



October 30, 2019

Mr. Matthew VanOosten, AICP
Senior Planner
City of Mountain View
500 Castro Street
Mountain View, California 94041

Re: RFP No. R201066, R3 Zoning Code Update

Dear Matt,

Enclosed is our team's revised scope of work and optional services in response to our phone interview on October 15 and discussion on October 28. We have included a graphic timeline and cost proposal for your review.

Phase 1: Initial Scoping

Task 1. Existing Conditions and Outreach Strategy

- A. Kickoff Meeting 1 (1.5 days)
 - Day 1: Tour the site; Familiarize with R3 district standards, limitations, issues; Understand current issues surrounding rowhouse development and guidelines; Meetings with Focus Groups/Stakeholder Groups (total of 3 hours) to communicate the intent of this project and discuss concerns and objectives for displacement strategy;
 - Day 2: Debrief with staff; Determine the degree of public participation for the project; Identify strategy for pop ups, public workshops, fact sheets; Direction and next steps.
- B. Outreach Strategy Memo
 - Based on the results of the discussions and the City's direction, prepare a memo that identifies the relevant outreach strategies to be considered for phase 2.
- C. Anti-Displacement Evaluation
 - Prepare memo to summarize coordination with other City initiatives on this issue and document existing socio-economic conditions in the area.
- D. Project Webpage

- Provide project information and graphics to City staff for their posting and maintenance of the webpage.

Task 2. Analysis

A. Micro-scale Analysis.

- Identify and analyze case studies from other communities for potential models of development;
- Analyze variety of lot sizes and adjacencies in the R3 zone to understand the current zoning envelope and what the standards are allowing or preventing;
- Prepare preliminary yield analysis (using Urban Footprint) to identify one to three scenarios of buildout: current pattern of townhouses replacing multifamily buildings, and two other scenarios ranging in intensity;
- Identify the changes needed to the rowhouse guidelines to determine more predictable and detailed outcomes as well as outcomes that most effectively use the maximum allowed density;
- Work with city staff to identify sites susceptible to short-term redevelopment and a documentation of the existing unit configurations that are being lost in that process;
- Assess the potential displacement resulting from redevelopment and changes in the R3 Zoning District as well as the impacts of rent-stabilization and rent control.

B. Housing Market and Feasibility Analysis. Analysis of housing market and economic feasibility analysis for different building types and lot sizes, including an assessment of the threshold at when housing types more intense than townhouses become viable, assessment of construction costs, fee burdens, infrastructure requirements, State density bonus law, etc. In addition, the analysis will address how non-townhouse development can be incentivized as well as what intensity of development is necessary to make non-townhouse development feasible.

- Prepare memo with findings and recommendations.

C. Staff Meeting/Working Session 2 to discuss initial findings from Micro-scale Analysis and the Housing Market and Feasibility Analysis.

D. Pop Up/Public Workshop to inform the public about the project. This workshop includes a Missing Middle Housing walking tour.

E. Prepare memo to identify recommended approach for applying form-based

zone(s) to enable the desired range of housing types, including defining Missing Middle Housing for Mountain View. The memo will be informed by:

- Analysis of Housing Market and Economic Feasibility Analysis described above.
 - FBC Options. Prepare options for how form-based zoning should be applied. For example, should there be one or more zones? Which of the Missing Middle Housing types should be included and how to coordinate the needs of these types in the new zoning standards?
 - Yield Analysis demonstrating R3 zoning capacity based on the FBC options.
- F. Staff Meetings/Working Sessions 3-4 to discuss the memo and recommendations
- G. City Council Study Session to review phase A findings and recommendations
- H. Staff Meeting/Working Session 5 (via teleconference) to confirm direction for phase B.

Phase 2: Project Implementation

Task 3. Draft Zone(s), Standards and Guidelines

- A. Draft Code & Map.
- B. Multifamily Design Handbook. Based on the micro-scale analysis, our extensive experience with housing types and particularly Missing Middle Housing, along with the FBC approach strategy, we will prepare a handbook of design guidelines that expand on topics that are too subjective to include in the new zoning standards. The handbook will include architectural styles from Mountain View in particular and the Bay Area in general. A goal would be to incorporate any non-regulatory, relevant information from the rowhouse design guidelines into this document. Any objective/regulatory content from the rowhouse design guidelines would be addressed in the new draft zoning.
- C. Optional Task: Prepare survey for feedback on key questions at this point in the process.

- D. Anti-Displacement Strategy. Coordinate with City staff on an anti-displacement strategy.
- E. Draft Yield Analysis. In coordination with the range of identified housing types for the new zone(s), refine the yield analysis prepared in subtask 2.A. for each block and summarize the findings by area.
- F. Staff Meetings/Working Sessions 6 – 9 to discuss the content produced in sub-tasks 4A-4C.
- G. Optional Task: Public workshop to review key content of draft code (not included)
- H. Staff Meetings/Working Sessions 10 – 13 (via teleconference) to prepare for implementation of the new zone(s) and standards.

Task 4. CEQA Documentation

- A. Project Description.
- B. CEQA Documentation. Prepare CEQA documentation based on the project resulting from Task 4, prepare the necessary CEQA documentation and distribute the documentation in compliance with CEQA requirements.

Task 5. Public Review Draft Code and Implementation

- A. Finalize Code, Map & Supporting Reports
- B. Staff Meetings/Working Sessions 14-17 (via teleconference) to confirm direction for Public Review Draft Code & Map.
- C. Optional Task: Public Workshop to review key content of public review draft code & map (not included)
- D. Public Review Draft Code, Zoning Map & Executive Summary.
- E. Public Hearing Assistance. Opticos and LWC will facilitate or assist staff in facilitating public hearings.

- F. Final Code. Based on public input and staff's comments and direction on the public draft code & zoning map changes, prepare the final code and zoning map.

Please let us know if you have any questions or comments.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stefan Pellegrini', with a large, stylized flourish at the end.

Stefan Pellegrini, RA, AICP
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510.558.6957

Cost Proposal

Proposed Work Plan	ODI	LWC	Rincon	Fehr & Peers	Total
Phase 1: Analysis and Project Scoping					
Task 1. Existing Conditions and Outreach Strategy	39,000	55,740	-	-	94,740
Task 2. Analysis and Approach Strategy	101,000	70,910	-	-	171,910
Subtotal	140,000	126,650	-	-	266,650
Expenses - 3%	4,200	-	-	-	4,200
Project Management - 3%	4,200	-	-	-	4,200
Contingency - 15%	22,260	18,998	-	-	41,258
Subtotal Phase 1	170,660	145,648	-	-	316,308
Phase 2: Project Implementation					
Task 3. Draft Zone(s), Standards and Guidelines	136,000	37,420	-	-	173,420
Task 4. CEQA Documentation	-	-	150,000	200,000	350,000
Task 5. Public Review Draft Code and Implementation	143,200	22,340	-	-	165,540
Subtotal	279,200	59,760	150,000	200,000	688,960
Expenses - 3%	8,376	-	-	-	8,376
Project Management - 3%	8,376	-	-	-	8,376
Contingency - 15%	44,393	8,964	22,500	50,000	125,857
Subtotal Phase 2	\$ 340,345	\$ 68,724	\$ 172,500	\$ 250,000	\$ 831,569
Grand Total	\$ 511,005	\$ 214,372	\$ 172,500	\$ 250,000	\$ 1,147,877

Hour Summary - ODI	Hours	%	Expense
Principal	184	8%	35,467
Sr. Associate	490	22%	94,451
Sr. Designer	921	41%	177,529
Designer	645	29%	124,328
Total	2240	100%	\$ 431,776

Hour Summary - LWC	Hours	%	Expense
Principal	150	14%	26,834
Sr. Associate	452	43%	80,862
Associate	440	42%	78,714
Total	1042	100%	\$ 186,410

Additional Terms

- In the interest of environmental considerations, the consultant will provide a PDF file of each deliverable unless otherwise specified.
- Client shall be paid on a fee basis for performance of services under this agreement in accordance with the table above, except for tasks 2.d and 3.d which shall be billed on a time and materials basis.
- Any additional tasks performed outside of those specified above, such as attending additional meetings or completing additional revisions beyond the hours or number of revisions specified above, will be compensated at the hourly rates listed in the table above (subject to increase by five percent (5%) on January 1 of each calendar year occurring during the term of this agreement.)
- Services and reimbursable expenses shall be billed monthly. Client shall make payment to Consultant within fifteen (30) days after receipt of invoice. Consultant reserves the right to suspend work on any project when invoices have not been paid within thirty (60) days after having been rendered. Any overdue payment shall bear interest, compounded monthly, at six (6)% per annum, or the maximum rate allowable by law, whichever is less. Payment of interest, however, will not cure a failure by Client to make payments to Consultant when due.