

# Exhibit A: Scope of Work

The following is the Raimi + Associates (R+A) team's scope of work for the Central Southeast Specific and Environmental Impact Report (EIR) for the City of Fresno.

## Task 1: Project Initiation and Management

### Task 1.1 Kick-off meeting.

The R+A team will attend a kickoff meeting in Fresno to review the project schedule, discuss key issues, refine the workplan and tour the project area. In addition, as time permits, the team will also meet with key department representatives and stakeholders. The meeting will include the following:

- Introductions of the City Team and Project Team.
- An overview of project goals, objectives and background by City staff.
- An overview of the project approach, scope and schedule by the Project Team.
- A driving tour of the Plan area and vicinity led by City staff.
- A discussion and refinement of the draft Community Engagement Plan.
- Breakout meetings between Project Team members and their City counterparts, if appropriate and time permitting, to exchange information and discuss specific topics.
- Meetings with stakeholders (if time allows)

### Task 1.2 Document collection, review, and summary.

Prior to, during, and immediately following the kick-off meeting the Project Team will work with City staff to ensure that the Project copies of all plans and reports that should be considered when preparing the Specific Plan. The Project Team will review these and summarize the information that may inform, constrain, or shape the Plan. The Project Team will prepare a matrix summarizing the relevance of each plan to the Specific Plan (including the manner in which each will be incorporated into or otherwise addressed by the Specific Plan).

### **Task 1.3 Project management.**

This task includes our on-going project management and team coordination over the life of the project. This will include bi-weekly project coordination meetings or conference calls with City staff, monthly progress reporting, invoicing and schedule monitoring, establishment and maintenance of an on-line file sharing system, and periodic Project Team/City Team meetings and working sessions at key junctures. Day-to-day communication will be primarily via email, and the R+A Project Manager will be the primary point of contact with the City's Project Manager for all communication.

## **Task 2: Community Engagement**

### **Task 2.1 Community Engagement Plan**

R+A will prepare a Community Engagement Plan with outreach objectives and measures of success, key steps of the process, targeted stakeholders and audiences, meetings and workshops for the project, proposed outreach activities, public information and communication, and roles and responsibilities. The Community Engagement plan is expected to be up to 5 pages in length.

### **Task 2.2. Logo/Graphic Design Palette**

R+A will prepare unique branding materials for the project. This will include a logo, color palette, document layouts and fonts, meeting notices, base maps, and PowerPoint Presentation template. All public materials will use the branding identity.

### **Task 2.3. Stakeholder Interviews**

The R+A Team will conduct up to 12 stakeholder interviews/meetings in person or over the phone. Stakeholders will be identified with City staff at the beginning of the project and may include City Council members, non-profit organizations, homeowner's associations, neighborhood associations, business associations, and community leaders. As part of this process, the R+A Team can also coordinate with outside agencies deemed pertinent to the Specific Plan and EIR, such as school districts, public utilities, and surrounding jurisdictions. No unique materials (agendas, notes, presentations, documents or other materials) will be prepared for these meetings.

### **Task 2.4. Project Database**

The City, working with R+A, will build a contact database for the project based on existing City outreach databases and interested parties identified during the Specific Plan process. This will include advocacy groups, service organizations, neighborhood associations, business interests and others. Additionally, the project website will have an automated feature where participants can add their names to the contact list. R+A will provide guidance and oversight and City staff will physically create the database.

## **Task 2.5 Engagement Toolbox**

R+A will prepare an Engagement Tool Box at the beginning of the project to serve as a resource for members of the task force and community groups to engage community members outside of defined Specific Plan meetings. The Engagement Toolbox will include a project overview, project fact sheet(s) or PowerPoint with background information, surveys and/or discussion questions. Our expectation is that individuals and groups will use the Toolbox to lead conversations with community members, summarize the information and return the results to the R+A team. The R+A team can then use this information to prepare the vision, guiding principles and policy direction for the plan.

## **Task 2.6 Steering Committee**

R+A and STP will work with staff to run a Specific Plan Steering Committee comprised of not more than fifteen individuals. The Steering Committee will be advisory and non-voting. R+A and our team members will meet with the Steering Committee up to four (4) times during the process to obtain high-level feedback on project issues, the vision, land use and transportation alternatives and key policy topics. The Steering Committee will also serve as a sounding board for the content of community workshops and review workshop materials (prior to the workshops) and the results (after the workshops).

For each meeting, the R+A team will do the following:

- Prepare an agenda
- Prepare a brief 1-2 page “staff report” for the meeting, including discussion topics, background information and/or desired outcomes
- Compile information from existing materials prepared for the project and summarize the information in a written document or a PowerPoint presentation

While specific content will be prepared for each meeting, significant new materials and preparation are not expected. Rather, the on-going project work by the team will be compiled and summarized in order to receive feedback from the Steering Committee. City staff will provide logistics and communication with Steering Committee members for this task including sending emails to Steering Committee members prior to meetings, identifying meeting spaces, and conducting on-going communication with Steering Committee members as necessary. City staff will also assist with preparing materials and writing summary notes, conclusions/decisions and next steps/action items from each meeting.

## Task 2.7. Workshops

R+A, with assistance from City staff, will organize three (3) public workshops during the project. These are expected to be evening or weekend meetings that last approximately two to three hours. Each workshop will include a presentation followed by interactive exercises. Expected topics for the meetings are:

- **Workshop #1:** Discovery Workshop: The goal for this workshop is to educate the community about the project background and to engage participants in identifying and understanding key issues and a future vision for the area.
- **Workshop #2/Joint CC/PC Meeting:** Immediately prior to the team charrette (described below), the R+A team will hold a public workshop to present conceptual diagrams for areas of the community that may change in the future and for potential solutions to key policy issues, such as affordable housing, public safety, and environmental health. This workshop will be critical in providing the team with direction to prepare the framework plan and then the detailed Specific Plan. Our proposal is that this workshop be combined with a workshop of the Planning Commission and/or City Council to maximize opportunities for input. The meeting could begin with a presentation followed by Q&A from the elected or appointed officials. It could then move into a series of interactive activities and end with feedback and direction from the Planning Commission and/or City Council.
- **Workshop #3:** Draft Plan: The goal for this workshop is to present the Public Draft Specific Plan and engage the community to solicit input on the Plan. This will occur after the Public Draft is released for review and comment. This workshop will likely be held as an open house.

R+A will be responsible for developing the approach to each workshop, workshop content, agendas, and other materials. City staff will be responsible for assisting with production of workshop content (boards, materials, flyers, etc.), noticing (including preparing workshop flyers based on templates provided by R+A), meeting notices and distribution and summary workshop notes.

## Task 2.8. Website

The City will host a project page on the City's website. R+A and city staff will work jointly to develop the preliminary content for the website and then update the website with information throughout the project. The website will include both information on the project (such as presentations, reports, and project calendar of events) and interactive content to allow the public to provide comments and direction at their leisure. The interactive content can include discussion forums, online workshops, and surveys.

### Pop-Up Workshops (optional)

As an optional task, the R+A team can prepare materials for and attend pop-up workshops after each of the workshop events described above. This would enable a broader diversity of community members to provide their input to the planning process.

## **Task 3. Existing Conditions Analysis**

### **Task 3.1 Agency Interviews/Meetings**

The Project Team will meet with individual departments or agencies to discuss the CSEASP, issues and challenges, background information needed for the process and other information as needed.

### **Task 3.2 Land Use and Urban Form**

The team will prepare a series of reports and document summaries describing the existing conditions and team analysis. These reports will not be packaged into a single report but will be a collection of background information prepared by individual team members. R+A and STP will prepare a land use and urban form analysis as described below. The analysis will be a combination of maps, graphics and brief summary text and will not be packaged as a report with extensive written descriptions.

#### **Existing Land Use and Urban Character Analysis**

Sargent Town Planning (STP) will physically survey and photo document the Plan Area, and prepare a unified planning base map of the Plan Area and vicinity, based on the City-provided GIS data identified in RFP and Response to RFI and on satellite photography and mapping data from Google Earth. STP will integrate layers of data from the geotechnical and geo-environmental surveys, cultural and historic survey, tree survey, and other analysis as appropriate. Base maps will be prepared in AutoCAD and Adobe Illustrator formats for use by the team throughout the plan preparation process.

STP will also prepare a sequence of analytical diagrams that clarify existing urban and architectural patterns within and surrounding the Plan Area. Topics addressed will include existing block and street network patterns, existing building footprint patterns, relevant historic patterns, existing building heights and massing types, existing parking lots and other paved areas, and existing property frontage types and design character. Photography of existing development, streetscape and public spaces will be included.

STP will also prepare a PowerPoint presentation of examples of sustainable community planning and interconnected development in other communities, to help planning process participants to understand some of the key issues and opportunities and help them to visualize a range of scales and types of development that might be considered for this Specific Plan.

#### **Existing Land Use, Policy and Regulatory Analysis**

R+A will review the General Plan and other relevant City plans, and will prepare a short report and series of PowerPoint slides summarizing policies, programs, regulations and actions that are supportive of or potentially in conflict with the objective of fostering vibrant, walkable and sustainable development within the Plan area and other key project outcomes including affordable housing. Maps and diagrams prepared will include existing land use, planned land use per the General Plan, existing development intensities, and development intensities enabled by current zoning.

#### **Sub-area Analysis (Neighborhoods, Districts and Corridors)**

Based on the above analysis, the Plan Area will be organized into Planning Sub-Areas. These will tend to be referred to as “Character Areas”, and will evolve into form-based “land use and urban character designations” and ultimately zones, comparable to those in the Downtown Neighborhoods Community Plan. R+A and STP will work

with the community to identify specific neighborhoods and districts and then craft vision, goals and policies for each area in the Specific Plan.

#### **Development Projects (Pipeline).**

The Project Team will review currently proposed, recently approved and recently denied or redesigned projects as evidence of the uses, development patterns and forms that the market is bringing to this area. These will be helpful in determining the types of policies, programs and regulations that may be most effective in shaping future development to meet the community's vision for the Central Southeast Area.

### **Task 3.3. Transportation**

Using existing information from the recently updated General Plan, Stantec will prepare a brief memo on the operation and condition of the area's transportation network, including: pedestrian/bike facilities, travel lanes and transit routes. R+A and STP will assist with the preparation of area-specific maps depicting the various transportation modes. Stantec will review the City's traffic model, checking land use and street improvement assumptions in preparation for analysis of the specific plan.

### **Task 3.4. Environmental Conditions**

FCS will prepare key Setting and Background sections in order to provide critical context for the Specific Plan process. The key sections will be confirmed with City staff, but will likely include air quality, cultural resources, hazardous materials, noise, and transportation. The setting sections will document the applicable regulatory setting and existing conditions in the Planning Area, providing data, maps and other salient information to include in public outreach materials developed by the Specific Plan Team. The information will also inform Specific Plan policy development by highlighting local issues and environmental constraints to consider early in the process so that they can be addressed in the draft policy framework. In this way, the information will pave the way for a self-mitigating Specific Plan and reduce the need for mitigation measures in the EIR.

In preparing the key Setting and Background sections, we will draw on existing sources of information to the extent possible, including federal, state and regional plans and databases as well as recent City planning initiatives such as the 2012 General Plan Master EIR (MEIR). Additionally, the sections will be structured to streamline EIR preparation, thereby saving time and cost.

### **Task 3.5. Market Analysis**

A key goal of the CSASP is to support long-term economic development and (re-) investment in the Plan Area. To accomplish this, it will be important to understand the fundamental economic drivers and market forces that will affect the range of land use investment and related opportunities for both residents and businesses over the long-term. EPS will lead this analysis, identifying economic development potentials and informing subsequent strategies to support successful implementation of the Specific Plan.

The findings from this task will be based on a detailed evaluation of evolving socio-economic and real estate market trends in and around the Specific Plan area and strategic opportunities arising from its position within the region. EPS will identify established and emerging economic activities and sectors presenting the greatest

economic development potential taking into account location, infrastructure, building requirements, regulatory considerations, perceptions of risk, and other factors affected market demand and supply. The analysis will also seek to build on critical linkages to key City planning documents and policies, including the General Plan and adjacent or over-lapping plans or initiatives. Specific data and related indicators to be considered will include, without limitation:

- Local demographics, including population size and growth, income, age, education and employment characteristics within the Plan Area relative to City and regional conditions;
- Commercial real estate market indicators including relative pricing, vacancy, development activity, by product type (e.g. retail, office, industrial, other);
- Residential real estate indicators (for both market and below market), including pricing and affordability, product type distribution, tenure, age and turn-over;
- Existing employment and business activity, including job mix, wages, market niches or specializations, and commute patterns.

### **Task 3.6. Demographics, Health and Equity Fact Sheet**

R+A will prepare a fact sheet summarizing existing demographic, health and equity conditions, comparing the Central Southeast Area with the City of Fresno as a whole. As data is available, key indicators such as life expectancy, income, poverty, access to healthy foods, environmental burden, air pollution, asthma hospitalizations and other health and socio-economic indicators will be presented. The fact sheet will have limited text and will focus on clearly presenting the data and information describing health conditions.

### **Task 3.7. Infrastructure**

Stantec will coordinate with City staff and other utility providers to obtain maps and data of existing and planned utility plans and infrastructure systems and assessment reports. This will include review of City-owned Utility Master Plans for wastewater, potable water, recycled water, and storm drainage. This task will focus on backbone infrastructure for the plan area and is intended to identify major existing deficiencies and likely requirements for new trunk lines, sub-stations and other major elements. Capacities will be analyzed based on future land use designations and projected growth. Dry utility analysis will consist of conference calls with utility providers to discuss area-wide facilities, demand and anticipated deficiencies/needs that could impact development.

The result will be a series of maps taken directly from other planning documents and a brief 2-page memo summarizing the overall condition and capacity of each system. No new maps will be created as part of this task.

## **Task 4. Visioning and Framework Plan**

### **Task 4.1. Vision, Values, and Guiding Principles**

Based on the review and analysis in Phase III and on the community input received in Workshop #1, the website, stakeholder interviews, and the results of the Toolkit, the Project Team will create a high-level vision for the Central Southeast area and a statement of values and guiding principles for the Plan. This will include a few maps

and diagrams and precedent illustrations to convey some of the big ideas that will drive the Plan forward. This will be delivered to City staff, followed by a full team meeting to discuss and refine this foundation for the Plan.

## **Task 4.2. Conceptual Plans, Diagrams, and Illustrations**

### **Areas of change and stability.**

Based on the analysis of existing urban patterns, existing land use policies, market assessment and stakeholder interviews, the Project Team will prepare a preliminary map of areas in which little change is expected, areas where incremental market-based evolution is expected, and areas where transformational change is anticipated. Areas of change will be the focus of the Project Team's primary efforts, though the Plan will provide a vision, policies and programs for conserving existing development and urban character or shaping new development and urban character, as appropriate. This map will be developed in consultation with the Steering Committee and reviewed by City staff.

### **Land Use/Design Alternatives**

After the areas of change and stability are confirmed, the Project Team will work rapidly, interactively and collaboratively to propose, discuss, and test a series of concepts and alternatives for the areas of change. This work will likely be accomplished in an internal charrette/team working session in STP's Los Angeles studio, during which the Project Team would expect to conduct conference calls and screen sharing sessions with City staff, to receive their input on the concepts. STP will then prepare a series of alternatives for each area of change and work with team members to develop a high-level, matrix-type review of the alternatives. If available, software such as Calthorpe Analytics's Urban Footprint model will be used to test outcomes of the different alternatives. The Project Team would then further refine the most promising concepts and compile them into a PowerPoint presentation for review and discussion with City staff and for presentation to the Steering Committee and public at Workshop #2. A detailed analysis of the alternatives (transportation, fiscal impacts, etc.) are not included in the project budget.

## **Task 4.3. Policy Frameworks**

Based on and in parallel with the Plan concepts, the Project Team will prepare a preliminary policy framework for the area, addressing critical topics such as health, environmental justice, housing, transportation, infrastructure, and economic development. This will ensure that the policy challenges are being addressed concurrent with the physical design improvements.

## **Task 4.4. Team Charrette**

After City staff has had the opportunity to review this initial plan and policy framework, the Project Team will convene a 3-day charrette in Fresno. At the beginning of the Charrette, the team will hold the second public workshop to present and receive input on the alternatives. Following the public workshop, key team members will spend multiple days in Fresno working with staff to select and refine the preferred land use/urban design direction and the direction for key policy topics. Following the charrette, the team will further refine the materials developed and compile them into a PowerPoint presentation for use in a City Council/Planning Commission workshop/study session.



## Task 4.5. Framework Plan and Refinement

Based on final comments from the City Council and Planning Commission during the joint work session process, the Project Team will refine update and refine the Vision and Framework Plan.

## Task 5. Specific Plan Preparation

Based on the approved Framework Plan, the Project Team will prepare administrative, public review, and public hearing drafts of the Central Southeast Area Specific Plan. Like the adjacent Downtown Neighborhoods Community Plan, the CSASP will include a detailed vision for the public realm and private development within Plan Area and each of its sub-areas, along with policies, programs, and implementation strategies. Also like the DNCP the zoning will not be part of the Specific Plan, but in a separate code that is not part of this proposed scope. The Team will provide a detailed memorandum recommending the approach to preparing the zoning, drawing heavily on the zones previously prepared for the DNCP. If additional funding is available for that effort the zoning could be prepared concurrently with the Plan.

### Task 5.1. Draft Plan Outline

The Project Team will prepare a detailed outline for the Specific Plan along with style sheets, for review and approval by City staff.

### Task 5.2. Draft Plan Layout

The Project Team will prepare style sheets for review and approval by City staff.

### Task 5.3. Administrative Draft Specific Plan

Based on the approved Framework Plan, the R+A Team will prepare administrative, public review, and public hearing drafts of the Central Southeast Area Specific Plan. We will prepare a draft outline and recommended format for the Specific Plan meeting the requirements of Government Code §65450-65457, and will deliver these to City Staff for review and comment. We will meet with Staff to review, discuss and refine these prior to initiating work on the Draft Specific Plan. We would suggest a structure generally as below, but will be flexible to ensure that its organization and contents meet the City's needs and preferences.

Like the adjacent Downtown Neighborhoods Community Plan, the CSASP will include a detailed vision for the public realm and private development within Plan Area and each of its sub-areas, along with policies, programs, and implementation strategies. Also like the DNCP the zoning will not be part of the Specific Plan, but in a separate code that is not part of this proposed scope. The Team will provide a detailed memorandum recommending the approach to preparing the zoning, drawing heavily on the zones previously prepared for the DNCP. If additional funding is available for that effort the zoning could be prepared concurrently with the Plan.

- a. **Introduction and Purpose:** This section will describe the background and purpose for the Plan; briefly summarize the planning and transportation setting (more detailed background analysis may be included as an Appendix); and describe the relation to other plans, including the General Plan, the Fulton Corridor Specific Plan and Downtown Neighborhoods Community Plan, and others. A short policy summary from those

documents may be included, and a more extensive General Plan Consistency narrative may be included as an appendix, if appropriate.

b. **Vision and Guiding Principles:** This chapter will present the community’s vision for the Plan Area and local and regional connectivity and transitions. It will describe and illustrate the various dimensions of that vision in an integrated presentation, including land use and urban form, public realm and mobility, economic development, and high level implementation strategies. It will tell the story of the community’s hopes for the area’s long term future, and how the plan will enable the systematic coordination of each increment of public and private reinvestment toward that future vision.

This chapter will include high level descriptions and illustrations of the vision on a sub-area by sub-area basis, keyed to more detailed discussions and illustrations in subsequent chapters.

c. **Land Use and Urban Form:** This section will present the overall patterns of connectivity, mobility, the distribution and intensity of land uses, and the intended urban patterns and forms. These will be summarized plan-wide and presented sub-district by sub-district and place type by place type.

i. **Land use regulations:** A Conceptual Regulating Plan will present the distribution of place-based land use and urban form designations. It is anticipated that one or two additional designations will also be needed to address specific conditions of Central Southeast Area. An example would be semi-rural residential and commercial/mixed-use zones, which might be modeled on the historic patterns of the Fig Garden District.

ii. **Sub-area policy for areas of change:** Specific goals, policies and strategies for managing and shaping change will be provided for each planning sub-area, including unique neighborhoods, districts and corridors.

iii. **Policies for areas of conservation of areas of stability:** Specific goals, policies and strategies for conserving the essential character of selected sub-areas will be provided, focused on enabling limited, market drive change and shaping an forming it in patterns compatible with the existing preferred character.

iv. **Design guidelines for areas of change and conservation:** Design guidelines will be provided for areas of change and areas of conservation to help ensure high quality neighborhood development in the former and “infill that fits in” in the latter case.

v. **Growth allocation.** We have assumed that the total amount of growth and the type of each use will be consistent with the General Plan. Thus the Specific Plan will allocate this growth to sub-areas within the CSEASP.

d. **Public Realm, Transportation and Infrastructure:** This section will focus on the public space network within and connecting to Plan Area, addressing its physical design (streetscapes, public open space design, tree preservation and urban forest enhancement), its circulation operations (vehicular, pedestrian, bicycle and transit functions), and the utility systems that underlie and support the development of the area. Stantec will

be responsible for circulation and utility components and STP will be responsible for the physical design components.

Stantec will review the existing traffic model and update land use and roadway lane configurations as necessary. They will then re-run the model to determine the projected traffic circulation within the specific plan area. The model outputs will be compared to the General Plan projections and reported to the City and project team for refinement of plan assumptions. A second model run is included in the scope of work should it be needed.

Technical information for the framework/backbone roadways and utilities will include diagrams and descriptions for Internal accommodations and connections to local/regional networks, demand analysis for sewer, water, recycled water, and drainage, capacities/deficiencies for existing utility networks, and planning level cost budgets for utility system improvements and upgrades and roadway improvements/upgrades.

**e. Community.** This section of the Specific Plan will focus on multiple topics critical to the overall quality of life and health of residents in the community. Topics will likely include health, equity, housing, neighborhood stability (gentrification), and environmental concerns such as air and noise pollution. The purpose of this chapter is not to repeat broad policies from the General Plan but rather to focus on resolving issues that are critical to and unique to the Central Southeast area.

**f. Implementation:** This section will include a list of major infrastructure improvements and associated costs (based on the City's CIP and other sources) and infrastructure financing strategies and mechanisms. It will also include programs and specific actions identified during that community engagement process that address quality of life and health concerns.

The Team will submit the Administrative Draft Plan to City staff for review, and will participate in conference calls and screen-share sessions to review and discuss staff questions and comments.

#### **Task 5.4. Screencheck Draft Specific Plan**

Based on comments from staff, the Project Team will prepare a Screencheck Draft Specific Plan in InDesign.

#### **Task 5.5. Public Draft Specific Plan**

The Project Team will prepare a Public Draft of the Specific Plan based on minor, editorial, and formatting comments provide by staff's review of the Screencheck Draft. This will be the version that will be presented to public at the final public workshop and then to the City Council and Planning Commission during the public hearing process. Public comments will be compiled into a matrix by City staff and staff will provide clear direction on how to implement specific changes.

#### **Task 5.6. Technical Memo on GP/Zoning Implementation**

The Project Team will prepare a technical memo summarizing in general terms how the General Plan and zoning should be amended to meet the vision and intent of the Specific Plan. Our scope and budget assume that the details and implementation of these tasks will be handled by City staff or through a contract amendment. As part of this process, the team will prepare a preliminary zoning plan for the area, keyed to the Regulating Plan in the Land Use and Urban Form section, mapping maps existing zoning designations to the proposed plan area. The team will use combination of zoning districts from both the Citywide code as well as the Downtown Neighborhoods Community Plan, with the DNCP zones typically being applied to existing undeveloped areas and areas where significant change is intended. The scope and budget assume that no new zoning districts will be created. Minor modifications will be done as needed to reflect the vision and unique conditions of the area. Additionally, City staff will be responsible for preparing updates to the General Plan based on the Specific Plan process.

### **Task 5.7. Adoption Hearings**

The R+A team will attend 2 hearings before either the Planning Commission or the City Council. In preparation for the meetings, the R+A team will prepare a brief presentation (in PPT) describing the Specific Plan. City staff will be responsible for preparing the staff report for the hearings.

### **Task 5.8. Finalize Specific Plan**

Based on final comments from the Planning Commission and City Council during the hearing process, the Project Team will prepare the Final Specific Plan. City staff will provide clear direction on the specific changes to be made. Our scope and budget assume that only minor changes will be needed to finalize the document.

## **Task 6. CEQA**

FCS will provide environmental expertise to assist with the Fresno Central SE Specific Plan (Specific Plan). With over 30 years' experience delivering environmental compliance services throughout California, we have the technical and legal proficiency to help navigate the CEQA process efficiently and streamline environmental review. This scope of work outlines the tasks that FCS will perform for the Specific Plan, working hand-in-glove with City staff and the Specific Plan team.

### **6.1 Start-Up/Scoping**

**Kick Off Meeting.** Key FCS Director and Project Manager will attend a kick off meeting for the EIR component of the project with City staff and the Specific Plan team to review and confirm the details of the scope of work and schedule. The meeting will also be an opportunity to confirm the details of the proposed Draft Specific Plan and discuss the methodology for developing a forecast of population, housing units and jobs that would result from implementation of the proposed plan.

**Notice of Preparation.** FCS believes that there is an opportunity to streamline the CEQA analysis of the Specific Plan. Because the Specific Plan area was evaluated as part of the 2012 General Plan update MEIR, which was structured to facilitate tiering of subsequent analyses, FCS will coordinate closely with the City to determine

whether the Programmatic EIR for the Specific Plan can be focused on those topical areas where a substantive change from what was evaluated and disclosed in 2012 as part of the MEIR would occur.

**Scoping Meeting.** FCS project manager will be available to attend the scoping meeting and provide a summary of the CEQA process. City staff will provide the content for the scoping meeting, prepare the meeting notice, and will send out the meeting notices (i.e., to the public, agencies, organizations, and newspaper), and reserve conference rooms.

## **Task 6.2. Administrative Draft EIR**

FCS will prepare an administrative Draft EIR once a set of Specific Plan goals, policies and programs are received from the Specific Plan team. Previously prepared opportunities and constraints reports, which detail the regulatory framework and existing conditions for each issue area required under CEQA, will serve as the starting point of the document, allowing for preparation of the administrative Draft EIR on a streamlined schedule. Potential impacts that could result from buildout of the proposed Specific Plan under each issue area identified on the CEQA Appendix G Checklist will be analyzed. The mitigating effects of proposed Draft Specific Plan goals, policies and programs will be considered. For each significant environmental impact identified, a set of feasible mitigation measures will be recommended. Mitigation measures will generally take the form of policies and standards that will be incorporated back into the Draft Specific Plan, where feasible.

The administrative Draft EIR will analyze impacts under each of the issues areas described below. As noted previously, FCS believes that several issue areas can be scoped out of the Draft EIR and would be addressed in the Effects Found not to be Significant section. In those cases, a brief explanation as to why the proposed Draft Specific Plan would not result in impacts to these issue areas will be included in the Draft EIR; however, these issue areas are not discussed further below.

### **Air Quality**

FCS will analyze air quality emission impacts associated with implementation of the Specific Plan. To streamline this work, we will draw on existing sources of information, including the air quality analysis completed as part of the 2012 MEIR and the 2016 Downtown Neighborhoods Community Plan EIR. All modeling and analyses contained in this analysis will be performed consistent with guidance from the San Joaquin Valley Air Pollution Control District (SJVAPCD). The analysis will compare the air quality impacts associated with implementation of the Specific Plan to the thresholds of significance and the screening criteria in the SJVAPCD Guide for Assessing and Mitigating Air Quality Impacts (GAMAQI). The analysis will be wholly contained in the EIR and the supporting technical data will be appended to the document. This analysis will include the following tasks:

### **Compile Background Information**

FCS will rely on the opportunities and constraints analysis that will be prepared under the project kick-off tasks to briefly discuss the meteorological, topographical, and climatological factors that influence air quality in the region. The environmental setting will include a description of the criteria air pollutants and ozone precursors and a brief summary of their health effects. FCS will compile existing air quality emissions information including a summary of current ambient air quality concentrations in the project area, emissions inventory for the region, and the

attainment status of the region. Information will be obtained from, but is not limited to, the City's General Plan MEIR, as well as from the California Air Resources Board (ARB), US Environmental Protection Agency (EPA), and the San Joaquin Valley Air Pollution Control District (SJVAPCD).

### **Estimate Air Quality Emissions**

A brief overview of the nature and location of existing sensitive receptors within the Planning Area will be provided. This section will identify existing large sources of Toxic Air Contaminants (TACs) that could impact and potentially constrain development in the Planning Area. FCS will rely on the documentation of areas sources provided in the General Plan EIR to develop buffer distances that sensitive receptors should be located away from identified large TAC sources. For odor emissions, FCS will perform the same analysis and develop buffer distances, when possible, for existing large odor sources within the Planning Area. FCS will provide a comparative analysis to the emission estimates described in the 2012 MEIR and the 2016 Downtown Neighborhoods Community Plan EIR to determine project-related air quality operational impacts.

FCS will provide the applicant with a Request for Information (RFI) that includes all necessary construction (and operational) parameters required to model air quality emissions.

### **Cultural Resources**

FCS will summarize existing conditions and regulations related to cultural and historic resources in the Specific Plan area, highlighting key opportunities and constraints with implications for the Plan. To streamline this work, we will draw on existing sources of information, including cultural resource studies completed as part of the 2012 MEIR and the 2016 Downtown Neighborhoods Community Plan EIR.

Records searches with the Southern San Joaquin Valley Information Center (SSJVIC) in Bakersfield, the Native American Heritage Council and the University of California Museum of Paleontology will be conducted to reconfirm information. Additionally, FCS will prepare tribal notification letters in compliance with Assembly Bill 52 and Senate Bill 18 for use by the City.

As this is a Programmatic EIR, FCS will identify the location of existing historic resources, and will also identify mitigation to guide future development, including the preparation of Phase I Cultural Resource Assessments, as well as historic evaluations, where appropriate, to ensure protection of existing historic resources.

### **Greenhouse Gas Emissions and Climate Change.**

FCS will analyze greenhouse gas (GHG) emission impacts associated with implementation of the Specific Plan. To streamline this work, FCS will draw on existing sources of information, including the GHG analysis completed as part of the 2012 MEIR, the 2016 Downtown Neighborhoods Community Plan EIR, and the Greenhouse Gas Reduction Plan (2014). FCS will evaluate GHG emissions at a plan-level pursuant to guidance provided by SJVAQMD. The analysis will be wholly contained in the EIR and the supporting technical data will be appended to the document. The following components will be included to fulfill all SJVAQMD and CEQA requirements.

### **Compile Background Information**

FCS will rely on the opportunities and constraints analysis that will be prepared under the project kick-off tasks to briefly discuss the current state of science surrounding climate change, including a description of the primary greenhouse gas (GHG) pollutants responsible for the greenhouse effect and a summary of the regulatory framework at a federal, state, and regional level regarding GHG emissions and climate change.

### **Estimate Greenhouse Gas Emissions**

Greenhouse gas emissions associated with operation of the proposed Specific Plan land uses will also be estimated using CalEEMod. Similar to Air Quality, buildout associated with implementation of the proposed Specific Plan would be highly dependent on economic conditions and market demand; therefore, quantifying construction-related emissions at the time of this analysis would be speculative. For operations, all information needed to quantify long-term operational GHG emissions will be included in the RFI described above for Air Quality. Therefore, the GHG emissions analysis and assumptions used for the modeling will be consistent with those used in the Air Quality analysis. Mobile-source GHG emissions will be modeled using information provided in the Specific Plan traffic analysis.

FCS will use thresholds of significance and the screening criteria in the SJVAPCD Guide for Assessing and Mitigating Air Quality Impacts (GAMAQI) or other applicable guidance documents for the analysis such as the SJVAPCD Guidance for Valley Land-use Agencies in Addressing Greenhouse Gas Emission Impacts for New Projects under CEQA (adopted in December 2009) to determine significance. Potential statewide GHG emission reduction measures include renewable portfolio standard, ARB's Low Emission Vehicle (LEV) program, Title 24 energy standards, and Advanced Clean Cars among others.

In addition, when possible, FCS will identify potential emission reductions from land use and transportation policies and programs contained in the Specific Plan that could be implemented by the City. FCS would use the quantification methods recommended by the California Air Pollution Control Officers (CAPCOA) in its document Quantifying Greenhouse Gas Mitigation Measures.

### **Mitigation Measures**

By conducting an opportunities and constraints analysis early to inform policy development for the Specific Plan, it is anticipated that the need for mitigation measures in the EIR will be reduced. Nevertheless, if any GHG impacts are identified as part of the analysis, FCS will provide plan-level mitigation measures to reduce any future GHG impacts to a less-than-significant level.

### **Hazards and Hazardous Materials**

FCS will analyze potential impacts from hazardous materials use and storage associated with buildout of the Specific Plan. The analysis will draw on available data to identify the presence of underground storage tanks and sites with residual environmental contamination to determine whether hazardous materials pose risk to the public or schools. Applicable federal, state and local regulations and code requirements that offset potential impacts will be cited. Mitigation measures will be recommended as needed to address significant impacts.

## **Noise**

FCS will analyze noise impacts associated with implementation of the Specific Plan. To streamline this work, we will draw on existing sources of information, including the air quality analysis completed as part of the 2012 MEIR and the 2016 Downtown Neighborhoods Community Plan EIR. The analysis will be wholly contained in the EIR and the supporting technical data will be appended to the document. To perform this analysis, the following tasks are required:

### **Compile Background Information**

The general characteristics of sound and the categories of audible noise will be briefly described. FCS will identify the applicable regulatory framework and thresholds of significance related to noise, including applicable federal, State, and City plans, policies and standards. This scope assumes that the ambient noise environment has not changed substantially from what was documented for the General Plan MEIR. Therefore, FCS will include the applicable ambient noise environment information that was documented in the City's General Plan MEIR to document the existing noise environment.

### **Conduct Construction Noise and Vibration Impact Analysis**

Construction associated with development that could occur with implementation of the General Plan Update would require the short-term operation of heavy equipment in the vicinity of sensitive receptor land uses. Noise analysis requirements and thresholds of significance will be based on the sensitivity of the Planning Area and the City's noise ordinance specifications. FCS will also analyze potential vibration impacts from construction activities associated with development that could occur with implementation of the Specific Plan. FCS will utilize the methodology and thresholds contained in the Transit Noise and Vibration Impact Assessment, prepared by the Federal Transit Administration, for determining construction-related groundborne vibration impacts.

### **Conduct Operational Noise and Vibration Impact Analysis**

Development associated with implementation of the Specific Plan will result in increased traffic and potential new stationary noise sources. A quantitative assessment of noise impacts from projected vehicular traffic trips associated with buildout anticipated by the Specific Plan will be performed. Projections of the future Community Noise Equivalent Level (CNEL) along selected roadway segments, based on the traffic study to be prepared for the Specific Plan, will be provided in a table format to show the distance/contour relationship. This scope assumes traffic noise modeling for up to four traffic scenarios analyzed in the traffic analysis.

New land use development that could occur with implementation of the Specific Plan will be evaluated in comparison to the City's land use compatibility standards. Areas within the Planning Area that would be potentially exposed to potential stationary noise source impacts will be evaluated at a programmatic level commensurate with the level of detail provided by the City. FCS will also analyze potential vibration impacts associated with operational activities associated with development that could occur with implementation of the Specific Plan.



### **Summarize Noise Reductions and Significance Findings**

By conducting an opportunities and constraints analysis early to inform policy development for the Specific Plan, it is anticipated that the need for mitigation measures in the EIR will be reduced. Nevertheless, as needed, mitigation measures or design features to reduce long-term operational noise impacts will be identified where appropriate. Both an evaluation of the design feature or potential mitigation measures and a discussion of their effectiveness will be provided.

### **Transportation and Traffic**

FCS will prepare the Transportation and Traffic section of the EIR based on the Traffic Impact Analysis report prepared by Stantec. The traffic impact report will focus on new traffic impacts not identified in the recent General Plan update based on the land use changes proposed as a part of the specific plan. Stantec will provide technical support in response to comments or questions on the traffic report.

### **Utilities and Service Systems**

Based on the infrastructure analysis completed by Stantec, FCS will evaluate the potential impacts on utilities and service systems that could result from implementing the Specific Plan, including potential impacts to water, wastewater and stormwater infrastructure as well as solid waste facilities. The evaluation will identify areas that could exceed the level of impact identified in the 2012 General Plan update, and mitigation measures will be recommended, if warranted.

### **Alternatives Evaluation**

FCS, with assistance from the City and Specific Plan team, will prepare an Alternatives section for the Program EIR that will evaluate alternatives as required by CEQA Guidelines Section 15126.6. Including the CEQA-mandated No Project Alternative, up to three alternatives developed in consultation with City staff will be analyzed qualitatively. FCS will craft descriptions of each alternative including associated projections of population, housing units and jobs. A matrix will be provided comparing each alternative's impacts on the various issue areas with the proposed Specific Plan and the environmentally superior alternative will be identified. The Alternatives section will also include a description of alternatives that were initially considered, but determined to be infeasible and not carried forward, if any.

#### **Evaluate Significant Irreversible, Growth-Inducing, and Cumulative Impacts**

Pursuant to CEQA Guidelines Section 15126(g), FCS will discuss any potential growth-inducing impacts and significant irreversible effects of the proposed Specific Plan. Additionally, cumulative impacts that could result from Specific Plan implementation in combination with other past, present and reasonably foreseeable projects will also be analyzed.

### **Task 6.3 Draft EIR and Public Review**

FCS will address comments on the administrative Draft EIR from City staff and prepare a screencheck Draft EIR. To streamline and expedite preparation, we assume that City staff will return a single set of consolidated, internally-

reconciled comments on the administrative Draft EIR in electronic format, using the track changes function in Microsoft Word. FCS will submit the screencheck draft in electronic format for City review. We assume that comments on the screencheck Draft EIR will focus on formatting and editing, not content changes.

FCS will then finalize the Public Review Draft EIR and print hard copies, with appendices on CD. FCS will also prepare a Notice of Completion form for City review and signature. FCS will deliver 15 hard copies of the Executive Summary, 15 CDS containing the complete Draft EIR, and the signed NOC form to the State Clearinghouse. FCS will also deliver hard copies of the Draft EIR, with appendices on CD, to City staff. We assume that the City will be responsible to noticing and distribution to local agencies and the public as required under State law.

If the City elects to hold a public hearing during the CEQA-mandated 45-day public review period, FCS' project manager will attend that hearing to present the EIR findings, answer questions and note comments received at the hearing.

## **Task 6.4 Administrative Final EIR**

Following the close of the public review period for the Draft EIR, FCS will prepare an administrative Final EIR including the responses to comments on the Draft EIR as well as a Mitigation Monitoring and Reporting Plan (MMRP).

### **Responses to Comments**

FCS will compile a complete set of all comments received on the Draft EIR and prepare responses to substantive comments on the merits of the environmental analysis, with assistance from Parisi Transportation Consultants. This scope of work assumes up to 40 hours for preparing the Response to Comments by FCS staff. Based on our experience 40 hours is normally sufficient to respond to comments on a General Plan EIR; however, if additional work is necessary due to an unforeseen volume or complexity of comments, a contract amendment authorizing the additional work will be necessary.

### **Administrative Draft Final EIR, Response to Comments and MMRP**

FCS will prepare an Administrative Final EIR, including Response to Comments received on the Draft EIR and a MMRP. The Administrative Final EIR will contain verbatim comments received, the responses to comments, changes to the Draft EIR necessitated by the responses. To save time and space, this information will be presented in tabular format providing information in a way that makes for a more publically accessible document and reduces printing costs. Concurrent with the preparation of the Administrative Final EIR, FCS will prepare a Draft Mitigation Monitoring and Reporting Plan (MMRP) for the mitigation measures included in the EIR. The MMRP, shown in tabular form, will identify responsibility for implementing and monitoring each mitigation measure, along with monitoring triggers and reporting frequency. FCS will provide the City with an electronic version of the Administrative Final EIR, Response to Comments and MMRP.

## **Task 6.5. Final EIR**

FCS will address comments from City staff on the Administrative Final EIR, Response to Comments and MMRP to include in the Final EIR.

## **Task 6.6. Public Hearings and Community Meetings**

Key FCS team members will be actively engaged in the public involvement process throughout the course of the project to ensure a clear understanding of issues important to the community. FCS Project Director or Project Manager will be available to attend two Specific Plan Advisory Committee (SPAC) meetings to review existing conditions, highlight environmental constraints and discuss potential strategies to reduce or avoid environmental impacts. This scope of work also assumes that FCS Project Director or Project Manager will attend one Community Meeting and one Joint Work Session of the Planning Commission and City Council to present the Draft EIR. Additionally, either the FCS Project Director or Project Manager will attend two Planning Commission hearings and two City Council hearings for certification of the Final EIR. FCS technical subject matter experts can also be available to attend public hearings, if necessary.

## Scope and Budget Assumptions

The following are the scope and budget assumptions for the project.

- The level of effort for each task is limited to the general number of hours for each task listed in the budget spreadsheet. R+A may reallocate hours between tasks if individual tasks are completed in less time than anticipated.
- All data and information provided by the City will be assumed to be correct and up-to-date. The consultant team is not responsible for out-of-date or inaccurate information.
- All technical studies that the team will prepare are identified in the scope of work. Any studies, tasks, deliverables or reports not specifically identified are assumed to be not included.
- City review time for workshop materials and meeting materials will be approximately 1 week. City review of major products will be between two and four weeks, depending on the product and other responsible of City staff. All comments will be provided as a single set of non-conflicting and actionable comments.
- City comments on the Administrative Draft General Plan and Program EIR are provided in one considered set of comments, and will not require new analysis or technical studies.
- City comments on the Screencheck Draft General Plan and Program EIR will be focused on typographical errors, formatting, and other minor edits only.
- Development of detailed Specific Plan, Master Plan, Feasibility Analyses, or Capital Improvement Program documents for utility systems is not included as part of the Specific Plan.
- Up to 20 comment letters may be received on the Draft Program EIR, and that an average of two staff hours are required to respond to each letter. If the volume and/or complexity of the comments received exceeds this assumption, a budget augment will be requested to cover the actual level of effort required.
- City staff will be responsible for the following related to the project:
  - The costs of printing all materials related to the project. This includes copies of the draft and final Specific Plan, workshop boards, workshop materials, meeting notices, handouts and other materials needed for the project.
  - Mailing and distribution of all meeting notices including mailings and placing notices throughout the community, with the exception of emails to the distribution list.
  - All logistics for the project meetings including workshops, advisory committee meeting and staff meetings.
  - Assisting the consultant team with the preparation of materials for workshops, steering committee meetings, and other engagement activities. This includes helping with the design and layout of materials, assisting with development content, assisting with the layout of materials such as boards and similar activities.
  - Preparing materials for the scoping meeting for the EIR, including PPTs and handouts.
  - The City will provide GIS utility information
  - The City will provide an electronic version of the most recently updated traffic model.
  - The City will provide all existing utility information (location, size, material, flows, pressure, etc.)
- Traffic impact analysis will be limited to 20 intersections.