

EXHIBIT A

WORK SCOPE, SCHEDULE AND COST

Revised February 6, 2015

This chapter describes the scope of services to be completed by the PlaceWorks team for the Southwest Fresno Specific Plan and Program Environmental Impact Report. A summary of the work program is presented in Table 1. Note that the tasks shown are not necessarily in chronological order.

Task 1. Project Initiation and Existing Conditions Review

The first task will be to initiate the Southwest Fresno Specific Plan process.

1. Kick-Off Meeting and Site Tour

The PlaceWorks team will lead a kick-off meeting with City staff and key team members to discuss the issues associated with the development of the Specific Plan, including project goals, opportunities, and constraints; location of the boundaries of the Specific Plan area (Plan Area); coordinating delivery of relevant background information and documents for the existing conditions analysis; arrangement of informational meetings with City staff and project management. The kick-off meeting will also be an opportunity to review and adjust the proposed scope, if necessary, and agree on a final schedule. After the initial meeting, the PlaceWorks team will tour the Plan Area with City staff.

2. Data Review and Base Map

a. Data Collection

The PlaceWorks team will review the existing planning documents, including the California Avenue Plan, SW Fresno Asset Map, and the draft Fulton Corridor and Surrounding Neighborhoods Specific Plan, as well as environmental and public health reports, technical studies, historic surveys, and economic and community development studies that impact the community and Plan Area. Blair Church & Flynn (BCF) will make contact with City, Fresno Metropolitan Flood Control, Fresno Irrigation District, and dry utility owners and notify them of the Specific Plan process, timeline and that they will be contacted for information regarding their facilities. BCF will request access to their GIS information, and will access the websites of these entities to obtain pertinent documents and reports relative to the infrastructure master planning for the Specific Plan Area.

b. Base Map Preparation

PlaceWorks will create a base map using GIS data provided by the City for use by the team throughout the process. For this proposal, the Specific Plan Area is assumed to include only land that is within the existing city limits of the City of Fresno. This will ensure a consistent set of maps at the project's conclusion. To create the base map, PlaceWorks will:

TABLE 1 WORK PROGRAM SUMMARY — NOTE TASKS ARE NOT NECESSARILY CHRONOLOGICAL**Task 1: Project Initiation and Existing Conditions Review**

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|-----------------------------------|----------------------------------|
| 1. Kick-Off Meeting and Site Tour | 3. Southwest Fresno Area Profile |
| 2. Data Review and Base Map | |

Task 2: Community Engagement Initiation

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| 1. Steering Committee Formation | 2. Community Engagement Strategy |
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Task 3: Preparation of Administrative Draft Specific Plan

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| 1. Steering Committee Meeting #1 | 6. Alternatives Refinement |
| 2. Refined Outreach Strategy | 7. Alternatives Analysis |
| 3. Community Workshop #1 (Open House) | 8. Preferred Alternative Selection |
| 4. Steering Committee Meeting #2 | 9. Administrative Draft Specific Plan |
| 5. Community Design Charrette | |

Task 4: Initial Study, Notice of Preparation and EIR Initiation

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|---------------------------|-------------------------------------|
| 1. Notice of Preparation | 3. Administrative Draft Program EIR |
| 2. Scoping Meeting Notice | |

Task 5: Review and Circulation of Draft Program EIR

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|--------------------------------------|----------------------|
| 1. Draft Program EIR | 3. Final Program EIR |
| 2. Notice of Availability/Completion | |

Task 6: Steering Committee Recommendations on Draft Specific Plan

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| 1. Steering Committee Meeting #5 (Draft Plan Review) | 2. Public Review Draft Specific Plan |
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Task 7: Public Hearings on Specific Plan and Program EIR

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|--------------------------------|--------------------------------|
| 1. Planning Commission Hearing | 3. Final Specific Plan |
| 2. City Council Hearing | 4. Final Certified Program EIR |

- Obtain relevant map information from the City.
- Assemble various GIS data sources into an integrated GIS platform to support the General Plan and EIR work program.
- Identify data deficiencies and potential inaccuracies.
- Prepare an accurate parcel-level base map that includes, among other items, current City boundaries, streets, and circulation system, and parcels over an aerial photograph. The transferable basemap will be developed as both an electronic and physical format. The electronic basemap will be developed as an ESRI-compliant file geodatabase, and based on the file schema agreed upon by the City.

The draft base map will be prepared for staff review following establishment of the project boundary and will be finalized based on staff comments.

Optional Task: Plan and Analyze County Land

This Work Scope assumes that the Project Area includes only land currently within the City of Fresno. If selected as an Optional Task, PlaceWorks will include County Lands that are in the City's Sphere of Influence. Land use, circulation, utilities and resources will be assessed and analyzed in parallel with the City lands in the baseline Scope of Work.

3. Southwest Fresno Area Profile

In this task, the PlaceWorks team will prepare a Southwest Fresno Area Profile that documents existing conditions. This effort will build on recent plans and projects. Our team will focus on the priorities that were reached in recent planning work and highlight them in our existing conditions report so the community is able to see this work as an extension of previous efforts. The Profile will be provided as a series of memos assembled into one cohesive document with a common introduction. Along with general information on the entire Plan Area, the technical analysis components will focus on opportunity sites where change is anticipated to occur; these sites will be identified during the initial project meetings with City staff, the Steering Committee, and community members during the first community workshop.

The Profile will serve as a critical resource throughout the project and will help inform the Existing Setting sections of the CEQA documentation, as described in Task 4. The following sections will be included in the Profile.

a. Asset Mapping

The PlaceWorks team will conduct an on-the-ground exercise to gain insight on Southwest Fresno's areas of opportunity, and to engage community members and make them aware of the Southwest Specific Plan process. The identification of opportunity sites will also be part of the Steering Committee process in Task 3, below. The information gathered will be presented in an easy-to-read graphic form, illustrated with quotations, photos, and maps.

b. Market Demand and Demographics Analysis

PlaceWorks will prepare a comprehensive real estate market demand analysis to guide and inform the Specific Plan's land use plan. The analysis will address residential, retail, office, and industrial land uses. It will include a short-term focus to help identify potential opportunities that might catalyze new ideas and plans that arise in the planning process. It will also provide long-term guidance because the Specific Plan will take many years to build out.

We will use a variety of public and proprietary data sources, field surveys, and interviews with stakeholders, developers, and brokers to prepare the market analysis. We will quantify short- and long-term market demand for:

- Residential development by type, tenancy, size, price, and number of units
- Retail development by type, scale, building square footage, and price
- Office development by type, building square footage, and price
- Industrial by type, scale, building square footage, and price

In addition to the conventional, by-the-numbers market analysis, we will provide a detailed assessment of the potential impacts of long-term trends, including demographics (e.g., the aging population, regional migration patterns, increasing prevalence of multi-generational housing, etc.), consumer spending (growing shift to e-commerce, demand for place- and experience-oriented shopping), and economics (e.g., structural transformation of the national and regional economies, changes in labor force participation, and the geographic distribution of the regional economy).

We will submit a draft market analysis report in a digital format. We will review and discuss the analysis with City staff. Based on the review and one-round of consolidated

comments from the City, we will prepare the final report, which will be submitted in digital format.

c. Land Use, Urban Design and Planning Context

PlaceWorks will characterize land uses within and surrounding the Plan Area and identify the potential constraints on urban development. This analysis will include identifying potential incompatibilities between existing uses and potential new uses, including single-family residential, multi-family residential, commercial, institutional, and light industrial land uses. We will work with the City to identify opportunity sites, with a focus on sites with potential to meet the Southwest community's land use needs and enhance the overall character of the area.

PlaceWorks will also evaluate the visual and urban design character of the Plan Area. Attention will be given to documenting the existing visual character and quality of the residential districts within the Plan Area. This work may include involvement by community members and Steering Committee. This analysis will include the existing opportunities and constraints in pedestrian, bicycle, and vehicular connections within the Plan Area and to the surrounding neighborhoods, downtown, and bordering freeways.

d. Community Health

As a means to understand the health challenges facing the Plan Area, PlaceWorks will review and summarize the work and findings generated by the California Endowment's BHC initiative in Southwest Fresno and connect with local hospitals and health organizations to understand the existing state of the community's health. Efforts will focus on honing in on indicators that inform appropriate policies and recommendations for programs in the Plan Area. We will provide maps showing data of interest, which may include parkland opportunities, crime hotspots, retail food environment indices, transit access, income, or education.

e. Biology

H. T. Harvey will review and summarize the existing sources of information regarding biology in the Plan Area and cite, as appropriate. These sources include, but are not limited to, aerial photographs, USGS topographic maps, County Sensitive Species' maps, previous studies and mapping of the Plan vicinity, the California Natural Diversity Database, regional planning documents (General Plan policies, EIRs from the region, etc.), species data compiled by the California Native Plant Society, the National Audubon Society, or other public interest groups, and resource agency data. Reconnaissance-level field surveys will also be initiated to confirm information obtained during the background review. Conceptual location of biological resources will help guide the development of land use alternatives.

f. Transportation

Fehr & Peers (F&P) will utilize information from previous planning efforts, including the Fulton Corridor Specific Plan, Downtown Neighborhoods Community Plan, and Fresno General Plan Update to document the existing transportation conditions in Southwest Fresno. This will include using previously obtained data that identifies the existing bicycle and pedestrian facilities, transit facilities and service, and roadway conditions. They will also document existing physical constraints for the circulation system and discuss neighborhood circulation issues within Southwest Fresno.

They will coordinate with City of Fresno staff to verify that these transportation facilities are representative of the existing conditions. Through identifying the existing transportation facilities for the area, they will also identify potential key transportation issues for the area, including opportunities and constraints for enhancing transportation and mobility for Southwest Fresno residents, workers, and visitors.

To efficiently and effectively identify existing traffic conditions, F&P will utilize previously collected vehicle traffic count data and completed technical analyses of existing traffic conditions from previous planning efforts the Program EIR. For vehicle traffic conditions, Fehr & Peers will work with City of Fresno staff to identify the study roadway segments (up to 40 local roadway segments and 20 freeway segments that were previously studied for the MEIR) for the traffic analysis. We will utilize the existing conditions roadway segment capacity analysis previously completed for the Fresno General Plan Update MEIR at these study segments for two analysis periods (a.m. and p.m. peak hour). This roadway segment capacity analysis utilizes traffic volume thresholds developed for the City of Fresno for the MEIR, which are based on the *Highway Capacity Manual*.

g. Infrastructure

Blair, Church & Flynn will review all available information pertaining to the existing infrastructure and infrastructure planning for the Specific Plan Area. Infrastructure, for the purposes of this scope of work includes wet utilities (domestic and recycled water, wastewater, and stormwater) and dry utilities (natural gas, electricity, data, cable TV, and communications). The information sources that will be reviewed will include existing studies, capacities, reports, maps, utility information, current wastewater flows, water consumption, rainfall runoff rates, irrigation water demand, recycled water demand, data, and the following information sources:

- The City of Fresno 2008 Urban Water Management Plan
- The 1992 City of Fresno Water Resources Management Plan
- The Kings Basin Integrated Water Management Plan
- The West-Yost Technical Memorandum for the City of Fresno General Plan
- City of Fresno Water Division
- City of Fresno Recycled Water Master Plan
- Central Regional Water Resources Control Board Waste Discharge Requirements
- State Water Resources Control Board Waste Discharge Requirements
- City of Fresno Wastewater Management Division
- Fresno Metropolitan Flood Control District Storm Drainage Master Plan
- Fresno Metropolitan Flood Control District master planning staff
- Fresno Irrigation District Master Plan
- Fresno Irrigation District staff
- Other pertinent plans and information

Blair, Church & Flynn will contact dry utility providers and invite them to provide information on their existing facilities and identify any required improvements likely needed to support planned land uses in the Specific Plan Area.

Blair, Church & Flynn will prepare an administrative draft technical memorandum summarizing the results of the information gathering and the existing state of the infrastructure master planning in the Specific Plan Area, the existing capacities of the wet and dry utilities and plans for improvements or expansion of wet and dry utilities. The administrative draft memorandum will also include a consolidated preliminary base map of the existing wet and dry utility systems to the extent that information is available. The administrative draft memorandum will be sent to PlaceWorks via email for their review, comment, and submittal to the City of Fresno. Comments by PlaceWorks on the administrative draft will be addressed and revisions will be made as required.

Blair, Church & Flynn will prepare a public review draft technical memorandum which will be a revision of the administrative draft technical memorandum that addresses comments by the City of Fresno, Fresno Metropolitan Flood Control District, Fresno Irrigation District, and dry utility owners.

*Task 1 Deliverables: Base Map
 Southwest Fresno Area Profile*

Task 2. Community Engagement Initiation

In this task, the PlaceWorks Team will develop a draft community engagement strategy and then form a Project Steering Committee, composed of a representative cross-section of community leaders and stakeholders. The goal of the strategy and the Steering Committee will be to assure broad, representative public participation in each step of the process and beyond, into implementation of the Plan. Portions of this task will be timed to overlap with Task 1, above. Specific Steering Committee meetings and Community Workshops are described in chronological order in Task 3.

1. Steering Committee Formation

The PlaceWorks team will organize a Project Steering Committee, composed of a representative cross-section of community leaders and stakeholders. This committee will meet throughout the life of the project, becoming the collective community leadership of the project. They will both represent the community in the planning process and represent the plan processing to the community.

The PlaceWorks team will start the process of organizing the Steering Committee by developing a comprehensive matrix of constituencies and interests to be represented and potential people to fill each post. Our first source of information to develop and populate this matrix will be City officials and staff and others who have been involved in past planning and development efforts. From this base, we will expand the matrix through our existing contacts, research and meetings with key sources who know the history and leadership of the community.

The process of turning this list into a committed leadership body will set the foundation for the success of the project. The PlaceWorks team will meet one-on-one with each prospective Steering Committee member to assess their interest in serving and their ability to serve effectively. Our goal will be to find the person who can truly represent their constituency or interest group, while also being a collegial committee member

working toward practical, consensual plans. We will also be seeking to start the relationships that will sustain involvement over the course of the planning process. As the committee's composition develops, we will work closely with City officials and staff to be sure we are reaching all the right constituencies and properly balancing all the interests involved. Once we have received commitments from a representative cross-section of members, the Committee will be convened to be oriented to the project and their roles and responsibilities and kick off the planning process.

The Steering Committee will participate in each step and each critical decision in the planning process. The Committee will provide the local insight and knowledge needed to finalize the community engagement strategy and Plan. For each stage of the process from profiling the community to presenting the plan to City Council, the Steering Committee will provide input on the key decisions and help the PlaceWorks team gather input from the broader community. The Steering Committee members will serve as ambassadors of the planning process and share their understanding of the planning process with merchants, neighborhood residents, faith-based organizations, churches, community-based organizations, and the community at-large so as to encourage their participation in the planning process. Steering Committee members will be asked to attend approximately five Steering Committee meetings, the design charrette, and each community workshop.

The Steering Committee meetings will be strategically scheduled to advance key work products to the Planning Commission and City Council; they will focus on the tasks of guiding our team and City staff in the preparation and refinement of alternatives. Prior to each Steering Committee meeting, the PlaceWorks team will assist City staff in preparing the agenda and will provide a materials packet.

The outreach consultant will lead the effort to develop the public engagement strategy and form the Steering Committee, including drafting the strategy and Steering Committee matrix and coordinating team and City input on both critical documents. The outreach consultant will arrange and do all the one-on-one meetings to develop the committee membership. Once the committee is formed, the outreach consultant will provide staff assistance for the Steering Committee meeting and members, including meeting notification, follow-up communications and site logistics. Staff from local community organizations will be on-hand to provide interpreting services for members of the attending public who are monolingual Spanish and Hmong speakers.

2. Community Engagement Strategy

The PlaceWorks team will create an innovative, detailed, and focused public participation program to ensure broad, representative public participation in the planning process. This program will engage the community through the formation of a steering committee, public meetings, workshops, a multi-day design charrette, and other methods to share and receive information from the public.

The Community Engagement Strategy for the Specific Plan will utilize a co-planning participation process model—with the goal of making the community full collaborators in each step of the planning process. This strategy is based on first building a representative leadership body, the Steering Committee, and then working with that committee to assure inclusive participation in each step of the process. To actually engage community members as co-planners, the PlaceWorks team will share all the critical background information and multiple viable alternatives to evaluate, refine and select. Whenever pos-

sible, we will engage the community the planning work of collecting and analyzing information and generating options, rather than just seeking responses to finished products. The overall approach will be developed to ensure ongoing community engagement and relationship building, and will be proactive in providing complete information and timely public notices. The outreach effort will also demonstrate the project team's commitment to early and meaningful community participation throughout the development of the Specific Plan process in order to ensure that community input is reflected in the final Plan.

At each step, the community engagement team will work to include a fully representative cross-section of the planning area residents and stakeholders. The team will emphasize traditionally hard-to-reach populations and underserved communities, such as the elderly, youth, monolingual speakers of languages other than English, and new immigrant communities.

While our final engagement strategy will be informed by the experience of the City and the community, we expect it to have the following key components:

a. **Trusted Messengers**

Subject to discussions regarding engagement, the outreach consultant will engage two or more key Southwest Fresno stakeholders who have participated in past community planning processes and are familiar with not only the community, but the key issues confronting Southwest Fresno residents and businesses. These stakeholders may include Centro La Familia Advocacy Services and Mr. Robert Mitchell (a resident and member of the Golden Westside Planning Committee). As members of the outreach team, they will assist in conducting grassroots, one-on-one outreach, and engagement to inform their respective communities about the project and to encourage their constituencies to participate in the community workshops designed to develop viable improvement alternatives for the Southwest Fresno area.

b. **A Representative Steering Committee (detailed above)**

c. **Community Workshops**

We will work with the Steering Committee to organize a series of Workshops that engage the community in each critical stage of the project. At each workshop, participants will learn the background information and the range of possibilities and then have the opportunity to work together to generate, evaluate and select the best options from their perspective. Through this process, the community will become co-planners, collaborating with the PlaceWorks team to create the best range of alternatives and then select and refine the preferred alternative.

The PlaceWorks team will work with each Steering Committee member to recruit the community, organization or constituency they represent. This work will include mailings, email blasts, phone banking, organizational announcements and all free media that reach each community. Our twin goals will be to: 1) make sure everyone feels invited and 2) to assure we develop a fully representative group of *consistent* participants that learn session-to-session and develop the capacity to grapple with the hard choices as well as articulate their visions.

The PlaceWorks team will work closely with the Steering Committee to assure all the logistics of the Workshops support maximum, representative participation. This will include holding sessions in convenient public spaces, such as community centers, schools,

churches, or the West Fresno Regional Center, which is well known and has ample public parking. Professionals will be on-hand to provide interpreting services for monolingual Spanish and Hmong speakers. When appropriate, collateral materials with information about the project will be made available in Spanish and English. Comment cards in the appropriate languages will be available for participants to provide written feedback. Sign-in sheets will be used to track attendees at all meetings.

The meetings will be held at convenient times to better accommodate prospective resident participation. They will be held in the evening (after 5 pm) or on weekends to accommodate neighborhood residents and community members' work schedules, and at a location that is in full compliance with the Americans with Disabilities Act of 1990.

The outreach consultant will work with PlaceWorks to organize and facilitate the workshops. Services may include, but are not limited to: planning of event logistics, such as site/facility logistics, catering, room layout/arrangements, audio/visual equipment, and registration; assistance with event correspondence and communications notices (letters, emails, e-blasts, etc.); identifying and recruiting participants/attendees; managing communications with participants/attendees; identifying, developing, and maintaining a database of contacts, developing workshop agendas and exercises, and facilitating workshops.

d. Design Charrette

The Public Workshop program will be centered around one key workshop, the Design Charrette. Over the course of three days, the PlaceWorks team will meet with the community and Steering Committee to brainstorm ideas, work on solutions, and generate three development alternatives that respond to the City and community vision for Southwest Fresno. This task is described in more detail in Task 3.5.

e. Merchant and Additional Stakeholder Outreach

A concentrated merchant and stakeholder outreach and education campaign is proposed. Stakeholders may include property owners, other business owners, the Fresno Housing Authority, and others. Most of the businesses in the Southwest Fresno community have a vested interest in seeing that the Southwest Fresno Specific Planning process is successful and accomplished in a timely manner. Every effort will be made to keep them informed of the project activities, including the public meeting schedule and planning updates.

Direct outreach and engagement will be implemented to contact the businesses, including identifying the appropriate person to receive relevant information regarding the planning process. Cooperative partnerships may be established with each of the businesses identified to post information, distribute flyers, or in some appropriate way, use their facility to reach customers to distribute information regarding the planning process.

f. Developer Roundtables

Along with extensive community outreach, a series of roundtables with the development community will be included. These roundtables will allow the project team and community members to gain an understanding of constraints for new development of residential, retail, and employment uses in the Specific Plan Area, as well as an understanding of how development will benefit the Plan Area. They will also provide a forum to market development opportunities to developers by identifying sites and summarizing the streamlining of permitting that the approved Specific Plan will provide. Randy Jackson, Design Prin-

cial at PlaceWorks, will facilitate these important discussion sessions. His extensive contacts and experience with large-scale development in the Central Valley and Southern California will serve this effort well.

Task 2 Deliverable: Draft Outreach Strategy

Task 3. Preparation of Administrative Draft Specific Plan

In this task, the PlaceWorks team will work with the Steering Committee, community, and City staff to develop and analyze up to three land use alternatives, determine a preferred alternative, and create an Administrative Draft Southwest Fresno Specific Plan.

1. Steering Committee Meeting #1

In this start-up meeting of the Steering Committee, the PlaceWorks team will present and get feedback on the project goals and schedule. The engagement strategy will also be reviewed and refined. The logistics, agenda and materials for the upcoming Community Workshop #1 will be discussed and adjusted. The meeting will offer Steering Committee members time to introduce themselves, share their goals for the project, and offer suggestions for making this process beneficial to the community at-large.

Future Steering Committee meetings will have similar agendas. The PlaceWorks team will share work in progress and distilling out key issues to be considered. The Steering Committee will provide feedback and input, enabling the team to move forward with confidence that the direction of the work resonates with the community. Before each broader workshop, the team will share draft agendas and exhibits, so that the members can use their neighborhood knowledge to refine the materials to best reach the community. The Steering Committee members will also confirm mobilization plans before each workshops to assure broad, representative participation.

2. Refined Engagement Strategy

Following Steering Committee Meeting #1, the engagement strategy will be updated and refined. A revised engagement strategy, along with a revised project schedule, will be distributed to the project team, Steering Committee, and City staff.

3. Community Workshop #1

Following the Steering Committee Meeting #1, PlaceWorks will hold the first community workshop to introduce the planning process to the community. This important first session should be a deliberative “workshop” that engages participants in analyzing the study area, including identifying opportunity sites, as this is where the project starts. The session would also include an acknowledgement of past work we are building on as well as a chance to introduce the upcoming charrette.

4. Steering Committee Meeting #2

In this meeting, PlaceWorks will present the draft Southwest Fresno Area Profile based on the extensive staff work and the results of initial workshops. In addition to sharing the entire document, the Team will outline key issues and questions that need Steering Committee input before the report is finalized. Finally, preparations for the design charrette in the next task will be reviewed and adjusted using feedback from the Committee.

5. Community Design Charrette

The PlaceWorks team will hold a multi-day design charrette to which we will invite the community, stakeholders, City Staff, and the Steering Committee to plan for the future of Southwest Fresno. Prior to the charrette, the PlaceWorks team will conduct extensive outreach and engagement activities to notify the public and community groups of the Community Design Charrette and its role in the overall planning process. The charrette should be held in a central location in the Project Area and will involve tours of the surrounding area so participants can point to opportunities and challenges.

The design charrette will have several events planned to occur over a total of three days. Following is a suggestion for timing and content of charrette events.

a. Saturday Morning: Community Workshop #2 – Design Charrette Welcome and Kick-off and Alternatives Development

Saturday workshop will include a welcome and kick-off, with brunch provided, walking and bicycle tours, discussion of goals and opportunities, and an exercise to start developing alternatives for the Plan Area.

b. Saturday Afternoon: Steering Committee #3 – Development of Alternatives

Following the community workshop, on Saturday afternoon, the committee will meet to understand, recap and provide guidance on how to use ideas discussed at Community Workshop #2. The PlaceWorks team will work with the Committee to brainstorm ideas for development alternatives.

c. Sunday: Work Day

The PlaceWorks team will work on preliminary alternatives for the Southwest Fresno Area. These will include ideas for development on opportunity sites, improvements to the circulation system (including bike, pedestrian, transit and vehicle), open space, new retail opportunities, etc. A limited time during the afternoon will be an open house, for the community to come in and observe.

d. Monday Morning: Developer Roundtable #1

This will be a meeting for invited developers to review the work done to-date and to discuss constraints and the development potential for specific opportunity sites. Steering Committee members will be invited to participate and the session will be open to the community to observe.

e. Monday Afternoon: Work Day

The PlaceWorks team will continue developing land use and circulation alternatives, as well as specific proposals for opportunity sites.

f. Monday Evening: Community Workshop #3: Plan Area Draft Alternatives

This workshop will be held either on the Monday Evening or could be held two weeks after the charrette, to be determined with the Steering Committee and staff input. The PlaceWorks team will present the preliminary alternatives and work done during the first three days of the design charrette and then participants will work in small groups to review alternatives and offer input to help refine them.

6. Alternatives Refinement

Using the work done at the Community Design Charrette as a basis, the PlaceWorks team will refine up to three land use alternatives for the Plan Area.

a. Conceptual Designs of Prototypical Development

PlaceWorks will develop up to two conceptual site plans for new development at opportunity sites identified during the previous tasks. They will reflect the community and City's land use and urban design priorities. The site plans will be laid out to capitalize on opportunities for maximum exposure for retail sites and will explore different residential products, while reflecting the physical design constraints of each site.

b. Pro Forms of Prototypical Development

PlaceWorks will prepare a development pro forma to test the financial feasibility of each of the conceptual designs. We will consult with developers and brokers to ensure that the pro forma represents local market conditions in the Plan Area.

Our economists, designers, and policy planners will work together on the feasibility analysis. As a team, they will explore ways in which the Specific Plan's regulatory framework affect development feasibility and alternatives to improve development feasibility while remaining true to the project visions.

c. Developer Roundtable #2

PlaceWorks will convene a second Roundtable discussion with the developer panel to gain insight on the feasibility of the development prototypes and attract developer interest. PlaceWorks will organize the panel and facilitate the discussion. The panel will focus on specific sites to get a deeper understanding of land use or regulatory constraints that are outdated or incompatible with current mixed-use development concepts and will help to refine the prototypes developed in previous tasks to ensure their feasibility. Steering Committee members will be invited to participate and the session will be open to all community members to observe.

d. Land Use and Circulation Alternatives

Using all the feedback from inputs at the Community Design Charrette and direction from the pro formas, up to two land use and circulation alternatives will be refined to reflect a range of development intensities and types of infill development, open space, and complete streets improvements that are most feasible in the area. Each alternative will be described through a map indicating land uses and circulation improvements; narrative description of key features; and tabular information describing the amount and type of proposed development.

7. Alternatives Analysis

In this task, the PlaceWorks team will analyze the alternatives refined in the previous phase.

a. Land Use and Urban Design

The alternatives will be summarized in light of the benefits and constraints of land use and urban design issues. The relative benefits analyzed for land use could include employment, amount of parks and open space created, and impacts on schools. Urban design benefits may include location of new activity centers, definition of locations for

gateways and other improvements, and amount of new street trees and other urban forest improvements.

b. Transportation and Traffic

This task assumes the land use and circulation alternatives will be consistent with the City's recent General Plan Update.

F&P will use the Fresno Council of Governments (COG) TDF model that was developed for the Fresno GP Update MEIR to provide high-level input and feedback on the roadway network, such as recommended number of lanes and cross-sections. This model was refined to reflect the General Plan Update as part of the MEIR traffic analysis.

Optional Task: Enhanced Multi-Modal Street Work

If selected as an Optional Task, PlaceWorks will include initial qualitative and evaluation to identify a multi-modal transportation network for Southwest Fresno. Bicycle, pedestrian and transit routes will be reviewed and proposals made for improvements to create a balanced system. This task will include conceptual streetscape proposals, illustrated with street sections at key locations.

c. Infrastructure

Blair, Church & Flynn will review up to two proposed alternatives to land uses developed by PlaceWorks and provide feedback on their anticipated impacts to the planned wet utilities. BCF will forward each of the alternatives to the dry utility owners for review and comment and pass those comments on the PlaceWorks for evaluation. Feedback means a qualitative and quantitative evaluation of each alternative's need for infrastructure on a macro scale, and how the demands or waste streams from the two alternatives compare to the General Plan Update.

d. Draft Alternatives Analysis Memo

The PlaceWorks team will prepare a draft Alternatives Analysis Memo. The memo will highlight key differences among the land use alternatives, and will be provided to City staff for review prior to forwarding to the Steering Committee in the following task.

e. Steering Committee Meeting #4

The PlaceWorks team will meet with the Steering Committee and City Staff to review the findings from the Alternatives Analysis. The Steering Committee will be asked to provide feedback on the three alternatives and conceptual designs and help to determine the selection of the draft preferred alternative.

Optional Task: Community Workshop #4 (Alternatives Review)

If selected as an Optional Task, the revised alternatives will be presented to the community at an interactive community workshop where participants can work in small groups to determine their preferred alternative. The exercise will be arranged in a way that allows participants to cut and paste the components of the three alternatives into one preferred alternative. At the end of the workshop, the groups will report back to everyone and the PlaceWorks team will provide a synopsis of the areas of agreement and note where the participants were not in agreement.

8. Preferred Alternative Development

In this task, a Preferred Land Use and Circulation Alternative will be developed. This will serve as the basis for the Specific Plan writing and the CEQA analysis.

a. Team Charrette

Following the Steering Committee Meeting #4 and the Optional Community Workshop #4, the PlaceWorks team will meet with City Staff in an in-house charrette setting to analyze the results and validate the components that will be included in the preferred alternative.

b. Preferred Alternative

Based on the discussion at the Community Workshop, the Steering Committee Meeting, and the Team Charrette, the PlaceWorks team will prepare a preferred alternative for use in preparation of the Specific Plan and Program EIR. The preferred alternative will summarize the alternatives, provide a narrative supporting the conclusion, and include a Preferred Alternative land use map; circulation that reflects streetscape and roadway modifications; and a development program indicating the number of housing units and square feet of non-residential development anticipated in the Plan Area.

c. Joint City Council and Planning Commission Study Session

PlaceWorks will present the preferred alternative to a joint session of the City Council and Planning Commission with City Staff. Any changes or refinements will be noted. The outcome of this meeting is expected to be direction to proceed with the development of the Specific Plan and to begin environmental review.

9. Administrative Draft Specific Plan

Based on feedback from the City Council on the preferred alternative, the PlaceWorks team will prepare the administrative draft of the Specific Plan.

The Draft Specific Plan will be prepared in conformance with State Law and will contain the following sections:

1. **Goals and Policies.** The Plan will include goals and policies to describe its intent and to provide a framework for implementation. These goals will focus on priority community concerns, including air quality, noise, odor, and public safety.
2. **Description of the Planning Process.** The Plan will describe the public involvement process used to engage community stakeholders and members of the public.
3. **Land Use.** This section will describe the anticipated increase in new housing units, affordable housing, retail, public facilities, open space, and other land uses. It will create new designations to allow proposed development and intensities.
4. **Development and Design Standards.** This section will identify key sites for implementation of the Specific Plan, based on the feasibility of development in the near- to medium-term future, and provide Development Standards to guide new development. Included in Development Standards will be performance standards for air quality, noise and odor that could impact existing and new development. It will also include development standards and design guidelines for these and other future development in the Specific Plan Area. Based on the input from the prior tasks, the

PlaceWorks team will draft design guidelines that will guide sustainable, healthy designs in the following topic areas:

- Streetscape and Circulation
- Site Planning and Orientation
- Open Space and Landscaping
- Building Design, Massing and Articulation
- Crime Prevention Through Environmental Design (CPTED)

The guidelines will utilize graphics to make them easily understandable by property owners. Pop-Up Design & Development will participate in the drafting the design guidelines using the historic and cultural resource surveys and will provide local best practices based on the Tower District Design Guidelines.

A sub-section of the design guidelines will include guidelines for Crime Prevention through Environmental Design.

5. **Transportation.** This section will address pedestrian, transit, auto, and bicycle circulation throughout the area and to adjacent neighborhoods, including downtown. It will include transportation goals, objectives, and policy language and supporting figures. It will focus on complete street design policies and standards that will promote walkability and livability in the Plan Area.
6. **Infrastructure Analysis and Improvement Plan.** This section will summarize utility infrastructure needs in the Plan Area for water supply, wastewater, storm system and recycled water use. It will also summarize dry utilities needs for electrical, fiber optic and gas systems. It will provide costs for each of the needed improvements over the life of the Plan. Cost estimates will be conceptual in nature based on the best available information and modeling information provided by the agencies and dry utility owners. The estimates will include the facility size, estimated quantity, the unit cost and total cost for the preferred alternative. These costs will be addressed in the Implementation Section, below.
7. **Implementation Section.** This section will outline a strategy to implement the Plan vision. It will include a Financing Strategy. Based on previous tasks, public improvements necessary to implement the Specific Plan will be identified. For each such improvement, we will collaborate with City staff to define the most appropriate funding means, such as the City's General Fund, community facilities districts, contractual assessment districts, etc. The strategic implementation program will provide specific guidance for each such funding mechanism. In addition, a list of implementation actions will be prepared, including not just the funding mechanisms but also other activities necessary to implement the plan, such as constructing public realm improvements. We will collaborate with City staff to transform the list of actions into a program of activities. The program will identify the responsible party, the time frame, the necessary resources, the intended outcome, and indicators by which to measure successful implementation. The final strategic implementation program will provide an annual evaluation process so that City staff can track, evaluate, and adjust as necessary, the Specific Plan's implementation that will describe financing tools to encourage and assist targeted projects, including financial assistance through public/private partnerships; assessment districts or impact fees; incentive programs targeted at property owners; density bonuses; and identification of other potential regional, State, and federal funding sources.

The Administrative Draft Specific Plan will be forwarded to City staff for their review prior to releasing at the Steering Committee Meeting #5 in Task 7.

Task 3 Deliverables: *Refined Outreach Strategy*
 Plan Area Draft Alternatives
 Conceptual Designs of Prototypical Development
 Pro Forms
 Land Use and Circulation Alternatives
 Alternatives Analysis Memo
 Preferred Alternative
 Administrative Draft Specific Plan

Optional Task: Economic Special Studies

If chosen as an optional task, these economic related special issues will be addressed in advance of, or during, Task 3, Draft Specific Plan. Findings will be incorporated into the Plan chapters.

a. Workforce, Economic, and Business Development

PlaceWorks will review existing economic development analyses for the Fresno/Clovis metropolitan region and the San Joaquin Valley, from sources such as the Regional Jobs Initiative and the California Partnership for the San Joaquin Valley, from our own previous work in the region, and from any recent studies conduct on behalf of the City. We will add to this body of existing work by analyzing labor force information for the project area and for the area within an average commute time. We will also interview key stakeholders, such as the Workforce Investment Board, the Economic Development Corporation, and brokers and developers. Finally, this analysis will benefit from other research conducted for the specific plan, such as infrastructure opportunities and constraints.

The economic development analysis will identify opportunities to assist existing businesses, attract new businesses to the project area, and support the creation of new businesses, with the goal to increase the number of living wage jobs available in the Plan Area. The analysis will also identify strategies to improve the employment prospects of the Plan Area's existing and future residents.

b. Large-Scale Retail Analysis

Building on the market demand analysis, PlaceWorks will prepare a report on the siting of large-scale retail developments. We will interview commercial real estate brokers and retail developers active in the Fresno/Clovis metropolitan area, many of whom we have worked with before. The interviews will complement the understanding of market realities based on the analysis of spending and sales data.

The report will identify the degree to which, if any, the Plan Area is well positioned to compete for retail investment relative to other existing retail developments and other areas identified in the new General Plan for large-scale retail development. The report will also recommend land use planning approaches that the Specific Plan could use to improve the attractiveness of the Plan Area for retail investment. Finally, the report will provide strategies the City can use to entice new retail investment in the Plan Area.

c. Housing Equity and Affordable Housing Strategies

This section will include a discussion of affordable housing strategies that could be employed by the City in a future implementation step. This section will also include a discussion of Environmental Justice issues and best practices for addressing them. An additional subsection will address needs for better public facilities such as libraries, open space and parks.

Task 4. Initial Study, Notice of Preparation and EIR Initiation

The Specific Plan program-level EIR will be prepared concurrently with the Specific Plan, in order to fold necessary mitigation measures directly into the Plan to ensure that the Plan is “self-mitigating” to the greatest extent possible. Information developed from the existing conditions assessment will be incorporated into the Program EIR in the existing setting sections to establish the baseline for impact evaluation. The Program EIR will be written with a focus on enabling tiering of project-level CEQA review in the Specific Plan Area from this program-level document to streamline the review of projects that are consistent with the Specific Plan.

1. Notice of Preparation

PlaceWorks will prepare a Notice of Preparation (NOP), with input from City staff, regarding the Specific Plan for local and State agencies. Given the broad nature of potential environmental impacts associated with future planning and development in the Plan Area, we do not think that an Initial Study is necessary as part of the scoping process. This scope assumes that City of Fresno staff will be responsible for distribution of the NOP to the State Clearinghouse and local agencies to begin the 30-day scoping process.

2. Scoping Meeting

PlaceWorks will attend a public scoping meeting to hear public comments on the environmental issues to address in the Program EIR. PlaceWorks will prepare and present a slide show on the Specific Plan and Program EIR process. We assume that the City will be responsible for the noticing of the meeting.

3. Administrative Draft Program EIR

The PlaceWorks team will analyze how implementation of the Specific Plan would affect the environment, identify potentially significant impacts, and recommend measures to mitigate those impacts. Significance criteria will be prepared in conjunction with City staff, using the City of Fresno’s Significance Criteria, and Standard Conditions of Approval. The Program EIR will satisfy all CEQA requirements, including the evaluation of alternatives, and will address impacts in the following areas:

a. Aesthetics

This impacts analysis will evaluate any potential adverse impacts on scenic vistas, possible damage to scenic resources, or any degradation to existing visual character.

b. Air Quality and Greenhouse Gas Emissions Analysis

PlaceWorks will prepare an air quality and greenhouse (GHG) emissions analysis to evaluate potential impacts of construction and operation of the Southwest Specific Plan. The

analysis will be consistent with San Joaquin Valley Air Pollution Control District's (SJVAPCD) Draft *Guide for Assessing and Mitigating Air Quality Impacts* (GAMAQI) and the *Guidance for Valley Land-use Agencies in Addressing GHG Emission Impacts for New Projects under CEQA*. PlaceWorks is intimately familiar with SJVAPCD's thresholds and tools, having worked with SJVAPCD on the GHG guidance and through coordination with the District on recent development projects throughout the San Joaquin Valley Air Basin (SJVAB) since release of the 2012 GAMAQI. Quantification of project-related criteria air pollutant and GHG emissions will be conducted using the California Emissions Estimator Model (CalEEMod). PlaceWorks was a beta tester for the South Coast Air Quality Management District for the CalEEMod program and was recently involved in beta testing the latest version of CalEEMod. The analysis will be incorporated into the environmental document and modeling datasheets will be included as an appendix.

i. Construction Emissions Inventory

The proposed project would result in new development within the Specific Plan Area. No development timetable of individual projects would be established for buildout associated with the Specific Plan. Consequently, at this programmatic level it is speculative to identify localized construction emissions associated with the subsequent development of individual projects under the Specific Plan. Therefore, based on previous communications with Leland Villalvazo at SJVAPCD, localized construction emissions will be evaluated qualitatively in the Program EIR. For regional emissions, a preliminary estimate of the total increase in short-term criteria air pollutant emissions generated from construction activities will be provided. A qualitative discussion of construction activities and exposure to Valley Fever will be provided. Measures to reduce regional and localized construction emissions, including fugitive dust control measures, will be incorporated in the Program EIR. The air quality analysis will include document the project's requirements under SJVAPCD's Indirect Source Review 9510 for subsequent development activities within the Specific Plan Area.

ii. Criteria Air Pollutant Emissions Inventory

The proposed project would result in development intensity in the Specific Plan area. Consequently, the project could result in an increase in criteria air pollutant emissions in the Specific Plan Area from transportation sources, energy (natural gas), and area sources (landscape emissions, consumer products). Criteria air pollutant emissions from existing and proposed land uses within the Specific Plan will be modeled at buildout based on the land use statistics (e.g., units and non-residential square feet) developed for the Specific Plan. Trip generation, vehicle miles traveled, and reductions in trips and VMT provided by Fehr & Peers will be incorporated into the model. The total increase in criteria air pollutant emissions from existing conditions will be calculated using CalEEMod. The operational phase emissions will be compared to SJVAPCD's significance thresholds for the operation phase (tons/year). The air quality analysis will include document the project's requirements under SJVAPCD's Indirect Source Review 9510 for subsequent development activities within the Specific Plan area.

iii. Consistency with Air Quality Management Plans

The SJVAB is designated under California and National ambient air quality standards (AAQS) for ozone (O₃) and particulate matter (PM₁₀ and PM_{2.5}). Consistency of the project's regional emissions will be evaluated against the SJVAPCD Air Quality Management Plan.

iv. *Odors*

The Specific Plan is proximate to several food processing facilities. Odors impacts associated with the Specific Plan will be evaluated qualitatively based on SJVAPCD's screening levels for potential odor sources.

v. *Health Risk*

The location of a development project is a major factor in determining whether the project will result in localized air quality impacts. From a health risk perspective there are basically two types of land use projects that have the potential to cause long-term public health risk impacts: land use projects that will place new toxic sources in the vicinity of existing receptors, and land use projects that will place new receptors in the vicinity of existing toxics sources. Commercial land uses within the proposed Specific Plan could generate truck trips and/or result in the creation of new sources of toxic air contaminants. In addition, future sensitive land uses could be proximate to major sources of air pollution. Based on guidance from Leland Villalvazo at SJVAPCD, applicants for future sensitive land uses would be required to coordinate with the SJVAPCD based on the tools and guidance available at the time the project-level analysis commences. Consequently, the Program EIR will describe potential health risk impacts qualitatively and will detail future mitigation requirements to reduce risk from exposure to significant concentrations of air pollutants pursuant to District's recommendations.

vi. *Consistency with Plans Adopted to Reduce Greenhouse Gas Emissions*

The environmental analysis will discuss existing GHG regulations in California, including Assembly Bill 32 (AB 32) and Senate Bill 375 (SB 375). The CEQA Guidelines require an assessment of whether the project would conflict with plans adopted for the purpose of reduce GHG emissions. Applicable plans include the California Air Resources Board's *Scoping Plan* and the Fresno Council of Governments' (COG) 2014 Regional Transportation Plan/Sustainable Community Strategy (RTP/SCS). Project consistency with applicable GHG emissions reduction strategies will be reviewed.

It is our understanding that the City of Fresno is completing an update to the General Plan, which will include a GHG Reduction Plan. If available at the time of preparation, a consistency analysis with applicable GHG reduction measures from the City's GHG Reduction Plan will be provided.

vii. *GHG Emissions Inventory*

Pursuant to the recommendations of the Governor's Office of Planning and Research and the latest methodology proposed by SJVAPCD, project-related GHG emissions at buildout will be quantified for project-related transportation sources, area sources (i.e., landscaping fuel, architectural coatings, consumer products), energy sources (i.e., natural gas consumption, energy use), water and wastewater use, and solid waste generation associated with the project. In addition, total GHG emissions from construction activities will be amortized into the GHG emissions inventory. CalEEMod will be used to quantify GHG emissions. Reductions in daily trips or vehicle miles traveled from project design features modeled by Fehr and Peers will be incorporated into CalEEMod. Reductions from recently adopted programs and regulations and other Best Performance Standards (BPS) identified by SJVAPCD will be included, including improvements in fuel efficiency, state building code energy efficiency, and landscaping water efficiency to ascertain whether the project

can achieve a 29 percent reduction from business as usual (BAU). Additional mitigation measures will be incorporated, as applicable, to reduce GHG emissions.

c. Biological Resources

H. T. Harvey will analyze the effects of the project on biological resources in the Plan area. Measures will be incorporated into the report to ensure that that project impacts to existing biological resources will be avoided, minimized, and/or mitigated. The report will also determine if the project would have a substantial adverse effect on any sensitive habitats, protected wetlands, and species identified as a candidate, sensitive, or special-status species in local or regional plans, policies, or regulations, or by CDFW or the U.S. Fish and Wildlife Service (USFWS).

d. Cultural Resources

The PlaceWorks team will review the City's historic maps and data base to determine cultural and historic resources, and survey built and living cultural resources in accordance with CEQA and Section 106 and the City of Fresno's policies and protocols.

Preparation of the Cultural Resources Assessment will include four phases:

1. Pre-field research to assess the potential sensitivity of each of the Plan Area for historic and prehistoric cultural resources and traditional cultural properties, including a complete records search with the Southern San Joaquin Valley Information Center of the California Historical Resources Information System, other local data repositories, and the Sacred Lands Files at the Native American Heritage Commission. Sierra Valley Cultural Planning will also consult with local Native American groups, as necessary, regarding known areas of Native American concern;
2. A windshield survey of the Plan Area to ground truth records search results and identify potentially sensitive localities for both archaeological resources and the built environment (potential historic buildings, structures and features);
3. Development of historic contexts for resource assessment and evaluation;
4. Preparation of an Existing Conditions Assessment for the planning study area detailing the results of the results of pre-field research, Native American consultation, and windshield inspection; and discussion of potential cultural resources constraints and recommendations for mitigation of potential effects on important cultural resources per CEQA review guidelines, which will be incorporated into the administrative draft Program EIR. The final draft existing conditions report will be submitted no later than 90 days following Notice to Proceed.

e. Geology and Soils

PlaceWorks will provide an overview of current geologic/soil conditions in the Plan Area and evaluate potential for the proposed project to result in significant direct and/or indirect environmental impacts related to geology and soils. We will describe the regulatory framework, existing conditions, and relevant standards of significance. Potential impacts will be identified and evaluated; and where appropriate, mitigation measures will be identified. A variety of data sources will be employed. Such sources may include geologic maps, investigations, and studies published by the California Geologic Survey (CGS), the U.S. Geological Survey (USGS), or academic institutions; available geotechnical studies in the Plan Area; and seismic and geologic hazard maps and studies prepared by the CGS, the California Office of Emergency Services, and the Northern California Earthquake Data Center.

f. Hazards and Hazardous Materials

PlaceWorks will evaluate the safety hazards for the Plan. The evaluation specifically will look at environmental hazards associated with hazardous materials, hazardous waste disposal, airport safety, emergency preparedness, and wildland fire. PlaceWorks will obtain and review existing published brownfield data and reports, if available. This will include review of maps and other public information that are readily available regarding the geologic setting, hydrogeological conditions, such as groundwater depth and regional flow direction and properties where chemical releases have been documented. The Hazards and Hazardous Materials section also will include a database search within the Plan Area of properties that use, store, or transport hazardous waste or hazardous materials. Redevelopment of these sites may require removal and/or remediation of hazardous materials. Therefore, the environmental analysis will outline the requirements for redevelopment on these parcels in the event hazards or hazardous materials are uncovered.

g. Hydrology and Water Quality

BCF will review existing documents addressing surface water issues, including applicable federal, State and local regulations that apply to the proposed project. The evaluations will focus on issues such as potential flooding, construction and post-construction water quality, and downstream surface water impacts. BCF will make use of published hydro-meteorologic and land use data, and review of local water quality, flood control or hydromodification regulations, as well as published information from the Federal Emergency Management Agency (FEMA). BCF's services will include:

BCF will review previous hydrology studies for surrounding areas as available, and data from stream gauging stations at or near the Specific Plan Area. They will use currently available topographic data and descriptions of potential grading within the Plan Area. They will review local, state and federal regulations as they apply to the project in terms of surface water and provide a summary of the regulatory setting in terms of surface water hydrology and water quality.

BCF will prepare the Surface Water Quality Mitigation Analysis outlining the regulatory framework for the project relating to construction and post-construction water quality including regulations from the State Water Resources Control Board and overseeing Local Agencies. They will also outline mitigation measures in regard to the Stormwater Pollution Prevention Plan which will be required for future development projects.

BCF will also review groundwater information and comment on the potential impacts of future development under the Specific Plan related to groundwater issues.

h. Land Use and Planning

PlaceWorks will evaluate impacts of the Specific Plan relative to existing land uses and local land use planning policy.

i. Noise and Vibration

PlaceWorks will visit the Plan Area and conduct a noise monitoring survey, with particular focus on industrial uses in the Plan Area, as well as airport and highway noise.

PlaceWorks will prepare a noise and vibration analysis that will identify the impacts on nearby existing and proposed sensitive land uses from implementation of the Specific Plan. The noise analyses – a programmatic-level assessment for the Specific Plan– will

discuss relevant standards and criteria for noise exposure, including State of California, County of Fresno, and City of Fresno ordinances, policies, and standards.

To document existing ambient noise conditions, to identify the major sources of noise in the area, and to identify potential issues, opportunities, and challenges with respect to noise and land use compatibility, an evaluation of existing ambient noise conditions will be conducted. A data-gathering visit to the site will be performed to acquire ambient noise level data. The ambient noise measurement surveys will consist of short-term (15-minute) sampling at up to eight locations and long-term (24-hour) noise monitoring at up to three locations within the Plan Area. These locations will be selected by the PlaceWorks team, in coordination with City staff, and will take into consideration the major roadways, arterials, highways, and airport in and adjacent to the Plan Area; including, but not limited to SR-180, SR-41, California Avenue, Jensen Avenue, West Avenue, Marks Avenue, and the Fresno Chandler Executive Airport. There are no railways within the Plan Area.

The noise analysis will provide an estimate of short-term noise and vibration levels associated with construction of the project. The level of significance will be based on the magnitude of noise and vibration generated at adjacent noise-sensitive receptors and on the length of construction activities.

Noise from vehicular traffic will be assessed using a version of the U.S. Federal Highway Administration's (FHWA) Traffic Noise Model with heavy reliance on the traffic forecasts for major roadway segments, as provided in the traffic impact analysis for the project (prepared by Fehr & Peers). Noise levels will be assessed for existing year and one horizon year condition; with and without the project for the Plan Area. Changes to ambient noise levels at build-out of the project and from cumulative growth in the project vicinity will be analyzed to determine if project-related noise significantly increases the ambient noise environment or significantly contributes to cumulative noise increases.

The noise analysis will also describe changes in the noise environment generated by non-transportation sources from the existing and proposed development land uses. An evaluation of long-term noise and vibration impacts from future development will be assessed, based on proposed land use designations, the project description, and illustrations of the site(s); as appropriate. Noise impacts to adjacent noise-sensitive areas will be evaluated from these potential new uses, based on the noise limits of the City and County Codes, the City's land use compatibility criteria, and the State's interior noise standard of 45 dBA CNEL (for residential uses).

Mitigation measures that reduce construction and operational noise impacts will be identified, as necessary. The results of these analyses will be summarized in the noise section of the Program EIR and pertinent analysis details will be provided in an Appendix.

j. Population and Housing

PlaceWorks will analyze the population, employment, and housing impacts that would result from the Specific Plan. Analysis will consider population growth, job generation, economic development, impact of economic development on demand for housing, and comparison of potential job generation with potential new and existing housing.

k. Recreation

PlaceWorks will analyze potential impacts of the plans on parks, recreation, and open space. The discussion will describe potential changes in the use of existing neighborhood and regional parks or other recreational facilities, as well as potential demand for additional facilities. Additionally, potential adverse environmental effects resulting from new or expanded recreational facilities will be described.

l. Transportation/Traffic

Fehr & Peers will conduct the transportation impact analysis to support the development of the transportation chapter for the draft Program Environmental Impact Report (Program EIR) for the Southwest Fresno Specific Plan. The transportation impact analysis will utilize previously completed traffic analyses for the City and assume that the proposed Specific Plan is consistent with the land use and circulation plans in the City's recent General Plan Update. The will also identify project-related impacts and mitigation measures for transportation facilities and services. The analysis will document the transportation conditions for the following three scenarios:

- Existing Conditions
- Existing Plus Project Conditions
- Cumulative Conditions

F&P will work with the City of Fresno to verify key inputs into the transportation impact study, including study locations, trip generation, trip distribution, and significance thresholds. These will be documented in a technical memorandum and submitted to City of Fresno staff for review and approval.

F&P will evaluate project impacts on the roadway, bicycle, pedestrian, and transit systems using the significance criteria agreed to with the City of Fresno. For significant impacts, they will propose mitigation measures that reduce the severity of the impact. Each mitigation measure will identify the specific action necessary, responsibility for implementation, and expected level of significance after mitigation.

For the traffic impact analysis, they will analyze traffic conditions for previously analyzed study roadway segments (up to 40 local roadway segments and 20 freeway segments) in Southwest Fresno, to be verified with City of Fresno staff in Task 1. The existing conditions scenario will utilize the results from the previously completed existing conditions analyses in previous planning efforts, as noted in Task 1. The traffic analysis for existing plus project will include a roadway segment capacity analysis at these study segments for up to two analysis periods (e.g., a.m. and p.m. peak hour). Consistent with the existing conditions analysis, the roadway segment capacity analysis will utilize traffic volume thresholds developed for the City of Fresno for the GP Update MEIR, which are based on the Highway Capacity Manual. We will use the Fresno Council of Governments (COG) travel demand forecasting (TDF) model to develop the existing plus project traffic forecasts that will be used in this roadway segment capacity analysis.

Assuming that the land use and circulation plan for the proposed specific plan is consistent with the City's recent General Plan Update, we will utilize the cumulative analysis from the Fresno General Plan Update MEIR for the Southwest Fresno Specific Plan PEIR. We will review the Southwest Fresno Specific Plan land use and circulation inputs to verify that they are consistent with the Fresno General Plan Update and that the MEIR cumulative analysis is applicable for the Southwest Fresno Specific Plan PEIR.

To identify the Specific Plan's incremental contribution under cumulative conditions, we will conduct a select zone analysis using the Fresno COG TDF model.

F&P will also develop VMT forecasts for use in the air quality and greenhouse gas analysis. For the air quality analysis, they will utilize the Fresno COG TDF model to provide VMT data for a specific study area of the project. For the greenhouse gas analysis, they will provide VMT data that considers the trip lengths for the proposed project.

m. Utilities and Public Services

Based on the Infrastructure Improvement Plan and Budget developed in the previous task, PlaceWorks will categorize the impacts of future infrastructure improvements in the Specific Plan Area and propose mitigation measures as necessary. BCF will assist PlaceWorks to prepare the Utilities/Service Systems and Hydrology/Water Quality sections of the Draft EIR, reviewing their draft text, providing editorial comment and additional content and assisting PlaceWorks to develop up to three descriptions of realistic mitigation measures for each subsection.

n. Geology and Soils

PlaceWorks will conduct a detailed review of published geologic literature covering the Plan Area, including reports and maps on file with the United States Geologic Survey (USGS), the California Geologic Survey (CGS), California Office of Emergency Services (COES), and the Association of Bay Area Governments (ABAG). Other City references and published references will also be reviewed and associated graphics will be created.

PlaceWorks will acquire and review up to three stereographic aerial photographs covering select study areas to assess pre- and post-development site conditions and develop a site geologic map.

PlaceWorks will conduct a windshield survey of select study areas to visually review property use, including an observation of exposed soil outcrops and other features, and generally perform field verification of the aerial photograph mapping. Due to the nature of the study area, the survey will consist of visual reconnaissance from surface streets.

The ADEIR will also include the following key elements:

- Executive Summary. PlaceWorks will create a summary in a form consistent with CEQA Guidelines Section 15123. This summary will facilitate a quick understanding of environmental issues and the actions required to mitigate potential impacts. It will include a summary table of impacts, mitigation measures and levels of significance before and after mitigation.
- Project Description. PlaceWorks will use the project description to clearly and succinctly describe the project.
- Settings, Impacts and Mitigation Measures. The existing setting information, impacts and mitigation measures will be combined to create chapters describing environmental consequences for each CEQA-required topic.
- Alternatives. The alternatives evaluation completed in Task 3 will be incorporated into the Program EIR. This section will include a tabular comparison of the alternatives' impacts.
- Assessment Conclusions. PlaceWorks will prepare assessment conclusions to meet CEQA Guidelines for the following mandatory findings:

- Cumulative impacts.
- Growth inducement.
- Unavoidable significant effects.
- Significant irreversible changes.
- Impacts found not to be significant.
- Scoping Meeting Summary. The summary will explain how the issues raised at the public scoping session are addressed in the EIR.
- References. This section will include agencies and persons contacted and literature reviewed.
- Report Preparers. This section will identify the consultants and staff that prepared the Program EIR.

PlaceWorks will submit an Administrative Draft Program EIR for City review and comment. We will incorporate all comments to produce the Screencheck Draft Program EIR, for a final round of review by City staff.

*Task 5 Deliverables: Notice of Preparation
 Administrative Draft Program EIR*

Task 5. Review and Circulation of Draft Program EIR

1. Draft Program EIR

The PlaceWorks team will incorporate all City comments on the Screencheck Program EIR to create the Draft Program EIR for circulation and public review.

2. Notice of Availability/Completion

PlaceWorks will prepare a combined Notice of Availability/Completion (NOA/C) and submit the required copies of the Specific Plan Draft Program EIR with the State Clearinghouse, which will begin the legally required 45-day public review period. PlaceWorks staff will attend one hearing to receive public comment on the Draft Program EIR during the public comment period.

3. Final Program EIR

Following the Steering Committee meeting and conclusion of the public review period on the Draft Specific Plan and Program EIR, the PlaceWorks team will prepare an errata sheet on the Specific Plan, respond to comments on the Draft Program EIR and prepare a Final Program EIR. The Final Program EIR will include verbatim comments received, the responses to comments, changes to the Draft Program EIR necessitated by the responses, and a revised summary of impacts and mitigation measures.

PlaceWorks will prepare an Administrative Draft Final Program EIR, for City review and comment. We will then prepare a Screencheck Draft Final Program EIR for City review prior to publishing the Final Program EIR.

PlaceWorks will prepare a Mitigation Monitoring and Reporting Program as part of the Final Program EIR. As required under CEQA, this program, which will be shown in tabular form, will identify responsibility for implementing and monitoring each mitigation measure, along with monitoring triggers and reporting frequency. We will submit admin draft and final versions of the MMRP for City review and approval.

Task 6 Deliverables: *Draft Program EIR*
 Notice of Availability / Completion
 Final Program EIR

Task 6. Public Review of Draft Specific Plan

1. Steering Committee Meeting #5 (Draft Plan Review)

The PlaceWorks team will present topics from the Administrative Draft Specific Plan developed in Task 3 and get feedback from the Steering Committee. Part of this meeting will introduce the Public Hearings process and discuss the Steering Committee role during the process.

2. Public Review Draft Specific Plan

Based on feedback from the Steering Committee and a consolidated list of edits from City Staff on the administrative draft of the Specific Plan, the PlaceWorks team will prepare the public review draft of the Specific Plan.

Task 6 Deliverable: *Public Review Draft Specific Plan*

Task 7. Public Hearings on Specific Plan and Program EIR

1. Planning Commission Hearing

The Final Specific Plan and Program EIR will be presented at a public hearing before the Planning Commission. PlaceWorks will attend the hearing to recommend the Specific Plan for adoption and the Final Program EIR for certification. PlaceWorks staff will also be available to respond to comments or questions from Commissioners.

2. City Council Hearing

The Final Specific Plan and Program EIR will be presented at a public hearing before the City Council. PlaceWorks will attend the hearing to recommend the Specific Plan for adoption and the Final Program EIR for certification by the City Council. PlaceWorks staff will also be available to respond to comments or questions from City Council.

3. Final Specific Plan

Incorporating feedback on the draft Specific Plan from City Council, the Planning Commission and a consolidated list of edits from City Staff, PlaceWorks will prepare the final Specific Plan. We will provide a digital copy for the City's distribution and will include all graphics in editable form for future use.

4. Final Certified Program EIR

Following the City Council's adoption, PlaceWorks will provide a digital copy for the City's records and will include all graphics in editable form for future use.

*Task 8 Deliverables: Final Specific Plan
 Final Certified Program EIR*

SCHEDULE, PRODUCTS AND MEETINGS

This section describes the schedule, products and meetings associated with PlaceWorks' work scope.

SCHEDULE

PlaceWorks proposed schedule for completion of the Southwest Fresno Specific Plan and Program EIR is described on the attached Figure 1. As shown in the schedule, we anticipate that the project can be completed in 24 months.

PRODUCTS

The following products will be submitted to the City of Fresno in fulfillment of our proposed scope of work:

- **Task 1 Deliverables**
 - Base Map
 - Southwest Fresno Area Profile
- **Task 2 Deliverable**
 - Draft Outreach Strategy
- **Task 3 Deliverables**
 - Refined Outreach Strategy
 - Plan Area Draft Alternatives
 - Conceptual Designs of Prototypical Development
 - Pro Forms
 - Land Use and Circulation Alternatives
 - Alternatives Analysis Memo
 - Preferred Alternative
 - Administrative Draft Specific Plan
- **Task 4 Deliverables**
 - Notice of Preparation
 - Administrative Draft Program EIR
- **Task 5 Deliverable**
 - Draft Program EIR
 - Notice of Availability / Completion
 - Final Program EIR
- **Task 6 Deliverable**
 - Public Review Draft Specific Plan
- **Task 7 Deliverables**
 - Final Specific Plan
 - Final Certified Program EIR

MEETINGS

Following is a complete list of Meetings in the baseline Scope of Work.

Bruce Brubaker, Project Manager and/or Rosie Dudley, Assistant Project Manager will attend all of the meetings. Other PlaceWorks staff including Randy Jackson, Principal/Design; Steve Noack, Principal/EIR; Steve Gunnells, Principal/Economist; and Peter Quintanilla, Senior Urban Designer will also attend some of these meetings depending on the topic.

Subconsultants including the Outreach Consultant; Pop-Up Design & Development; Fehr & Peers; and BCF will attend the Kick-Off Meeting and additional meetings depending on topic.

For each of these meetings PlaceWorks will include preparation of agenda, presentation materials, and brief meeting notes summarizing the discussion.

- Kick-Off Meeting and Site Tour
- Steering Committee #1
- Community Workshop #1
- Steering Committee #2
- Community Design Charrette
 - Community Workshop #2
 - Steering Committee #3
 - Developer Roundtable #1
 - Community Workshop #3
- Developer Roundtable #2
- Steering Committee #4
- Team Charrette
- Joint City Council and Planning Commission Study Session
- Scoping Meeting
- Hearing on Draft EIR during Public Comment Period
- Steering Committee #5 Draft Plan Review
- Planning Commission Hearing
- City Council Hearing

We are available to attend additional meetings on a time-and-materials basis.

COST ASSUMPTIONS

As shown in Table 2, the cost to complete the scope of work described in this Work Scope is \$771,594.

The scope of work and cost spreadsheet show Optional Tasks not included in the baseline cost. These are also listed below.

PlaceWorks recommends planning for a 5 percent to 10 percent contingency fund to cover any unforeseen out-of-scope work that might be necessary for the project.

The billing rates for each team member are included in Table 2.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

ASSUMPTIONS

This scope of work and cost assumes that:

- Billing rates for this project are guaranteed through June 2017. Billing rates would be subject to an increase of up to 6 percent on July 1, 2017, and in each subsequent year thereafter. A budget increase would be necessary to cover costs incurred after July 1, 2017.
- Our cost estimate includes the meetings shown in the section above. Additional meetings would be billed on a time-and-materials basis.
- Our cost estimate includes the cost of hotel and meals per diem at \$140 per person.
- No more than 40 hours of PlaceWorks staff time will be required to respond to comments on the Draft EIR. If additional labor is necessary, a contract amendment allowing additional work will be necessary.
- All products will be submitted to City of Fresno in electronic (PDF) format, except for printed copies described here. It is assumed that PlaceWorks will be responsible for printing 5 copies of the Admin Draft Specific Plan, 20 copies of the Public Review Draft Specific Plan, and 25 copies of the Final Specific Plan. It is assumed that PlaceWorks will be responsible for the printing of 5 copies of the Admin Draft EIR, 20 copies of the Public Review Draft EIR, 5 copies of the Admin Draft Final EIR, and 25 copies of the Final EIR. These numbers are an estimate only; report production is

not to exceed the budgeted allotment of \$7,300. If this allowance is exceeded, additional printing costs will be billed at PlaceWorks actual cost.

- City of Fresno staff will be responsible for kick-off meeting, staff meetings, and Steering Committee meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.
- PlaceWorks will be responsible for developer roundtable meeting logistics, including schedule coordination, document production, room reservations, room set-up and take-down, and refreshments.
- PlaceWorks will send an invoice for work completed each month. The invoice will show hours worked by labor category, billing rate, and total by labor category plus subconsultants and reimbursable expenses. Special invoicing requirements may
- City of Fresno staff will act as a clearinghouse for comments on all administrative draft documents, and will provide PlaceWorks with a single, internally reconciled set of comments on each administrative draft.
- There will be a single round of intensive review and revision to each administrative draft product prior to the screencheck draft. If City of Fresno staff feels that a second administrative draft is needed, a contract amendment allowing additional work will be necessary.
- Revisions to screencheck drafts will focus on typographical errors, formatting and other minor edits. Such revisions will not include content changes.
- Multiple changes from City of Fresno about how to proceed will require a contract amendment to allow completion of the additional work.
- PlaceWorks will use ArcGIS version 10.3-compatible shapefiles and/or geodatabases from the City of Fresno for the development of the project's base map and subsequent thematic maps. All files delivered by the City of Fresno are assumed to be current, spatially accurate and aligned with one another, and referenced to a common coordinate system appropriate for the area. Each shapefile will arrive with the appropriate coordinate system definitions (i.e. .PRJ files); likewise, the coordinate system of geodatabases, if applicable, will contain proper coordinate system definitions. This scope assumes that the City's existing GIS information, including attribute data, are essentially complete and that any needed adjustments by PlaceWorks will be minor. A maximum of 10 hours will be allotted for data quality control procedures. Additionally, PlaceWorks will expect metadata documentation for each shapefile and/or geodatabase submitted for this project including, but not limited to, data author and description, data creation date, attribute field definitions, and frequency of data updates.
- After creating the initial base map, PlaceWorks will provide a copy to the City for review and approval prior to use for subsequent mapping work. At the conclusion of the project, PlaceWorks will provide a CD/DVD to the City containing all original GIS data as well as project-specific data layers modified or created by PlaceWorks along with pertinent metadata documentation.
- PlaceWorks will use Microsoft Word and/or Adobe InDesign for page layout of reports, plans and similar documents. Additional software such as Adobe Illustrator, Adobe Photoshop, ArcGIS and AutoCAD will be used to create illustrations, maps, diagrams and other graphics.

- PlaceWorks will provide up to three facilitators for the public workshops. Additional facilitators will be drawn from City of Fresno staff or the Community Advisory Committee. PlaceWorks will provide training for facilitators immediately before each workshop.
- PlaceWorks will be responsible for designing notices for public meetings and will provide the City with an electronic version of the workshop flier for printing and mailing.

OPTIONAL TASKS

This proposal includes the following optional tasks. Costs for these tasks are not included in the baseline cost in Table 2:

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|--|-----------|
| ■ Optional Task – Enhanced Multi-Modal Street Network Analysis and Design for an Enhanced Multimodal Street Network | \$15,000 |
| ■ Optional Task – Community Workshop #4 Alternatives Review Prior to City Council Study Session | \$17,500 |
| ■ Optional Task – Economic Special Studies Workforce, Economic and Business Development Large-Scale Retail Analysis Housing Equity and Affordable Housing Strategies | \$17,500 |
| ■ Optional Task – Plan and Analyze County Land Assess land use, circulation, utilities and resources | \$130,000 |