshop at a central location in North Fair Oaks.
- Community Workshop #2 will summarize the findings and outcomes of the previous Community Workshop, the Steering Committee meetings, and other parts of the planning process, and gather input intended to refine the Land Use Alternatives to determine a preferred alternative. Topics addressed at this Workshop will include the following:
  - Community Vision and Development Framework;
  - Potential land use alternatives;
  - Land use planning evaluation matrix.
- The workshop will be an interactive session with a slide presentation as well as large group discussion and small group activities to solicit meaningful feedback from community participants. MIG will facilitate the workshop, including both large group discussion and small group activities, and will take/keep meeting notes, minutes and records. MIG will prepare meeting notes, minutes, feedback, and other outcomes of the second community workshop in summary form for use in other parts of the project. MIG and team will also provide necessary translation and interpreting services into

Spanish for both the meeting materials and the meeting itself. Translation into any additional languages will be an additional task beyond the scope of this contract.

- MIG will prepare all necessary materials for the second community workshop, to include a comment card, up to three wall posters, a slide presentation, small group activity materials, and other materials. Materials will also include revisions of up to three visual simulations and photo modeling to depict conditions, potential development patterns, and other information. MIG will collaborate with the County to prepare a postcard, a flyer, and a poster for noticing in electronic and other formats. The postcard will be 4" x 6" with one full-color side and one black-and-white side. The flyer will be 8.5" x 11" while the poster will be 11" x 17"; both will be in full color. MIG will print up to three wall posters. The County will be responsible for printing all other materials, unless otherwise agreed upon between MIG and the County. The County will be responsible for mailing meeting notices, sending meeting notice emails, and other types of notice transmission.
- MIG will be responsible for meeting facilitation, and for taking comprehensive notes, minutes and other records of the workshop. MIG will prepare meeting notes, minutes, feedback, and other outcomes of the second community workshop in summary form for use in other parts of the project. The County will provide one round of edits to the summary. MIG and team will also translate all meeting materials into Spanish and provide a Spanish-language facilitator or interpreter during the meeting. Translation into any additional languages will be an additional task beyond the scope of this contract. MIG and team will provide at least four staff members at the workshop.

#### *4.4 Refined Land Use Alternatives*

- Based on feedback from the Steering Committee, the second Community Workshop, County staff, and other input, MIG will refine the land use alternatives for further analysis in Task 5.

#### *Key Deliverables:*

- Steering Committee presentation materials, including handouts, graphics, slide presentations, and other materials for two (2) Steering Committee meetings. The County will be responsible for printing of materials. Three (3) Refined Land Use Alternatives.
- Community Workshop #2 Notices.
- Community Workshop #2 Materials, including handouts, wall graphics, posters, sign-in sheets, comment cards, slide presentation, and other required materials.
- Community Workshop #2 Summary, in memo format, delivered electronically.

### **Task 5: Preparation of Draft Community Plan**

#### *5.1 Final Analysis of Land Use Alternatives and Selection of Preferred Alternative*

MIG will undertake further analysis of the Land Use Alternatives, incorporating community, stakeholder, and County input on the Alternatives. Each Alternative will be evaluated and rated on the basis of input received, and how well the components of each alternative meet project objectives. MIG and team will then develop a Preferred Land Use Alternative, based on the findings and outcomes of the planning process. MIG will prepare memorandums and maps summarizing the elements and relative merits of the Land Use Alternatives, including the results final outcomes of the land use planning evaluation matrix.

Analysis of the Land Use Alternatives and selection of the Preferred Alternative will involve evaluation of each alternative's consistency with the Community's vision and input, compliance with project objectives and the MTC Focus Grant requirements, the development impacts of each alternative, each alternative's public health implications, impacts on housing supply and affordability, impacts on all types of

transportation and circulation, impacts on commercial, industrial, recreational, open space, and other land uses, and feasibility of development patterns and implementation. Analysis of the Land Use Alternatives and selection of the Preferred Alternative will also involve the following specific tasks:

- MIG and team will evaluate the Land Use Alternative scenarios in terms of overall circulation needs, transit service, transit facilities, and modal connectivity and integration, pedestrian and bicycle circulation, access and safety. The evaluation will identify transit routing, potential ridership impacts, service needs, gaps in pedestrian and bicycle systems, safe railroad crossings, and potential new transportation facilities to accommodate the development scenarios. MIG and team will prepare a quantitative trip generation comparison of the three land use alternatives.
- MIG and team will analyze the effects of potential strategies and code revisions on parking within the Community Plan area under different development scenarios. The analysis will focus on variations in development standards to determine its effects on development and the parking supply. MIG and team will conduct a preliminary parking supply and demand analysis for two (2) interim land use scenarios. The analyses will assess parking supply and demand for proposed land uses based on the level of detail prepared by the team. The assessment will estimate parking demand for various land use categories using varying rates that reflect whether the uses are within a transit corridor/ transit catchment area or outside of the area. This analysis will be used to refine proposed changes to parking code requirements, strategies, and application areas.
- MIG and team will review the three (3) alternative land use concepts and provide conceptual evaluation of impacts to utility systems to aid in selecting alternatives. Based on the refined alternative selected for evaluation, MIG and team will provide a conceptual evaluation of the impacts that it has on the utility systems. MIG and team will also review sustainability policies with respect to stormwater (such as C.3 compliance, among other issues).

## *5.2 Draft Plan Components*

The Preferred Alternative will form the basis for development of draft components of the Updated Community Plan. Refinement and further development of the Preferred Land Use Alternative and creation of Draft Plan Components will include the following tasks:

### 5.2.1 Land Use and Urban Design

- MIG and team will develop specific guidelines and standards to address issues of image and identity, preferred land use and its public-private realm, traffic and circulation, and urban design. The massing and character of future development including mass, height, siting, setback, and relationship to the street and neighborhood character will also be addressed.
- MIG and team will develop street design standards that address traffic engineering and safety elements of roadway designs; street cross-sections; dimensions, balance between traveled way and pedestrian realm elements of the street; and prototypical intersection designs that accommodate traffic and transit movement and improve pedestrian safety. Special attention will be paid to design guidelines for El Camino Real and Middlefield Road. The MIG team is working with Caltrans and the Grand Boulevard Initiative to develop acceptable design elements for this state highway, and the corridor-wide design guidelines being prepared by MIG and team may be integrated into the plan's design standards.

### 5.2.2 Traffic Demand and Circulation

- MIG will complete a walkability and bikeability assessment and develop Pedestrian and Bicyclist Compatibility Measures (measures that rank characteristics, such as safety, of a street to its attractiveness for walking and biking) and Environment Factors (measures of environmental characteristics at the area level that describe how attractive the area is for walking and bicycling). The measures will combine factors such as motor vehicle traffic volume and speeds, lane or sidewalk width, pavement quality, intersection safety, connectivity, and pedestrian and bicycle amenities into an index of overall suitability for travel. The measures will be combined with distances and review of pedestrian travel origins and destinations to determine primary and secondary pedestrian corridors.
- MIG will prepare a multi-modal circulation plan for the North Fair Oaks area. The circulation plan will identify primary and secondary vehicular, pedestrian, bicycle, transit routes, and key bus stops and intermodal facilities, as well as needed improvements appropriate to each street's designation.

#### 5.2.3 Parking Demand Analysis and Parking Management Strategies

- MIG and team will complete a Parking Demand Analysis and create a set of potential Parking Management Strategies for the North Fair Oaks area. This task has three primary outcomes:
  - A qualitative assessment of parking polices, codes and development standards that could be integrated into an overall parking strategy for the Community Plan;
  - An assessment of supply and demand of the land use alternatives based in part on the potential codes and standards; and
  - Recommendations for study area parking policies and development standards.
- MIG and team will conduct a supply and demand analysis for the Preferred Land Use Alternative. The analyses will assess parking supply and demand for proposed land uses based on the level of detail prepared by the team. The assessment will estimate parking demand for various land use categories using varying rates that reflect whether the uses are within a transit corridor/ transit catchment area or outside of the area. This analysis will be used to refine proposed changes to parking code requirements, strategies, and application areas.
- MIG and team will develop candidate parking strategies and potential codes, policies/implementation measures to address parking in the near-term and long-term. A qualitative assessment will be used to rank and compare the effectiveness/desirability of candidate recommendations as input to the parking supply and demand analysis. Parking strategies may include:
  - Changes to current parking code requirements, shared parking provisions, visitor parking, reduced standards for TOD and/or mixed use development, ground floor exemptions, and other potential policy or code changes.
  - Maximize on-street parking (including feasibility of angled parking on certain streets).
  - Parking time restrictions, meters, and establishment of areas for short-term and long-term on-street parking.
  - Potential structured municipal parking in strategic locations, potentially shared with a future transit station.
  - Conventional and innovative Transportation Demand Management and land use measures that could realistically and effectively reduce parking demand, including a discussion of strategies and incentives for increasing transit use such as carshare, subsidized transit passes, and improved pedestrian and bicycle facilities.

- Neighborhood parking impact management strategies.
- MIG and team will develop a parking management strategy to address the issue of high parking demands, including demand generated by residential uses with multiple automobiles that result in high volumes of on-street parking. Types of strategies to address this issue may include:
  - Increasing on-street parking supply through methods such as providing angled parking on appropriate streets.
  - Creation of neighborhood parking reservoirs (secure parking lots potentially on County or private property that serve a distinct neighborhood area, possibly funded through an assessment district).
  - Creation of a Neighborhood Permit Parking Program that permits unlimited parking only for residents of particular areas.
  - Shared or leased parking on property with excess parking (i.e., churches or community facilities).
- The parking analysis will include recommendations for the following:
  - Parking standards and strategies for encouraging transit use, modifying code requirements, and potentially establishing reduced and/or maximum parking ratios for mixed-use development with shared parking, and transit-oriented development.
  - Augmenting off-street parking supply through increased on-street parking or municipal parking facilities in commercial areas.
  - Realistic and effective Transportation Demand Management measures that could be applied to new development to reduce parking demands.
  - Short-term and long-term parking management strategies, particularly related to neighborhoods.
  - Public parking management measures that could be integrated into the policies.

#### 5.2.4 Rail Station Feasibility Assessment

- MIG and team will assess the potential for, and feasibility of, locating rail stations serving the plan area on the existing Caltrain alignment and potential future Dumbarton Rail line. MIG and team will evaluate station spacing and other requirements, and address the impacts and opportunities presented by a potential station. This task will qualitatively evaluate the effects of future rail projects, including the Dumbarton and High Speed Rail systems on the North Fair Oaks community.
- After working with the community and the consulting team to identify a future rail station location and determining whether the location is feasible and conforms to the Dumbarton Rail Plan, MIG and team will develop a multimodal access and connectivity plan to serve the station, focusing on primary and secondary access facilities by mode of travel.

#### 5.2.5 Station Access, Connectivity and Visitability

- MIG and team will create a Transit Access and Connectivity Improvement Plan that will maximize public transit use. The Plan will consider the plan area as a series of overlaid transportation systems, including transit (bus and rail), pedestrian, bicycle, parking, freight, and automobile, and will assess each system individually and as an integrated whole. Measures of effectiveness will be both qualitative and quantitative and will include:
  - Connectivity (as measured through a form of connectivity indexing and directness of routes)
  - Integration (how well systems are integrated with each other and identification of gaps)
  - Accessibility (the proximity of each system and facilities to population, employment and transit)

- The plan will include an assessment of each individual system's circulation pattern – examining how autos, transit, pedestrians and bicyclists, and other forms of transport circulate in the plan area, enter the area from external points, and access key destinations internally, with particular emphasis on access to transit. MIG and team will evaluate the efficiency of each system, identify gaps, and recommend modifications that would increase connectivity, integration, and accessibility.
- The Transit Access and Connectivity Improvement Plan will address access to SamTrans bus transit service and access to nearby rail stations, including all fixed SamTrans routes as well as demand responsive service.
- The Transit Access and Connectivity Improvement Plan will review current routes and schedules and explore opportunities for consolidated routes and one or more intermodal centers serving the plan area. The Plan will also evaluate and recommend improvements to pedestrian and bicycle access routes to current bus lines and potential transit centers, ensuring connectivity from all neighborhoods within the plan area.
- The Plan will address facilities that enhance transit use, such as bus shelters, bike lockers, and other facilities.
- This task will build on work completed by the El Camino Real Grand Boulevard Initiative, and draw from the Institute of Transportation Engineers' "Recommended Practice in Designing Major Urban Thoroughfares for Walkable Communities."

#### 5.2.6 Infrastructure Needs

- Based on the refined alternative selected for evaluation, MIG and team will provide a conceptual evaluation of the impacts that it has on the utility systems. MIG and team will also review sustainability policies with respect to stormwater (such as C.3 compliance, among other issues).
- MIG and team will also identify transportation elements necessary to improve circulation and provide better access to nearby transit stations, including recommendations regarding roadway network locations, pedestrian/ADA improvements and bicycle network plans.
- Based on the development identified in the Preferred Land Use Alternative, MIG and team will estimate the following:
  - Sanitary Sewer Demands. MIG and team will review the demands with County and relevant agencies to determine conveyance and treatment capacity. Specifically, MIG and team will review sanitary sewer pipe capacity with the County to identify sewer mains that may be impacted by development of the project area and what mitigations may be required. This scope of work does not include the preparation of any regional utility capacity studies.
  - Domestic Water. Based on the development identified in the Preferred Concept, MIG and team will estimate ultimate domestic water demands. MIG and team will discuss with the County and relevant agencies how these demands conform to their Urban Water Management Plan and what impact these demands will have on their local distribution network and what mitigations may be required.
  - Recycled Water. If recycled water is anticipated in the project area, MIG and team will estimate recycled water demands for landscape and other recycled water uses and discuss with the County and relevant agencies their ability to serve the area with recycled water.
  - Storm Drainage. MIG and team will review with the County existing known storm drain capacity issues, localized flooding, and provide suggested mitigations. Implementation of the County

storm drain policies will need to be discussed with the impacted neighborhoods as well as agencies from adjacent jurisdictions.

- Water Quality. Based on proposed layout of the Community Plan, MIG and team will identify and evaluate storm water management and treatment option(s) that address NPDES requirements and incorporate LID principles. This analysis will include preferred methods of on-site drainage and treatment, as well as changes and improvements to the storm drain system that best conform to available rights-of-way and easements.

#### 5.2.7 Affordable Housing Strategy

- MIG and team will create a Housing Strategy that will outline methods to promote access to affordable housing in North Fair Oaks. This task will consist of the following steps:
  - MIG and team will summarize the findings of the Needs Assessment, Market Analysis, and other housing analysis undertaken in the Existing Conditions analysis, including a summary of local need, and supply-side and demand-side approaches to address this need. The Strategy will summarize and expand on the evaluation the efficacy of existing affordable housing programs and initiatives in North Fair Oaks, also undertaken in the Existing Conditions Analysis, and provide recommendations to augment these efforts. MIG and team will work with staff to formulate an affordable housing “toolkit” that responds to local market conditions and addresses the potential development patterns and housing needs, goals and objectives identified by the Preferred Land Use Alternative. The tools will include specific strategies to respond to gentrification and to mitigate resident displacement that might result from the development patterns contemplated by the Land Use Alternatives and included in updated Community Plan. If appropriate and necessary, the Strategy will also outline other tools (e.g., land trusts, community development financial institutions, individual development accounts), which are successfully being implemented in other neighborhoods throughout the country, and could be appropriate for North Fair Oaks. Both short-term and long-term strategies will be addressed, to respond to changing market conditions as the economy rebounds.
  - Following review by County staff, MIG and team will prepare a revised Draft Affordable Housing Strategy.

#### 5.2.8 Economic Feasibility

- MIG and team will identify two key opportunity sites in the project area and conduct a static pro-forma analysis of new development at these sites, basing the proposed project on the market demand analysis, as well as input from County staff and the community planning process. For each site, MIG and team will prepare a static pro-forma that identifies total development cost (hard and soft construction costs, financing costs, fees and other requirements, developer profit), sale proceeds and/or value of completed investment properties, and residual land value. This analysis will inform whether development can support land values that property owners expect, and to the extent that it does not, potential actions to address such “feasibility gaps.”
- The final product will consist of a series of Excel spreadsheets with assumptions that can be modified to evaluate alternative project scenarios. Cost and revenue assumptions will draw on findings from market demand analysis, as well as interviews with area developers. The findings from this task will inform any changes in land use form and regulation proposed under the Community Plan. MIG and team will summarize the methodology and findings of this analysis in a brief memorandum.

### 5.3 Preliminary Draft Community Plan and Draft Implementation Program

- MIG and team will prepare a Preliminary (Administrative) Draft Plan that will, with clear and comprehensive narrative and graphics, present the Draft Plan elements. The Preliminary Draft Plan will summarize the findings, analysis, and outcomes generated by the prior phases of the planning process, including a description of the future vision for the area (the Preferred Land Use Alternative); an existing conditions analysis; key assets and challenges; overall development and revitalization framework and urban design concepts for the area; a unified set of urban design guideline recommendations; appropriate infrastructure and circulation improvements; phasing and prioritization of improvements; and maps and graphics depicting Land Use Alternatives, urban designs, circulation patterns, potential development patterns, and other maps and graphics required to depict the content of the Plan.
- The Preliminary Draft Plan will include changes to General Plan land use designations and other General Plan- and Community Plan-related development policies, standards, and guidelines required to implement the Preferred Land Use Alternative and other goals and objectives determined through the Community Plan update. The development policies, standards, and guidelines will provide a consistent and integrated framework for the design and review of all new development within North Fair Oaks.
- MIG and team will also prepare a draft implementation program, which may (at the County's discretion) constitute a section of the Preliminary Draft Plan, or may be a stand-alone, accompanying document. The draft implementation program will include:
  - Recommended changes to County zoning and subdivision regulations needed to implement the revised General Plan land use designations, development policies, and other programs contained in the Draft Plan, based on the findings of the planning effort to date, to be refined based on additional research and analysis;
  - Other procedural or regulatory changes, programs and policies to implement the changes required for the Preferred Land Use Alternative, Housing Strategy, and other elements of the plan;
  - Funding options and a general financing strategy to implement the improvement efforts;
  - Preliminary actions and recommended timing to act on the implementation steps.
- The Preliminary Draft Community Plan will also explicitly address the incorporation of public health concerns in the design of the built environment, to address health disparities and improve health outcomes. The Draft will include and identify strategies to address the findings of public health analysis and findings from prior parts of the Community Plan Update process.
- The Preliminary Draft Plan and/or Implementation Program will include strategies for funding any improvements (e.g., infrastructure, catalyst projects) needed to implement the Community Plan. Potential funding sources include service districts, tax increment financing, bond financing, public and private grants, New Market Tax Credits, and other strategies. MIG and team will provide input into the economic viability of the plan, identify potential funding sources, and provide recommendations that allow for feasible development from a market, community development, and financial standpoint.
- The Preliminary Draft Plan will also prioritize primary and secondary transportation system improvements; identify transportation-related funding sources; and identify financing strategies;

- The Preliminary Draft Plan will include an infrastructure implementation program to support the final Community Plan. MIG and team will document the existing infrastructure conditions and future infrastructure improvement needs in a section that will be incorporated into the Community Plan. This section will include a summary of existing conditions; a list of the improvements and changes needed to support the proposed development plans; identification of potential constraints to these proposed improvements; and a list of near-term, mid-term, and long-term actions required to support the proposed infrastructure development. MIG and team will also document cost estimates and cost impacts developed in the previous phases of the project.
- The Preliminary Draft Plan will include all necessary maps and graphics to represent the information contained in the Plan. The Plan will be provided to the County in electronic format. The County will provide ongoing feedback on the work plan and outline for each element of the Plan, and will provide two rounds of consolidated edits to each section of the Plan and to the draft implementation program.

#### *5.4 Steering Committee (SC) Meetings (2 Total)*

- As part of Task 5, MIG and team will attend, present materials at, respond to comments and feedback, and take and record notes/minutes at two (2) additional two-hour Steering Committee meetings, which will focus on review of the Preliminary Draft Community Plan components, fiscal impacts, and other information related to the Preliminary Draft Community Plan, including preliminary recommended implementation steps.

#### *5.5 Outreach Newsletter #2*

- MIG and team will prepare a second bilingual newsletter that will summarize the preferred land use alternative and key concepts from the Preliminary Draft Plan, and include information about the upcoming bilingual Community Open House (Community Workshop #3), and on upcoming Board of Supervisors and Planning Commission hearings on the Plan. MIG will develop the newsletter and will be responsible for translating the newsletter into Spanish. Translation into any additional languages will be an additional task beyond the scope of this contract. The newsletter will be produced as a four-page full-color document on folded 11" x 17" paper in the style of the first newsletter. The County will provide one round of consolidated edits on the newsletter content.
- The County will be responsible for printing and distribution of the newsletter.

#### *5.6 Community Workshop #3: Community Open House*

- MIG and team will collaborate in scheduling a three-hour bilingual community open house at a central location in North Fair Oaks. This third Community Workshop will address the Preliminary Draft Community Plan.
- MIG and team will facilitate the bilingual open house, which will be an interactive session with a slide presentation and display boards to present key concepts and recommendations for land use, housing, transportation and transit, streetscape design, infrastructure and economic development in North Fair Oaks area. MIG and team will manage and facilitate the meeting, present information, and capture and record comments, feedback, meeting minutes, and other records of the meeting. MIG and team will also provide necessary translation services into Spanish both for meeting materials and for interpreting during the meeting. Translation into any additional languages will be an additional task beyond the scope of this contract. MIG and team will provide at least four staff members at the open house.
- MIG will prepare all necessary materials for the third community workshop, to include handouts, a comment card, up to three wall posters, slide presentation, and other materials. Materials will also

include revisions to up to three visual simulations and photo modeling to depict conditions, potential development patterns, and other information. MIG will collaborate with the County to prepare noticing materials for the meeting, as well as to prepare content for noticing in electronic and other formats. MIG will print up to three wall posters. The County will be responsible for printing all other materials, unless otherwise agreed upon between MIG and the County. The County will be responsible for mailing meeting notices, sending meeting notice emails, and other types of notice transmission.

*5.7 Presentations to Board's Committees (2 Total)*

- MIG and team will present information on the Preferred Land Use Alternative and Preliminary Draft Plan and Implementation Program to one (1) meeting of the Board's Environmental Quality Committee, and one (1) meeting of the Board's Housing Committee, to obtain committee feedback on the Plan. MIG and team will provide materials for these meetings, including graphics, informational handouts, slide presentations, and other materials. The County will be responsible for printing of materials unless otherwise agreed upon by the County and MIG.

***Key Deliverables:***

- Preferred Alternative Analysis Memos and Maps
- Draft Affordable Housing Strategy
- Economic Feasibility Pro Formas and Summary
- Preliminary Draft Community Plan
- Preliminary Draft Implementation Program
- Steering Committee presentation materials, including handouts, graphics, slide presentations, and other materials for two (2) Steering Committee meetings. The County will be responsible for printing of materials.
- Outreach Newsletter #2, in electronic and hard copy. Newsletter #2 will be printed and distributed by the County, unless otherwise agreed upon by the County and MIG.
- Community Workshop #2 notice materials. Notices will be printed and distributed by the County.
- Community Workshop #2 Materials, including handouts, wall graphics, posters, sign-in sheets, comment cards, slide presentations, and other required materials. Materials will be printed by the County unless otherwise agreed upon by the County and MIG.
- Community Workshop #2 Summary, in memo format, delivered electronically.
- Supporting materials for Board Environmental Quality and Housing Committee meetings, including handouts, graphics, slide presentations, and other materials. Materials will be printed by the County unless otherwise agreed upon by the County and MIG. Any required staff reports will be written by the County, with MIG comment and assistance if needed.

## **Phase 3: Implementation and Final Plan**

### **Task 6: Review and Adoption Process**

#### *6.1 Draft Community Plan*

- MIG will incorporate input from the Steering Committee, Board of Supervisor's Environmental Quality and Housing Committees, the community and County staff on the Preliminary Draft Community Plan and Implementation Program into revised Draft documents for review and analysis, in a format appropriate for public review, including concurrent environmental analysis. The County will provide one consolidated round of edits to the complete Draft Plan before it is made available for public review and environmental analysis (in addition to the previous rounds of edits to the individual elements noted in Phase 2). MIG will provide one (1) high-resolution PDF and ten (10) hard copies of the revised Draft documents.

#### *6.2 Planning Commission Hearings (2 Total)*

- MIG and team will attend, provide support, and be available for comment and response at two two-hour Planning Commission hearings, to present the Draft Community Plan for review and comment. After the first Planning Commission hearing, MIG will revise the Draft Plan to incorporate input from the Planning Commission and the public. This revised version of the Plan will then be presented at the second Planning Commission hearing, and MIG will subsequently revise the Plan again based on Commission and public comment. MIG will provide supporting materials for the Planning Commission hearings, including graphics, slide presentations, and handouts. The County will prepare all staff reports, findings, and other Planning Commission submittals, with MIG support and assistance as needed. MIG and team will send at least two staff members to each hearing.

#### *6.3 Board of Supervisors Hearing and Adoption (2 Total)*

- MIG and team will attend, provide support, and be available to give comment and response at two two-hour Board of Supervisors hearings to present the Draft Community Plan for review, comment and adoption. After the first Board hearing, MIG will revise the Draft Plan to incorporate input from the Board and the public. This revised version of the Plan will be presented at the second Board of Supervisors hearing. MIG will provide supporting materials for the Board of Supervisors hearings, including graphics, slide presentations, and handouts. The County will prepare all staff reports, resolutions, and other Board submittals, with MIG support and assistance as needed. MIG and team will send at least two staff members to each hearing.

#### *6.4 Final Community Plan*

- MIG will work with the County to review all comments and recommendations from the Board of Supervisors and Planning Commission hearings, and will make one round of edits to the document based on the County's direction. MIG will then prepare the Final Community Plan document, based on the outcomes of the public hearings and County's direction. MIG will prepare the Final version of the Community Plan to reflect that version adopted by the County Board of Supervisors, unless otherwise specified by the County.
- MIG will deliver one (1) full-color, camera-ready electronic copy of the final document to the County along with ten (10) hard copies.

#### ***Key Deliverables:***

- Draft Community Plan (one high-resolution PDF and 10 hard copies) suitable for public review and concurrent environmental review.

- Supporting materials for two (2) Planning Commission hearings, including handouts, graphics, posters, slide presentations, copies of Draft Community Plan, and other materials. Materials will be printed by the County unless otherwise agreed upon by the County and MIG.
- Supporting materials for two (2) Board of Supervisors meetings, including handouts, graphics, slide presentations, copies of Draft Community Plan, and other materials. Materials will be printed by the County unless otherwise agreed upon by the County and MIG.
- Draft Community Plan interim revisions based on the results of Planning Commission and Board of Supervisors hearings,
- Final Community Plan (ten hard copies and one camera-ready electronic copy)

## **Task 7: Ongoing Project Management**

### *7.1 Staff Coordination Calls and Meetings*

- At the outset of the project, as described in Task 1, MIG and team will participate in a kick-off meeting with County staff to discuss desired project outcomes; refine the work program, schedule and deliverables; and identify project management protocols. Management protocols will include methods and timing of project meetings, check-ins, communication methods, key team contact persons from the County and from MIG and all subconsultants, and other key project management tasks. MIG and team will conduct regular calls and meet with County staff for three face-to-face meetings at key stages over the 24-month project period to plan for events, work products and milestones, and to review key concepts, products and deliverables, the project status, and overall project direction and budget. At minimum, MIG will participate in check-ins with the County by phone or email (at the County's discretion) no less frequently than once each two weeks. MIG will also provide monthly progress reports to the County.
- All products must be reviewed and approved by County staff before presentation at any public forum, or any other form of public release, including Steering Committee meetings, Technical Advisory Group meetings, and Planning Commission and Board of Supervisors Hearings. Staff meetings (face-to-face and/or conference calls) with the MIG Project Management Team will provide opportunities for staff to review various project deliverables, including community workshop agendas, workshop summaries, proposed urban design concepts and alternatives, preferred alternative, draft plan, and final plan documents.

### *7.2 Project Management*

- MIG, at County's direction, will manage all aspects of the project to maintain project schedule and budget, maintain continuous liaison with the County and other interested parties, and provide continuing consultation and advice to the County on all matters relating to the project.

### *7.3 Technical Advisory Group Meetings (6 Total)*

- MIG will help the County form a Technical Advisory Group, composed of representatives of County staff and departments, neighboring jurisdictions, partner agencies such as MTC, ABAG, Caltrain and SamTrans, among others. MIG will conduct up to six (6) two-hour TAG meetings at key project milestones to coordinate technical aspects of the project. The proposed budget assumes that two TAG meetings are combined with Steering Committee meetings.

### *7.4 Coordination with EIR Consultant*

- MIG and team will coordinate with the County's selected environmental impact report (EIR) consultant (should it be determined that an EIR for the project is required) and provide the

Consultant with any project-related materials that MIG and team have prepared in order for the EIR consultant to complete an environmental impact report.

*Key Deliverables:*

- Monthly Invoices and Progress Reports
- Technical Advisory Group materials, including handouts, graphics, slide presentations, and other materials for six (6) Technical Advisory Group meetings, two (2) of which will be combined with Steering Committee meetings. The County will be responsible for printing of materials, unless otherwise agreed upon by the County and MIG.

**Materials**

All materials developed and produced for and from this project and contract will be the exclusive property of San Mateo County, and may not be released without County permission. Determination of which materials may be public records under California Government Code Sections 54950-54963 (the Brown Act) will be at the County's discretion, not the Contractor's discretion, and any requests for any materials produced as part of this project must be made to and/or forwarded to the County.

**Project Team**

The consultant team will consist of MIG, Bay Area Economics (BAE), BKF Engineers (BKF), Kimley-Horn, and the Multicultural Institute (MI), as shown in the Budget attached as Exhibit D. MIG is the lead consultant on this project, and is responsible for performance of this contract. MIG will be responsible for invoicing the County for work performed and deliverables delivered, and payment will be made to MIG, who will be responsible for payment to subcontractors. No changes in the composition of the Team or substitutions in team members will be allowed without prior County approval.

EXHIBIT D

cost proposal

Task	MIG				Subconsultants				MIG Total Professional Time (Hours)	MIG Total Professional Time (Cost)	Kimley-Horn Transportation	BAE Economics	BKF Infrastructure	Zoning and Subdivision	MI Outreach	Task Totals				
	Daniel Iacofano Principal in Charge Hours @ \$95	Vikrant Sood Project Manager Hours @ \$70	Diana Sherman Deputy Project Manager Hours @ \$105	Mukul Malhotra Senior Urban Designer Hours @ \$130	Maria L. de Rose Outreach Associate Hours @ \$95	Subtotal	Subtotal	Subtotal												
<b>PHASE 1: Existing Conditions Analysis &amp; Visioning</b>																				
<b>1. Project Initiation</b>																				
1.1	Staff Kick-Off Meeting & Site Tour	6	\$1,770	6	\$960	8	\$840	0	\$0	4	\$380	0	\$0	0	\$0	\$1,500	\$0	\$0	\$0	\$5,450
1.2	Final Work Program, Schedule & Project Management Plan	1	\$295	2	\$240	4	\$420	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$955
1.3	Public Outreach & Community Engagement Plan	1	\$295	4	\$480	8	\$840	0	\$0	0	\$0	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$2,115
1.4	Project Website (24 Months)	2	\$590	12	\$1,440	24	\$2,520	0	\$0	48	\$4,560	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$9,110
	<b>Subtotal Task 1</b>	<b>10</b>	<b>\$2,950</b>	<b>26</b>	<b>\$3,120</b>	<b>44</b>	<b>\$4,620</b>	<b>0</b>	<b>\$0</b>	<b>52</b>	<b>\$4,940</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$17,630</b>
<b>2. Existing Conditions Analysis</b>																				
2.1	Existing Data & Document Review	1	\$295	4	\$480	2	\$210	4	\$600	4	\$380	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$1,965
2.2	Site Visit & Existing Conditions Analysis	8	\$2,360	8	\$960	2	\$210	4	\$600	2	\$190	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$4,320
	2.2.1 Mapping & Graphic Materials (10 Total)	0	\$0	8	\$960	2	\$210	4	\$600	60	\$5,700	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$7,470
	2.2.2 Best Practices Study	0	\$0	4	\$480	8	\$840	4	\$600	2	\$190	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$2,110
	2.2.3 Land Use, Urban Form & Key Opportunity Sites	0	\$0	4	\$480	8	\$840	8	\$1,200	12	\$1,140	0	\$0	0	\$0	\$2,500	\$0	\$0	\$0	\$6,160
	2.2.4 Infrastructure	0	\$0	2	\$240	4	\$420	4	\$600	0	\$0	0	\$0	0	\$0	\$15,000	\$0	\$0	\$0	\$16,260
	2.2.5 Parks & Recreation	0	\$0	2	\$240	8	\$840	0	\$0	16	\$1,520	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$2,600
	2.2.6 Public Health	0	\$0	2	\$240	8	\$840	0	\$0	24	\$2,280	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$3,360
	2.2.7 Parking & Circulation	0	\$0	2	\$240	4	\$420	0	\$0	8	\$760	0	\$0	0	\$0	\$4,000	\$0	\$0	\$0	\$5,420
	2.2.8 Housing	0	\$0	2	\$240	4	\$420	0	\$0	8	\$760	0	\$0	0	\$0	\$4,000	\$0	\$0	\$0	\$5,420
2.3	Preliminary Market Demand Analysis	1	\$295	2	\$240	0	\$0	4	\$600	0	\$0	0	\$0	0	\$0	\$15,000	\$0	\$0	\$0	\$16,135
	<b>Subtotal Task 2</b>	<b>10</b>	<b>\$2,950</b>	<b>40</b>	<b>\$4,800</b>	<b>50</b>	<b>\$5,250</b>	<b>32</b>	<b>\$4,800</b>	<b>136</b>	<b>\$12,920</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$21,500</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,220</b>
<b>3. Community Visioning</b>																				
3.1	Steering Committee (SC) Meetings (2 Total)	10	\$2,950	12	\$1,440	16	\$1,680	0	\$0	16	\$1,520	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$7,590
3.2	Stakeholder Interviews (20 Total) and Meetings (2 Total)	6	\$1,770	20	\$2,400	12	\$1,260	0	\$0	12	\$1,140	0	\$0	0	\$0	\$2,500	\$0	\$0	\$0	\$10,320
3.3	Youth Engagement Program	1	\$295	4	\$480	16	\$1,680	0	\$0	24	\$2,280	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$4,735
3.4	Outreach Newsletter #1	1	\$295	4	\$480	4	\$420	0	\$0	36	\$3,420	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$5,365
3.5	Community Workshop #1: Visioning	8	\$2,360	24	\$2,880	12	\$1,260	12	\$1,800	60	\$5,700	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$15,000
3.6	Vision, Goals & Development Framework	4	\$1,180	8	\$960	8	\$840	0	\$0	16	\$1,520	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$4,500
	<b>Subtotal Task 3</b>	<b>30</b>	<b>\$9,850</b>	<b>72</b>	<b>\$8,640</b>	<b>68</b>	<b>\$7,140</b>	<b>12</b>	<b>\$1,800</b>	<b>164</b>	<b>\$15,580</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,510</b>
<b>PHASE 2: Alternatives Analysis</b>																				
<b>4. Initial Plan Concepts</b>																				
4.1	Draft Land Use Alternatives	4	\$1,180	24	\$2,880	12	\$1,260	12	\$1,800	60	\$5,700	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$12,820
4.2	Steering Committee (SC) Meetings (2 Total)	8	\$2,360	12	\$1,440	8	\$840	0	\$0	16	\$1,520	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$6,160
4.3	Community Workshop #2: Alternatives	8	\$2,360	24	\$2,880	12	\$1,260	6	\$900	24	\$2,470	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$11,120
4.4	Refined Land Use Alternatives	4	\$1,180	12	\$1,440	4	\$420	4	\$600	24	\$2,280	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$5,920
	<b>Subtotal Task 4</b>	<b>24</b>	<b>\$7,080</b>	<b>72</b>	<b>\$8,640</b>	<b>36</b>	<b>\$3,780</b>	<b>22</b>	<b>\$3,300</b>	<b>126</b>	<b>\$11,970</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,020</b>



## **Scope of Work and Budget**

# **Environmental Analysis and CEQA Documentation, North Fair Oaks Community Plan Update**

October 8, 2010

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## 1. INTRODUCTION

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### 1.1 ENVIRONMENTAL DOCUMENTATION REQUIREMENT

This scope of work describes the environmental analysis to be undertaken by MIG and associated subcontractors named in this scope and named in the scope of work for MIG's existing contract with the County for the North Fair Oaks Community Plan Update (MIG and subcontractors, referred to collectively herein as "MIG," "MIG and team," "MIG and subcontractors," "project team"), as part of completion of the update to the North Fair Oaks Community Plan ("Plan," "Plan Update," "updated Plan" "updated Community Plan"). MIG and various subcontractors are currently contracted by San Mateo County, under direction of County Planning and Building Department staff ("the County," "County staff") to complete an update to the North Fair Oaks Community Plan. The necessary environmental analysis tasks to be completed by MIG and team, described in this scope of work, are in addition to the existing tasks required under the original contract, approved by the San Mateo County Board of Supervisors on September 15, 2009. All work undertaken by MIG and team under this contract amendment, apart from specifically amended provisions described in this scope of work, will adhere to all provisions described in the contract approved by the Board of Supervisors on September 15, 2010.

It is anticipated that preparation of an Environmental Impact Report (EIR) will be necessary in order to achieve California Environmental Quality Act (CEQA) compliance for the North Fair Oaks Community Plan Update (the "project"). The EIR will be prepared by MIG and team in accordance with the latest amendments to the CEQA Guidelines (effective March 18, 2010), including significance criteria for greenhouse gas emissions, and the latest Bay Area Air Quality Management District (BAAQMD) CEQA Guidelines significance thresholds and assessment approaches (effective June 2, 2010). If initial analysis ultimately indicates that an EIR is not required to comply with CEQA, MIG and team will complete the Initial Study and Negative Declaration phases of this scope of work, described below, within the budget for these discrete components of the scope.

The EIR prepared by MIG and team will examine all potential environmental impacts, under relevant CEQA Guidelines, that could result from adoption of an updated North Fair Oaks Community Plan. The EIR preparation described in this scope of work will consider all aspects of Plan update, adoption and implementation, and confirm and explain which aspects of the Plan may and/or may not cause significant effects on the environment. The scope includes completion of an Initial Study checklist at the outset of the environmental analysis process to appropriately focus the EIR. Those topics determined by the Initial Study checklist to have a potentially significant impact on the environment will be further analyzed, and any necessary associated mitigation measures identified. To the extent possible, identified mitigation measures will be formulated as actions and policies for incorporation into the final adopted Plan.

MIG and team's environmental analysis will occur concurrent with the drafting of the update to the Community Plan, with final assessment of community needs, and with creation of new policies, programs, and implementation measures. In addition to analysis of the impacts of the Plan Update in its final form, environmental analysis will consider the proposed updates to the Community Plan at the pre-draft and draft Plan stages, in order to ensure that any required mitigation measures, and/or any changes to the proposed Plan Update required to minimize negative environmental impacts are identified early in the Plan Update process.

Environmental analysis described in this scope of work will address, at minimum, potential impacts to the entirety of the North Fair Oaks area under County jurisdiction (“North Fair Oaks,” the “Plan Area,” “Planning Area” or “Project Area”), shown on the attached map. Wherever required by local, state, or federal requirements, the requirements of the County’s FOCUS Station Area Planning Grant for the North Fair Oaks Community Plan Update, CEQA guidelines, or other reasonable environmental concerns, the environmental analysis and EIR will consider impacts broader than the North Fair Oaks area.

## 1.2 KEY ENVIRONMENTAL ISSUES

The environmental analysis undertaken by MIG and team will examine all potential CEQA-defined environmental impacts that could result from adoption of an updated North Fair Oaks Community Plan. However, the following ten focus topics are expected to be the most relevant areas of analysis, consistent with the requirements of CEQA, and will receive particular emphasis in the EIR analysis and narrative (listed below in order of CEQA Guidelines Appendix G, the Environmental Checklist Form):

- **Aesthetics:** One component of the North Fair Oaks Community Plan Update will address the future aesthetic character, design, and image of the North Fair Oaks planning area. It is anticipated that aesthetic and urban design issues, concerns, and objectives will be addressed in detail in the draft and final Community Plan. The EIR will independently evaluate and address the potential impacts of the Plan Update land use policies and design standards, and the anticipated development, growth, and land use changes under these provisions, on the visual character and image of the planning area, and, more specifically, on identified visual values and vistas in the Planning Area. The EIR will identify any associated Plan refinements warranted to minimize identified potentially adverse impacts.
- **Air Quality:** The potential local and regional air quality impacts of adoption of the updated North Fair Oaks Community Plan will be addressed (with the assistance of air quality management consultants Illingworth & Rodkin, Inc.), focusing on the community health risks of toxic air contaminants, long-term effects of vehicular emissions, and consistency with the recently adopted Bay Area 2010 Clean Air Plan.
- **Cultural (and Historic) Resources:** Pursuant to CEQA Guidelines section 15064.5, the potential effects of the Plan’s preferred land use alternative, policies and development standards on identified or potential cultural or historic resources in the Planning Area, as defined under CEQA, will be evaluated, and associated CEQA-based mitigation protocols will be identified as necessary.
- **Climate Change (Greenhouse Gas Emissions):** The climate change implications of the preferred land use alternative will be addressed. The EIR will quantify project greenhouse gas emissions impacts (with the greenhouse gas modeling assistance of air quality management consultants Illingworth & Rodkin, Inc.), assess the significance of these impacts, and identify any mitigation measures necessary to reduce those impacts to a less-than-significant level. The climate change impact analysis will be based on best available information and will be consistent with the BAAQMD CEQA Guidelines (adopted June 2, 2010).
- **Hazards and Hazardous Materials:** Existing properties and structures in the Planning Area may include contaminated soils or groundwater, or hazardous building materials, which may be subject to disturbance during future development activities under the updated Plan.

Based on review of available data, the potential for future hazardous materials exposure impacts, and associated mitigation needs (including jurisdictional mitigation protocols), will be described.

- **Land Use/Planning:** The land use implications of the North Fair Oaks Community Plan Update, including the potential effects of Plan-designated land use changes and associated development standards on land use and development patterns and land use compatibility, will be independently evaluated and any potentially significant adverse impacts identified. Associated mitigations, including possible Plan refinement to minimize or eliminate potentially significant effects, will be identified. In addition, the consistency of Plan goals, policies, and standards, and to a broader extent, the Plan's preferred land use alternative buildout scenario, with relevant County General Plan policies and relevant regional planning policies (ABAG, MTC, and others), will be assessed.
- **Noise and Vibration:** Potential impacts of the Plan development policies, and the associated future buildout scenario for the preferred land use alternative, on the local noise and vibration environment will be described, with emphasis on traffic noise and associated noise/land use compatibility implications and mitigation needs. Potential construction noise/vibration impacts and mitigation needs will also be identified.
- **Population and Housing:** The potential effects of Plan policies and programs on housing and population characteristics will be summarized to provide a basis for the assessment of impacts on public services, utilities, and other related services described below. The socioeconomic implications of the Plan, including its demographic effects, are not physical "environmental" impacts under CEQA and do not require assessment in the CEQA document, although they will be assessed and addressed in other parts of the Community Plan Update process.
- **Public Services and Utilities:** The implications of the preferred land use alternative buildout scenario will be assessed, including the capacity and adequacy of existing infrastructure, municipal services, and utilities (water, sewer, storm drainage, police, fire, emergency medical, school and solid waste/recycling) and future needs related to the Plan Update. Potentially significant deficiencies and associated mitigation needs will be identified.
- **Transportation/Traffic:** The transportation and circulation implications of the updated Community Plan provisions will be evaluated and identified with the assistance of Kimley-Horn and Associates, Inc. Kimley-Horn is also assisting MIG with creation of the Community Plan Update.

### 1.3 EIR PREPARATION PHASES AND TASKS

The EIR preparation work program to be undertaken by MIG and team consists of the following phases and tasks:

#### Phase 1. CEQA Initiation and Project Description

- Task 1.1 Initial County Staff/Plan Team Meeting (1)
- Task 1.2 Field Visit
- Task 1.3 Initial Data Collection and Review
- Task 1.4 Project Description

#### Phase 2. EIR Scoping

- Task 2.1 Initial Study Checklist and Narrative
- Task 2.2 Completion of Notice of Preparation (NOP)
- Task 2.3 Scoping Meeting (1)

**Phase 3. Description of Setting, Impacts, and Mitigations**

- Task 3.1 Aesthetics
- Task 3.2 Air Quality
- Task 3.3 Biological Resources
- Task 3.4 Climate Change
- Task 3.5 Cultural and Historic Resources
- Task 3.6 Geology and Soils
- Task 3.7 Hazards and Hazardous Materials
- Task 3.8 Land Use and Planning
- Task 3.9 Hydrology and Water Quality
- Task 3.10 Noise
- Task 3.11 Population and Housing
- Task 3.12 Utilities and Public Services (including Recreation)
- Task 3.13 Transportation/Traffic

**Phase 4. CEQA-Required Assessment Considerations**

- Task 4.1 Growth-Inducing Effects
- Task 4.2 Unavoidable Significant Adverse Effects
- Task 4.3 Irreversible Environmental Changes
- Task 4.4 Cumulative Impacts
- Task 4.5 Effects Found Not to be Significant

**Phase 5. Alternatives to the Proposed Action**

- Task 5.1 No Project
- Task 5.2 Plan Alternatives
- Task 5.3 Environmentally Superior Alternative

**Phase 6. Preparation of the Draft EIR**

- Task 6.1 Administrative Draft EIR
- Task 6.2 Screen Check Draft EIR
- Task 6.3 Public Release Draft EIR

**Phase 7. Preparation of the Final EIR**

- Task 7.1 Response to Comments
- Task 7.2 Administrative Final EIR
- Task 7.2 Public Release Final EIR

**Phase 8. Preparation of Mitigation Monitoring and Reporting Checklist**

**Phase 9. Attendance at Meetings and Hearings**

- Task 9.1 Additional County Staff Meetings (up to 3)
- Task 9.2 Public Hearings (up to 2)



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## 2. DETAILED SCOPE OF WORK

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The following work phases and tasks will be undertaken by MIG and team to complete environmental analysis and prepare the EIR for the North Fair Oaks Community Plan Update. A list of EIR products and work schedule is described in Section 3, the project budget is shown in Section 4, and team management and key personnel are described in Section 5.

### PHASE 1. CEQA INITIATION AND PROJECT DESCRIPTION

#### **Task 1.1 Initial County Staff/Plan Team Meeting**

Upon project initiation, an initial meeting will be held with County staff and the project team to discuss and refine the EIR preparation approach, work scope, growth assumptions, alternatives, schedule, and information needs.

#### **Task 1.2 Field Visit**

The Plan Area will be driven and walked by MIG and team, to familiarize the project team with the area and with relevant existing environmental conditions.

#### **Task 1.3 Initial Data Collection and Review**

Available data relevant to the project and EIR will be collected and evaluated, including background information collected to date by the MIG planning team for the Existing Conditions Analysis task included in the original contract for the North Fair Oaks Community Plan Update, additional information readily publicly available online, and current CEQA and other documentation not available online. MIG will specify in detail to County staff upon project initiation all required data that County staff may be able to provide, and availability of data and sources of data will be identified by MIG and team in collaboration with County staff. MIG GIS specialists will coordinate with the County for any specific, additional base maps or aerial photographic needs that may not have already been made available to MIG and team through other parts of the Community Plan Update.

#### **Task 1.4 Project Description**

MIG and team will draft a description of objectives and characteristics of the proposed Community Plan Update to the extent needed for adequate evaluation of environmental impacts. Using text, graphics and tables, the project description will identify the overall plan objectives, boundary specifics, and specific area-wide actions likely to be implemented or facilitated by the Plan. In addition, the preferred land use alternative buildout scenario (residential units, non-residential square footages, etc.) will be quantified in consultation with County staff.

### PHASE 2. EIR SCOPING

#### **Task 2.1 Initial Study Checklist and Narrative**

The project team will complete an Initial Study checklist and narrative, as recommended by CEQA (CEQA Guidelines section 15082), to provide a basis for the impact and mitigation focus of the program EIR. The Initial Study checklist format will follow the latest (March 2010) version of Appendix G of the CEQA Guidelines (Environmental Checklist Form).

MIG and team will create an administrative draft Initial Study for County review and comment, and will edit the administrative draft based on County feedback to create a public release version of the Initial Study for County reproduction and distribution to required parties.

### **Task 2.2 Completion of Notice of Preparation**

MIG and team will prepare a draft Notice of Intent to Prepare an EIR (NOP) for County review, and will edit the NOP based on County comments to create a final public release NOP. The Initial Study Checklist and Narrative (Task 2.1) will be attached to the NOP for County staff approval and distribution to responsible and interested agencies, triggering the 30-day NOP response period under the California Environmental Quality Act.

### **Task 2.3 Scoping Meeting**

MIG and team will assist County staff in conducting a CEQA-required EIR scoping meeting with responsible and interested agencies and, if the County desires, interested members of the public. The MIG team Principal-in-Charge and/or Project Manager will attend the scoping meeting to assist in describing the EIR purpose and approach and the anticipated key environmental issues to be addressed, and to solicit questions and suggestions regarding the EIR process, content, and focus.

## **PHASE 3. DESCRIPTION OF SETTING, IMPACTS, AND MITIGATIONS**

MIG and team will prepare a description of existing onsite and offsite conditions relevant to the environmental implications of the proposed Community Plan Update, in written and graphic form. Related Plan impacts and associated mitigation measures will then be identified. Emphasis will be placed on key issues and concerns described in Task 2.1.

Each described potential environmental effect will be identified as either: (1) a less-than-significant impact; (2) a significant impact that could be reduced to a less-than-significant level after implementation of mitigation measures; or (3) an unavoidable significant impact. In addition, each *significant impact* and associated mitigation will be identified with an appropriate bold code (**Impact 4-1**, **Impact 5-6**, etc) for use by readers and County staff in clearly linking specific EIR findings with subsequent staff reports, mitigation monitoring and reporting provisions (to be prepared by MIG team), and the Statement of Findings (to be prepared by County if the Plan is adopted). To the extent appropriate, mitigation recommendations will be formulated in the form of Community Plan policies and standards for incorporation into the final Plan. All findings, analyses, data, recommendations, mitigation measures, and other components of the EIR and all other environmental analysis will be provided to the County in draft form for review and comment prior to finalization and prior to any form of publication.

### **Task 3.1 Aesthetics**

The Plan Area's visual environment, including significant visual features and concerns; Plan-facilitated changes in Plan Area land use and development characteristics; and related aesthetic impacts and mitigation needs, will be identified by MIG and team as follows:

**3.1.1 Setting.** The existing visual character of the Plan Area, including any pertinent scenic vistas, scenic resources or other visual values and sensitivities, and related existing General Plan policies will be described. The description will be based in large part upon visual information in the adopted County General Plan and the existing North Fair Oaks Community Plan as well as visual and community character information developed by MIG and team.

**3.1.2 Impacts.** Potential plan impacts on these identified visual values and sensitivities will be described, with emphasis on the relationship (consistency or inconsistency) of anticipated plan-facilitated physical improvements and intensification with County aesthetic and community design policies and guidelines.

**3.1.3 Mitigations.** If warranted, any additional planning or regulatory measures necessary to mitigate any identified area-wide visual or community character impact potentials will be identified. The measures may include additional design guidelines and/or design review procedures.

### **Task 3.2 Air Quality**

MIG and team will evaluate potential air quality impacts and mitigation needs associated with future development and potential circulation changes under the Plan based on the thresholds of significance, impact assessment approaches, and mitigation recommendations contained in the Bay Area Air Quality Management District (BAAQMD) CEQA Air Quality Guidelines (adopted June 2, 2010). Assessment will include Plan Update consistency with the Bay Area 2010 Clean Air Plan (CAP) (adopted by BAAQMD on September 15, 2010) and project generation of criteria air pollutants (PM<sub>10</sub>, PM<sub>2.5</sub>, ROG and NO<sub>x</sub>), localized carbon monoxide concentrations, toxic air contaminants, and odors. Because the BAAQMD CEQA Air Quality Guidelines do not suggest evaluation of construction air quality impacts of plans (as compared to individual, site-specific development proposals), these impacts will not be evaluated.

**3.2.1 Setting.** The following existing conditions will be described:

- the climate and meteorology of the Plan Area and vicinity, including historical air quality data, and current efforts to attain and maintain state and federal air quality standards;
- any existing major sources of air pollution within or near the Plan Area; and
- any sensitive receptors for air pollutants within or near the Plan Area, such as hospitals, convalescent homes, and schools.

**3.2.2 Impacts.** Operational-related criteria air pollutant and precursor emissions impacts will be evaluated in terms of consistency with the Bay Area 2010 CAP, projected rate of increase in vehicle use relative to population growth, and other changes associated with the Community Plan Update. The consistency of the updated Community Plan with the Bay Area 2010 CAP and its emissions control measures, and the increase in vehicle trips or vehicle miles traveled relative to population growth under the Plan, will be evaluated in the EIR. Based on the BAAQMD CEQA thresholds of significance, no modeling of criteria air pollutants is necessary or proposed. The potential for future traffic volumes on El Camino Real and Woodside Road to

exceed the BAAQMD carbon monoxide concentrations screening criterion of 44,000 vehicles per day will be evaluated. Potential exposure of sensitive receptors to toxic air contaminants (TACs) and superfine inhalable particulate matter (PM<sub>2.5</sub>) from U.S. 101, Woodside Road and El Camino Real, industrial uses, the diesel-fueled Caltrain line, and the potential Dumbarton rail line will be evaluated. Existing odor-generating uses will be identified, and the potential for future land uses, including mixed-use development, to result in food service uses or other odor-generating uses close to residential and other odor-sensitive uses, will be assessed and described.

**3.2.3 Mitigation Measures.** Although the BAAQMD CEQA Air Quality Guidelines do not suggest evaluation of construction air quality impacts of plans, a mitigation measure will be recommended requiring that all BAAQMD Basic Construction Mitigation Measures be included in design of future projects and implemented during construction, in order to streamline CEQA compliance for future projects in accordance with the Plan. In addition, mitigation measures will be identified, as necessary, to reduce potential impacts related to CAP consistency, criteria air pollutants (PM<sub>10</sub>, PM<sub>2.5</sub>, ROG and NO<sub>x</sub>), localized carbon monoxide concentrations, toxic air contaminants, and odors.

### **Task 3.3 Biological Resources**

The Plan Area is currently significantly developed, with little or no open space, sensitive habitats, or other resource areas. Remaining potential for impacts on biological resources are expected to be minimal. Nevertheless, special-status plant and wildlife species may potentially exist within the Plan Area. MIG and team will review available information sources to determine possible project impacts on biological resources, as follows:

**3.3.1 Setting.** Existing vegetation communities and habitat types, potentially occurring special-status plant and wildlife species, riparian habitat or other sensitive natural communities, potential wetlands and other regulated waters, and potential wildlife movement corridors or nursery sites within the Plan Area will be assessed and described, based on review of existing information. Any applicable tree preservation ordinances, creek protection ordinances, General Plan policies, and habitat conservation plans will be assessed and described.

**3.3.2 Impacts.** The potential impacts of Community Plan-facilitated growth and land use changes on biological resources will be assessed and described, including loss of habitat or sensitive natural communities, direct or indirect impacts on wetlands, disturbance of nesting birds or bats, tree removal or conflicts with relevant existing policies or ordinances.

**3.3.3 Mitigation Measures.** Measures warranted to mitigate identified impacts on biological resources to less than significant levels, if any, will be identified, potentially including coordination with resource agencies to obtain required federal and State permits, additional pre-construction surveys, and replacement of removed trees.

### **Task 3.4 Climate Change**

Greenhouse gas (GHG) emissions contribute to global climate change. Future development and land use and transportation changes resulting from the Community Plan Update could increase greenhouse gas emissions. MIG and team will describe and assess the potential for change in GHG emissions and related impacts as follows:

**3.4.1 Setting.** MIG and team will provide a description of basic background and science related to greenhouse gas emissions and global climate change; global, U.S., California and regional or local emissions; and federal, State, regional and local laws, regulations and actions related to

greenhouse gas emissions. To the extent available and applicable, baseline GHG emissions for San Mateo County will be described, such as the 2005 community-scale GHG emissions inventory, as well as the local Climate Action Plan underway or climate change policies related to greenhouse gas emissions reductions and climate change adaptation.

**3.4.2 Impacts.** Future GHG emissions under the Community Plan Update will be estimated using models suggested by the BAAQMD (i.e., INDEX, URBEMIS2007 and the BAAQMD Greenhouse Gas Model) and compared to the BAAQMD significance thresholds for plans (other than a general plan) of 4.6 metric tons per service population per year. The potential for GHG emissions under the Plan to conflict with or impede the achievement of California Global Warming Solutions Act (AB 32) GHG emissions reduction goals and the 2010 Bay Area Clean Air Plan (CAP) will also be evaluated. The impact analysis will also address the potential for flooding in the Plan Area as a result of sea level rise related to global climate change.

**3.4.3 Mitigation.** The EIR may include a mitigation program or other mechanism to ensure that projects facilitated by the Plan are developed in a manner that reduces the rate of GHG emissions increase. Such a program could include: measures to promote reductions in vehicle miles traveled, and green building standards and building energy efficiency standards that exceed the minimum under the County's Green Building Program.

### **Task 3.5 Cultural and Historic Resources**

MIG and team will assess and describe identified and potential historical, archaeological and paleontological resources within the Plan Area, and the potential impacts of the Community Plan Update on these resources will be identified. Assessment and description will include the following components:

**3.5.1 Setting.** Existing potential historical, archaeological and paleontological resources within the Plan Area will be identified based on a records search by the California Historical Resources Information System (CHRIS) and review of local inventories.

**3.5.2 Impacts.** Potential beneficial and/or adverse impacts of Plan-facilitated development on identified and potential unrecorded cultural resources in the Plan Area will be identified.

**3.5.3 Mitigation Measures.** Mitigation measures will be identified as warranted to reduce or eliminate potential significant impacts. For the most part, these measures are expected to be policy-level actions, such as a requirement that site-specific analyses be conducted for future projects proposed in identified sensitive areas, and adherence to the Secretary of the Interior's Standards in future rehabilitation and reuse.

### **Task 3.6 Geology and Soils**

MIG and team will evaluate and describe geologic, seismic and soils conditions within the Plan Area as follows:

**3.6.1 Setting.** The relevant seismic, topographic, geologic and soils conditions will be described based on available information. The emphasis will be on identifying potential geotechnical hazards to people and property improvements, including: local and regional earthquake faults; Alquist-Priolo Earthquake Fault zones; liquefaction susceptibility; soil erosion, expansion and corrosion characteristics; and conditions for lateral spreading, subsidence or collapse.

**3.6.2 Impacts.** Impacts related to Plan-facilitated development will be evaluated, including geotechnical impacts receiving special consideration (e.g., potentials for shrink-swell-induced

foundation problems, possible long-term settlement and differential settlement impacts, potential seismic shaking effects).

**3.6.3 Mitigation Measures.** Mitigation measures will be recommended as warranted to reduce identified geotechnical impacts.

### **Task 3.7 Hazards and Hazardous Materials**

MIG and team will identify and describe possible Plan-related potentials for exposure to hazards and hazardous materials, including possible construction period or long-term exposure to soil, groundwater and other contamination from past and current activities in the project area, and associated mitigation measures, as follows:

**3.7.1 Setting.** Existing hazards and hazardous materials contamination conditions within the plan area will be described based on existing available information from the County and a review of CalEPA databases of hazardous materials sites compiled pursuant to Government Code section 65962.5. To the extent that available data allows, the setting description will include known (recorded) soil or groundwater contamination, reported releases, and documented regulatory agency investigations and remediation orders.

**3.7.2 Impacts.** The potential risk to human health or the environment from hazardous materials use or existing hazardous materials contamination sites within the Plan Area will be described (including potential hazardous materials use, transport or disposal; existing transmission pipeline hazards; risk of upset or accidents; exposure to existing hazardous materials use or contamination in the vicinity; asbestos, lead-based paint, and pesticide exposure; and hazardous materials use near the several existing schools within the plan area). Potential safety hazards associated with the San Carlos Airport and wildland fire hazards will also be addressed.

**3.7.3 Mitigation Measures.** Program-level mitigation measures to avoid or reduce potentially significant hazards and hazardous materials impacts will be identified, including anticipated investigation and remediation protocols.

### **Task 3.8 Land Use and Planning**

MIG and team will assess and describe existing land use characteristics within and adjacent to the plan area, the potential effects of the proposed community plan activities on these land use characteristics, and the consistency of these effects with pertinent San Mateo County General Plan policies, as follows:

**3.8.1 Setting.** The existing mix of residential, commercial, industrial, and public land uses within and adjacent to Plan Area, and existing vacant and underutilized land, will be described. Existing General Plan land use and zoning designations will be identified. The general physical arrangement of the Plan Area and existing connectivity and access will be discussed. Pertinent policies from the existing North Fair Oaks Community Plan (1979), North Fair Oaks Vision (2007), San Mateo County General Plan (1986), San Mateo County Housing Element Update (2010), Transportation 2035 Plan for the San Francisco Bay Area; and FOCUS Program will be generally described or listed. San Mateo County Zoning will also be described.

**3.8.2 Impacts.** The impacts of the proposed Community Plan Update on local land use characteristics in and around the Plan Area will be described, including land use changes and intensification; changes in the physical arrangement and connectivity of the community; and potential conflicts with land use plans, policies and regulations.

**3.8.3 Mitigation Measures.** Measures to mitigate any identified significant adverse land use impacts of the community plan will be recommended as warranted.

### **Task 3.9 Hydrology and Water Quality**

As identified in the Existing Conditions Report prepared by MIG under the existing contract for the Community Plan Update, the Plan Area lacks adequate drainage facilities: most of the area is served by overland flow through streets and gutters, and the two pump stations serving the area lack adequate capacity for the future. Even though the Plan Area is not located within a Federal Emergency Management Agency (FEMA) special flood hazard zone, there is potential for flooding to occur because of deficiencies in the local drainage system. MIG and team will assess and describe potential impacts of Plan-related land use changes and intensification, plus any storm drainage improvement proposals of the Plan, on hydrology and water quality as follows:

**3.9.1 Setting.** Existing surface conditions, drainage facilities and conditions, and flooding conditions within the Plan Area will be described based upon the Existing Conditions Analysis completed by BKF Engineers. (Potential flooding as a result of sea level rise related to climate change will be discussed in the Climate Change section, described in Task 3.6, above.) The Regional Water Quality Control Board and San Mateo County Countywide Water Pollution Prevention Program C.3 requirements to reduce peak flows and water pollution (e.g., on-site detention and landscaping features) will be described. Groundwater conditions will be characterized.

**3.9.2 Impacts.** The potential effects of Plan-induced growth on the capacity of existing and future storm drainage facilities serving the Plan Area will be described, including the beneficial effects of any Plan-proposed drainage system improvements. The extent to which any potential flooding problems within or downstream from the Plan Area may affect development activities, and vice versa, will be described. Similarly, Plan-related potentials for increased downstream water quality impacts will be addressed. Potential risks to people and property related to dam failure inundation, seiche, tsunami and mudflow will also be addressed.

**3.9.3 Mitigation Measures.** Needed improvements to existing drainage facilities to reduce any potentially significant impacts of Plan-facilitated development will be assessed and discussed, based on work performed by BKF Engineers. Potential mitigation measures include extending storm drainage lines, implementing C.3 measures to reduce peak flows, upsizing drainage pump stations, and working with other jurisdictions to address area-wide flooding and to improve drainage across and around railroad tracks through the Plan Area. These and any other appropriate mitigation measures will be identified and described.

### **Task 3.10 Noise and Vibration**

The Community Plan Update could result in potentially significant noise and vibration impacts due to: increased vehicular traffic on area streets, new or intensified incompatible land use/noise relationships, and short-term construction noise. MIG and team will assess and describe these potential impacts as follows:

**3.10.1 Setting.** The existing noise and vibration environment will be characterized based on existing data. MIG and team will assess and describe a variety of noise sources that could affect the plan area, including vehicular traffic on U.S. 101, El Camino Real, Woodside Road, Middlefield Road, Caltrain, the future California High Speed Rail line and potential Dumbarton Rail line, and airport noise from the San Carlos Airport. Relevant County policies related to noise and vibration will also be identified and described.

3.10.2 Impacts. The compatibility of various anticipated, Plan-facilitated new and/or intensified land uses with the current and projected noise and vibration environments will be evaluated, and impacts that may occur to existing or anticipated noise-and-vibration-sensitive land uses will be identified.

3.10.3 Mitigation Measures. Measures to mitigate identified potential noise and vibration impacts will be identified and described.

### **Task 3.11 Population and Housing**

MIG and team will assess and describe the updated Community Plan's potential impacts on population and housing in the Plan Area and environs, as follows:

3.11.1 Setting. Existing and projected population and housing characteristics in the Plan Area will be concisely described, based on the data compiled for the Existing Conditions Analysis by Bay Area Economics, as well as the County's Housing Element Update (2010) and ABAG Projections.

3.11.2 Impacts. The potential for redevelopment of properties within the Plan Area over time to cause the demolition and loss of housing and the displacement of residents will be evaluated. The potential growth inducement impacts of the Plan due to a higher intensity of land uses, as well as infrastructure capacity improvements, increased development potential of adjacent land, and increased economic activity, will also be assessed.

3.11.3 Mitigation Measures. Measures to mitigate any identified significant adverse population and housing impacts (if any) will be recommended as warranted.

### **Task 3.12 Utilities and Public Services (including Recreation)**

MIG and team will assess and describe the status of existing utilities and public services in the Plan Area, and additional service needs associated with the Community Plan Update. To the extent that available data permits, the following analyses will be included:

3.12.1 Water and Sewer. Existing data and analysis by MIG and team for the Existing Conditions Report indicates that North Fair Oaks contains older water pipes, and lacks emergency water storage facilities and recycled water availability. The area's sanitary sewer system has conveyance and treatment limitations. The impacts of land use changes and intensification under the Plan on water supply, treatment, storage and distribution facilities, and sewage conveyance and treatment facilities will be assessed, based upon work performed by BKF Engineers. Water and sewer facilities improvements and other mitigation measures to address impacts of potential changes related to adoption of the Plan, and improvements required to allow and facility changes prioritized by the Plan, will be identified and described.

3.12.2 Police, Fire, and Emergency Medical Services. Existing police, fire, and emergency medical services serving the Plan Area will be assessed and described. Future development under the Plan could increase demand for fire and emergency medical service and police protection. The increased demand may require new or expanded facilities in order to maintain acceptable service ratios or response times, the construction of which could cause environmental impacts. Potential service impacts resulting from changes contemplated by the Plan, required mitigation measures to address these impacts, and service improvements needed to facilitate changes prioritized by the Plan will be identified and described.

**3.12.3 Schools.** Future development under the Plan could increase demand for local public school services. MIG and team will assess this potential increase. Under current statutes and case law, payment of any required school impact fees would sufficiently address the impact of the Plan on school facilities to the furthest extent permitted by law, unless there is a potential physical environmental impact involved beyond the mere addition of students to a school. The potential for this type of additional impact will be evaluated in the EIR, and any requisite mitigations measures identified and described.

**3.12.4 Parks and Recreation.** Existing data indicates that North Fair Oaks is deficient in parks and recreational opportunities, existing parks and playgrounds may be inadequately maintained, and there are barriers to access to parks and playgrounds. MIG and team will identify existing County and adjacent Redwood City and Atherton parks and recreation facilities, school district facilities, space owned and/or operated by other governmental entities, private or non-profit owned and operated space, and informal space that may currently be in recreational use, in the Plan Area and vicinity. Residents and occupants of future development under the Plan could generate an additional demand for parks and recreational facilities, which could cause or accelerate physical deterioration of parks and recreational facilities, and create a requirement for additional maintenance and additional facilities to meet new demand. The construction of new park and recreational space could also have environmental impacts. The EIR will evaluate the potential impacts of the Plan on existing park and recreational space and on the need for new space, and the potential impacts of creation of new park space resulting from the Plan, and will identify and describe appropriate mitigation measures to address potential impacts.

**3.12.5 Solid Waste and Recycling Services.** MIG and team will analyze the potential impacts of Plan-facilitated population growth and development on local solid waste collection, recycling, and disposal capacities, and will identify and describe any mitigation measures warranted to reduce potential impacts on these services, and measures needed to ensure sufficient service capacity to facilitate changes contemplated by the Plan.

### **Task 3.13 Transportation/Traffic**

**3.13.1 Setting.** MIG and team will build on the assessment of the issues and opportunities created during the initial stages of the Community Plan Update and evaluate existing conditions to establish the setting for the project. The evaluation will consist of the following:

- An inventory and description of existing transportation facilities within the study area consisting of streets and highways, functional classifications, pedestrian and bicycle facilities, transit routes, transit schedules, and traffic control.
- A summary of relevant current General Plan goals and policies, and current community plan goals and policies, County engineering standards, regulations and regional plans that guide transportation facilities in the county and within the community plan area.
- Planned transportation improvements relevant to the study area as identified by available plans and programs including the General Plan, Capital Improvement Program, and relevant traffic studies. Additionally, planned improvements will be summarized for the State Transportation Improvement Program (STIP), the Regional Transportation Improvement Program (RTIP), and the San Mateo County Congestion Management Program (CMP) if applicable. It is assumed that the County will provide a list of the planned transportation improvements.
- The traffic analysis will use the County, Caltrans and City/County Association of Governments Congestion Management Program (CMP) standards of significance (e.g. level

of service) for determination of potential traffic impacts. MIG and team will work with the County to identify significance criteria for non-traffic transportation facilities and modes including pedestrian, bicycling, and public transportation.

### 3.13.2 Impacts

(a) Existing Conditions Analysis. Existing peak hour (AM/PM) turning movement counts at up to ten (10) intersections will be collected. MIG and team will use recent existing data, if available, but MIG and team will undertake new counts if required.

The existing intersection level of service (LOS) analysis will be performed for AM and PM peak hours using a methodology consistent with Chapter 16 of the *Highway Capacity Manual (2000)* published by the Transportation Research Board. Locations with high pedestrian and bicycle volumes will be identified and the analysis will include a qualitative assessment of the adequacy of the existing pedestrian and bicycle facilities, consistent with the selected significance criteria. Should the traffic analysis scoping described above result in the study of San Mateo County Congestion Management Program (CMP) facilities, MIG and team will assess the CMP facilities using the CMP's established methods and reporting level of service against the County's standards for CMP facilities.

MIG and team will describe existing transportation issues identified earlier assessments, transportation issues identified in the above analysis, issues identified in the community outreach process, and issues identified in discussions with County and Caltrans staff. MIG and team will contact Caltrans staff to discuss transportation issues in the Plan Area.

(b) Estimate Project Trip Generation. MIG and team will estimate the probable total number of net new vehicle trips that will be generated by the land use changes identified in the Plan. The primary source of trip generation rates will be the *Trip Generation (8th Edition)* published by the Institute of Transportation Engineers. These rates will be adjusted accordingly for the specific site conditions, mixed-use, and multi-modality. For commercial uses, pass-by trip reduction will be estimated based on the most current copy of the Institute of Transportation Engineers *Trip Generation Handbook*. Project trip generation volumes will be estimated for weekday AM/PM peak hour.

(c) Trip Distribution and Assignment. The distribution of traffic on the roadway system will be based on existing traffic patterns. Trip distribution and assignment assumptions will be submitted to the County for review prior to incorporation in further analysis.

(d) Existing Plus Project Conditions Levels of Service Analysis. The net new trips estimated for the land use pattern and land use changes included in the Plan will be added to existing traffic volumes to derive an estimate of Existing Plus Project conditions. Intersection level of service calculations under this scenario will determine traffic impacts at the study intersections during the weekday AM and PM peak hours. The transportation system improvements recommended in the updated Community Plan will be included as part of the "project" in this analysis.

Level of service analysis for the study intersections will be performed using the methods from the 2000 Highway Capacity Manual (HCM).

(e) Cumulative (2030) No Project Conditions--Travel Forecasts and Capacity Analysis. Future baseline "(No Project)" traffic projections will be based on buildout of the County's and adjacent jurisdiction's general plans in the traffic study area. This step will establish background conditions for the evaluation of the updated Community Plan and form the basis for determining

the Plan's contribution to cumulative (2030) impacts. This step makes it possible to identify probable long-term cumulative traffic impacts "without" and "with" the project. Cumulative conditions without development of the proposed project will be evaluated for weekday AM/PM peak hour traffic conditions. Cumulative traffic volumes will be based upon travel forecasts obtained from the C/CAG Travel Demand Forecasting Model (model plots will be acquired by MIG and team from C/CAG). It is assumed that no modifications to the C/CAG model will be required and that model plots will be provided at no additional charge.

Intersection turning movements for the cumulative condition will be developed by applying intersection approach growth (derived from model) to existing turning movements. Travel demand forecasting models typically provide daily and AM/PM peak projections.

Baseline cumulative volumes will be used to calculate peak hour intersection levels of service for the Cumulative (2030) No Project conditions.

(f) Cumulative (2030) Plus Project Conditions Analysis. The net new trips estimated for the preferred land use alternative will be added to the Cumulative No Project volumes to derive Cumulative Plus Project conditions. Intersection level of service calculations under this scenario will determine traffic impacts at the study intersections during the weekday AM and PM peak hours. The transportation system improvements recommended in the Community Plan will be included as part of the "project" in this analysis. MIG and team will compare the Cumulative No Project and Cumulative Plus Project scenarios and apply the significance criteria to determine project impacts.

(g) Pedestrian, Bicycle and Transit Analysis. MIG and team will assess the updated Plan's proposed pedestrian, bicycle, and transit integration plans and potential impacts to existing facilities and the demand for new facilities, as follows:

- *Pedestrian assessment*—MIG and team will review proposed street section designs and the connectivity of the Plan's transportation system (all modes) and recommend modifications, if necessary, to improve pedestrian safety and accessibility and connections to pedestrian facilities and trails, particularly connecting to existing systems external to the Plan Area. MIG and team will qualitatively assess the potential for projected traffic to adversely affect pedestrian mobility, accessibility, and safety at Plan Area intersections.
- *Bicycle assessment*—MIG and team will review the Plan's proposed bicycle circulation and connectivity plan and recommend modifications if necessary to improve bicyclist mobility, accessibility, and safety. The assessment includes review of major crossing and conflict points for on and off-street bicycle facilities, and qualitatively assesses the potential for project traffic to adversely affect bicyclist mobility, accessibility, and safety at Plan Area intersections.
- *Transit assessment*—MIG and team will review the potential effects of the updated Plan on existing transit service and facilities, and assess the Plan's proposed modifications to the regional and local transit systems and facilities. This will include an assessment of access to existing and planned railroad lines in the Plan Area and in neighboring municipalities.

3.13.3 Mitigation. Although the North Fair Oaks Community Plan is intended to be a self-mitigating plan, until MIG and team conducts a comprehensive analysis, the effectiveness of any proposed transportation system changes and/or improvements cannot be confirmed. Therefore, MIG and team will develop intersection and roadway improvements required to mitigate any significant traffic impacts identified in the analysis for weekday AM and PM peak hour conditions. An analysis will identify the "difference" in required mitigation between the

existing Community Plan and General Plan policies and assumptions, and the updated Community Plan's proposed transportation system, identifying any additional improvements required to achieve the goals, objectives and standards of the County and the updated Plan. Traffic improvements could consist of modifications to or recommendations for:

- Operational improvements to County streets and state highways.
- Intersection widening, County roadway widening, intersection signal phasing, lane configurations, or synchronization.
- Internal and external intersection placement, design and control, installation of traffic signals, channelization, turning movement restrictions, storage bay lengths, and alignment of streets.
- Access management along major streets.
- Modified street cross-sections.
- Improvements to pedestrian facilities, crossings, paths, and connections.
- Improvements to bicycle facilities and/or recommendation of new bicycle facilities.
- Improvements and/or expansions of existing transit service, or new feeder/circulator service to serve neighborhoods and Caltrain stations.
- Definitive and feasible Transportation Demand Management measures.

Level of Service values will be reported for each of these mitigated conditions. Fair share calculations are not included in the scope and budget described herein, but if required by the County, MIG and team will complete these calculations as an additional service.

#### **PHASE 4. CEQA-REQUIRED ASSESSMENT CONSIDERATIONS**

MIG and team will provide a summary of the findings of all CEQA-required assessment considerations, based on the analysis and data included in the other sections of the EIR. This summary will include the following components:

##### **Task 4.1 Growth-Inducing Effects**

The updated Community Plan could result in economic or population growth, or the construction of additional housing and other new development either directly or indirectly. These growth-inducing effects will be described in the Population and Housing chapter of the EIR and will be reiterated in a summary of growth-inducing effects.

##### **Task 4.2 Unavoidable Significant Adverse Effects**

Significant environmental effects identified in the EIR that could not be avoided if the updated Community Plan is implemented will be summarized. (Unavoidable adverse impacts are those that could not be reduced to less-than-significant levels by the mitigation measures recommended in the EIR.)

##### **Task 4.3 Irreversible Environmental Changes**

Any potentially significant irreversible environmental changes due to Plan-facilitated changes will be identified and described.

**Task 4.4 Cumulative Impacts**

Plan-related impacts that are individually limited, but cumulatively considerable, will be identified and discussed. Cumulative growth to be considered will reflect buildout of the County and adjacent jurisdictions' adopted general plans, in coordination with the EIR traffic analysis.

**Task 4.5 Effects Found Not to be Significant**

Based on the findings of the Initial Study (see Task 2.1 described herein), a brief statement will be provided explaining which possible environmental impacts were determined not to be potentially significant, and why they were determined not to be significant, and explaining that environmental impacts determined not to be potentially significant were not included in the EIR.

**PHASE 5. ALTERNATIVES TO THE PROPOSED ACTION**

The alternatives chapter of the EIR will include an analysis of the "no project" alternative required by CEQA, plus up to three (3) additional plan alternatives. The alternatives to be discussed may include:

- *Task 5.1 No Project.* Continued development under the current 1979 North Fair Oaks Community Plan;
- *Task 5.2 Plan Alternatives.* Up to three plan alternatives developed earlier in the Community Plan Update process will be evaluated in the EIR.
- *Task 5.3 Environmentally Superior Alternative.* As stipulated in the CEQA Guidelines, the "environmentally superior alternative" will be identified. If the "no project" alternative is the environmentally superior alternative, the environmentally superior alternative among the other alternatives will also be identified.

**PHASE 6. PREPARATION OF THE DRAFT EIR****Task 6.1 Administrative Draft EIR**

Project description, existing setting, impact assessment, and mitigation measures developed in Phase 3 above will be refined and presented in an Administrative Draft EIR. Ten (10) hard copies of the Administrative Draft and at least one (1) electronic version will be submitted to the County for internal review and comment. If possible, one consolidated, internally consistent set of County staff comments will then be submitted to the CEQA team.

**Task 6.2 "Screen Check" Draft EIR**

Based on the level of County staff comments on the Administrative Draft EIR and if requested by County staff, a "Screen Check" version of the Draft EIR will be prepared for County staff review. Three (3) copies of the Screen Check draft will be delivered to County staff for final check before public release of the Draft EIR.

**Task 6.3 Draft EIR (DEIR)**

A Draft EIR will be prepared incorporating as necessary revisions and refinements to the Screen Check Draft in response to County staff comments. Seventy-five (75) copies of the Draft EIR will be submitted to the County for public distribution. A PDF version of the Draft EIR will also be provided for County posting on its web site.

## **PHASE 7. PREPARATION OF THE FINAL EIR (RESPONSE TO COMMENTS)**

### **Task 7.1 Response to Comments**

MIG and team will prepare responses to comments on the Draft EIR, incorporating the written responses of MIG and team, in collaboration with County staff, to substantive comments received from the public, the Planning Commission, other agencies, and other responsible or interested parties during the review period for the Draft EIR.

### **Task 7.2 Administrative Draft Final EIR**

The Administrative Draft Final EIR will be prepared as an addendum to the Draft EIR. It will include a list of persons and agencies that commented on the DEIR; an index to and summary of comments received on the Draft EIR; a collection of verbatim comments received on the Draft EIR (letters, memoranda, e-mails, minutes, etc.); the written responses of the Project Team to each substantive environmental comment; and any revisions to the Draft EIR text ("errata") necessary to adequately respond to the comments received. While MIG and team may rely on County staff assistance as needed to identify appropriate responses to comments, MIG and team will be responsible for review of all comments and final preparation of all responses to comments. Five (5) hard copies of the Administrative Draft Final EIR and one (1) electronic copy will be submitted for County staff review and comment.

### **Task 7.3 Final EIR**

MIG and team will prepare a Final EIR (FEIR), incorporating as necessary revisions and refinements to the Administrative Draft FEIR based upon County staff responses to the Administrative Draft. Fifty (50) hard copies and at least one (1) PDF copy of the Final EIR will be submitted to the County for distribution.

## **PHASE 8. PREPARATION OF MITIGATION MONITORING AND REPORTING CHECKLIST**

For a project of this nature, most of the environmental mitigation measures likely to be recommended in the EIR will be subject to effective monitoring through the normal County plan approval and implementation process. However, to satisfy CEQA section 21081.6, a documented record ("reporting") of implementation will be necessary. A monitoring and reporting approach (checklist) will be prepared by MIG and team for use by County staff to ensure that those mitigation measures that are ultimately required are implemented, and continue to be implemented and monitored on an ongoing basis.

**PHASE 9. ATTENDANCE AT MEETINGS AND HEARINGS****Task 9.1 County Staff Meetings**

In addition to the initial County staff/CEQA team meeting and the EIR scoping meeting, the CEQA team Principal-in-Charge or Project Manager will attend up to three (3) meetings with County staff to discuss the project status or receive comments on specific CEQA products. Kimley-Horn will attend up to two (2) meetings with County staff. These meetings are entirely in addition to any meetings required by MIG and team under the scope of work for the other parts of the Community Plan Update. MIG and team will also conduct at least one (1) monthly phone call with County staff, specific to environmental analysis, EIR preparation, and other topics described in this scope of work.

**Task 9.2 Public Hearings**

The CEQA team Principal-in-Charge and/or Project Manager will attend up to two (2) public hearings to assist County staff in presenting the EIR and responding to questions. Kimley-Horn will attend up to two (2) public hearings.

Attendance at additional meetings by the CEQA team would be provided at County request for an additional standard fee, described in see Table 4-1 below.

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### 3. DELIVERABLES AND WORK SCHEDULE

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<u>Product/Milestone</u>	<u>Copies</u>	<u>Schedule</u>
1. Authorization to proceed	--	Week 1
2. Administrative Draft Initial Study/NOP delivered to County staff	10 hard copies, 1 electronic copy	Week 3
3. County staff comments on Admin. Draft Initial Study/NOP delivered to consultant	1 copy	Week 5
4. Public release version of Initial Study/NOP delivered to County staff for public release	Electronic and camera-ready versions	Week 6
5. Kimley-Horn transportation impact study results delivered to MIG	--	Week 7
6. Air Quality and climate change (criteria air pollutant and GHG emissions modeling) study results delivered by Illingworth & Rodkin, Inc., to MIG	--	Week 7
7. End of 30-day Initial Study/NOP public review period		Week 14
8. Administrative Draft EIR delivered to County staff	10 copies	Week 16 <sup>1</sup>
9. County Staff Comments on ADEIR to County staff	1 copy	Week 18
10. Screen Check Draft EIR delivered to County staff for approval	3 copies	Week 20
11. County staff comments on/approval of Screen Check Draft EIR received by consultant	--	Week 21
12. Draft EIR delivered to County staff for public release	75 copies	Week 22
13. Planning Commission public hearing on Draft Plan and Draft EIR	--	Week 27
14. End of 45-day public review period on Draft EIR	--	Week 29

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<sup>1</sup>Week added for Holidays.

## EXHIBIT E

15. Administrative Final EIR <sup>2</sup> /Mitigation Monitoring Checklist delivered to County staff	10 copies	Week 32
16. County staff Comments on Administrative Draft FEIR/MMC delivered to consultant	1 copy	Week 33
17. Final EIR and MMC delivered to County staff for release	50 copies	Week 34
18. Planning Commission/Board of Supervisors consideration of Final Plan and Final EIR	--	Week 36

The above schedule remains preliminary. The MIG team remains flexible with respect to changes in schedule to meet County needs.

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<sup>2</sup>The Final EIR will be prepared as an attachment to the Draft EIR, including written responses to public comments on the Draft EIR as well as revisions to the Draft made in response to the public comments.

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## 4. BUDGET

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### 4.1 Overview

Exhibit 4-1, below, provides a total budget for completion of the EIR preparation phases and tasks described in Section 2 herein. Exhibit 4-2 provides a more detailed breakdown of labor hours by phase and task.

As shown on Exhibit 4-1, the not-to-exceed fee for all professional services described herein through preparation and submittal of the Final EIR (with Responses to Comments) and public hearings on Final EIR adoption would total **\$130,000**, which includes \$35,000 for the transportation analysis, ADEIR report, and responses to comments by Kimley-Horn, and \$7,000 for the modeling of project air quality and greenhouse gas (GHG) emissions by Illingworth & Rodkin, Inc. As shown in Exhibit 4-2, the total includes up to 26 Principal hours and 36 Senior Planner hours to prepare the Final EIR (with Responses to Comments) (Task 8).

The total budget includes attendance by John Wagstaff and/or Ray Pendro at up to three (3) team/County staff meetings (one kick-off and two follow-up) and up to two (2) public hearings.

The budget also includes printing and delivery to MIG of ten (10) hard copies of the Administrative Draft EIR, three (3) copies of the Screen Check Draft EIR, seventy-five (75) hard copies of the public release Draft EIR, fifty (50) hard copies of the Final EIR (with Responses to Comments), an electronic version of the Mitigation Monitoring Checklist, and three (3) computer CDs of the Draft EIR and Final EIR. All documents provided to the County in hard copy described above will also be provided in electronic form, either as PDFs or in another format mutually agreed upon by the County and MIG and team.

### 4.2 Compensation

Any additional professional time required of the consultants by the County for meetings, testimony, etc., beyond the scopes of work described herein would be billed to the County on a time-and-materials basis at current hourly rates, or at another rate if mutually agreed upon by the County and MIG and team. MIG and team will undertake no professional services or other work related to this project that is not described in this scope of work without explicit prior County authorization. Payment for any additional work not described in the scope of work that is undertaken without such explicit County permission will be at the County's entire discretion.

Payments to MIG and team for services rendered in accordance with the scope of services and schedule described herein will be based upon submission of monthly invoices. These invoices will itemize monthly totals and running totals, and will show a breakdown of work by hour and cost per hour, with descriptions of said work, and will also itemize in detail by cost and type any expenditures that are not hourly work, such as materials costs or other costs.

Invoicing and payment will adhere to the following conditions:

A. Monthly invoicing and payment not to exceed, cumulatively, 75 percent of the total fee prior to completion and delivery of the Administrative Draft EIR;

## EXHIBIT E

- B. Monthly invoicing and payment not to exceed, cumulatively, 90 percent of the total fee prior to completion and delivery of the Draft EIR;
- C. Monthly invoicing and payment not to exceed, cumulatively, 95 percent of the total fee prior to completion and delivery of the Final EIR (with Responses to Comments); and
- D. Monthly invoicing and payment not to exceed, cumulatively, 100 percent of the total fee prior to County certification of the Final EIR, or 90 days after submittal of the Final EIR, whichever occurs first.

Exhibit 4-1  
Detailed Project Budget

Personnel	Labor Hours (from Exhibit 4-2)											Labor Costs		
	Phase:	1	2	3	4	5	6	7	8	9	Adm	Ttl	\$/hr	Ttl \$
<b>MIG</b>														
J. Wagstaff		7	4	20	1	3	25	12	--	9	12	93	195	18,135
Sr. Planner		16	20	149	4	20	35	47	6	33	10	340	160	54,400
S. Ridone		2	6	20	--	--	18	16	2	--	8	72	135	9,720
Draftsperson		4	--	4	--	2	4	--	--	--	--	14	100	1,400
<b>Subtotal—MIG Labor</b>														<b>83,655</b>

Subcontractors

Kimley-Horn, Inc., transportation	35,000
Illingworth & Rodkin, Inc., air, GHG, and noise	7,000
<b>Subcontractor subtotal</b>	<b>42,000</b>

**TOTAL LABOR** **125,655**

Report Production and Delivery

Administrative Draft EIR (14 copies, 10 to County)	400
Screen Check EIR (5 copies, 3 to County)	140
Draft EIR (85 copies, 75 to County)	2,400
Administrative Draft Final EIR (Responses to Comments) (7 copies, 5 to County)	125
Final EIR (Responses to Comments) (60 copies, 50 to County)	1,080
<b>Subtotal</b>	<b>4,145</b>

Miscellaneous Costs

Map and photo reproduction	50
Travel	150
<b>Subtotal</b>	<b>200</b>
	<b>\$4,345</b>

**TOTAL BUDGET** **\$130,000**

Additional meetings (MIG), if required, only if agreed upon by County and MIG and team: \$1,120 each

BUDGET BY PHASE

	<u>MIG</u>	<u>Subcontractor</u>	<u>Total</u>
Phase 1 CEQA Initiation and Project Description	4,595	--	4,595
Phase 2 EIR Scoping	4,790	--	4,790
Phase 3 Description of Setting, Impacts, and Mitigations	30,840	37,400	68,240
Phase 4 CEQA-Required Assessment Considerations	835	--	835
Phase 5 Alternatives to Proposed Action	3,985	--	3,985
Phase 6 Preparation and Delivery of Draft EIR	16,395	2,400	18,795
Phase 7 Preparation and Delivery of Final EIR	13,275	2,200	15,475
Phase 8 Preparation of Mitigation Monitoring Checklist	1,230	--	1,230
Phase 9 Attendance at Meetings and Public Hearings	7,035	3,200	10,235
Admin.	5,020	--	5,020
<b>Total</b>	<b>88,000</b>	<b>42,000</b>	<b>130,000</b>

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## 5. PROJECT MANAGEMENT AND KEY PERSONNEL

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MIG working arrangements and personnel assignments for the plan CEQA component (IS/MND or EIR) are described below. No changes will be made in this management program without County staff permission.

**MIG** will have overall responsibility for project management and the completion and delivery of all CEQA work products. John Wagstaff, Principal of MIG, will perform as CEQA Compliance Principal-in-Charge. He will have overall responsibility for CEQA team management, County staff liaison, and preparation and editing of all CEQA work products. John Wagstaff is a graduate architect (California Polytechnic University, SLO) with a Master's degree in Urban and Regional Planning (University of Oregon) and over 30 years of experience in environmental impact assessment, community planning, and development master planning. John Wagstaff has successfully directed the preparation of numerous EIRs, MNDs, specific plans, and similar projects for cities and counties throughout northern California. He is current MIG Project Manager for the San Pablo Corridor Specific Plan MND for the cities of Richmond and El Cerrito, Middle Green Valley Specific Plan EIR for Solano County, and Stanford in Redwood City Precise Plan EIR for the City of Redwood City.

Ray Pendro, Senior Planner with MIG, will be CEQA Compliance Project Manager. Mr. Pendro will be responsible for County staff and planning team liaison, completion of research and analysis tasks, and product preparation. Ray holds a Bachelor of Arts degree (Boston University) and a Master of Architecture and Urban Planning degree (University of California, Los Angeles), and has 17 years of professional planning experience, including eight years with Wagstaff and Associates/MIG. He is current MIG Project Manager for the San Pablo Corridor Specific Plan MND for the cities of El Cerrito and Richmond, the Stanford in Redwood City Precise Plan EIR for the City of Redwood City, and the Grass Valley Redevelopment Plan EIR for the City of Grass Valley.