

Scope of Work

Task 1: Project Initiation and Management

1.1 Project Initiation

The R+A team will prepare for and attend an in-person kick-off meeting and site tour. Additionally, the team will submit a comprehensive data request to gather relevant information to draft the DTPP.

1.2 Project Coordination + Management

R+A will prepare for and attend regular meetings with City staff to ensure project communication and coordination.

1.3 Coordination with Moffett Boulevard Team

The R+A Team will coordinate with the consultant team selected for the Moffett Boulevard Precise Plan. This task will include meetings with the team and coordination among team members to share data, timelines, findings and communication strategies.

1.4 Consultant/Staff Workshops (up to 6)

R+A and the subconsultant team will prepare for and attend up to 6 half-day working meetings with City staff. These workshops are designed to foster discussions, charrette concepts and ideas, review project progress, and address key aspects of the Plan.

Task 1 Deliverables:

- *Kick-off meeting*
- *Data request memo (Excel or Word)*
- *Staff/consultant meetings (up to 30)*
- *Consultant/staff workshops (up to 6)*

Task 2: Community Engagement

Our proposed approach to engagement will be multifaceted, inclusive, and ongoing. Our holistic engagement philosophy centers on the following key values:

- Understanding and incorporating the diversity of community perspectives and developing an engagement approach that maximizes input from all segments of the city.
- Developing a communications strategy that addresses critical community concerns, particularly topics related to growth, density, jobs, and housing.
- Gathering input from diverse community members, especially those who have not traditionally participated in such processes in the past.
- Offering a wide array of participation methods that include large and small group meetings and strategies for “going to the people” to make it easier to participate in the process.
- Ensuring engagement materials are visually attractive and easy-to-understand.

As outlined in the scope of work, our team will implement multiple participation methods including stakeholder meetings, community workshops, online surveys, pop-up workshops, an interactive project website with online mapping tools, and meetings with boards, commissions, and the City Council.

Our engagement work will revolve around the following phases of work:

1. Community Listening and Goal Setting

At the outset, the R+A team will hold a series of engagement activities designed to create a deep understanding about the role of Downtown in the Mountain View community. The goal of the meetings is to identify values and unique attributes that define Downtown as the historic center of Mountain View. This step includes stakeholder meetings and pop-up workshops.

2. Visioning and Existing Conditions

Building on the insights gathered during the listening phase, the goal of the second set of meetings is to develop an overarching vision for the future for Downtown. Concurrently, the team will assess existing conditions and discuss opportunities and constraints. The engagement activities in this phase include the first community workshop, an online survey, and pop-up workshops.

3. Alternatives

During this phase, the R+A team will collaborate with the community to review plan concepts for achieving the vision for Downtown. This critical phase will require a significant amount of engagement with stakeholders and the community as the words of a vision are translated into the physical form of the Downtown. Engagement activities in this phase include stakeholder meetings, an online survey, pop-up workshops, and a community workshop. Additionally, the team will meet with the EPC and the City Council to review the vision and the alternatives.

4. Topic Specific Meetings (up to 3)

To delve into more detail for specific topics, special workshops or forums will be held. The meetings may take the form of community forums or study sessions with the EPC and City Council. Topics may include one or more of the following: parking and TDM; building scale, character, and design; transportation and mobility; public realm and streetscape standards; and/or placemaking and public art.

5. Precise Plan Review

The final phase of the process will be to review the Draft Precise Plan. Activities will include stakeholder meetings, an optional community workshop, an online feedback form, and study sessions and hearings with the EPC, City Council, and other boards and commissions.

2.1 Project Branding and Community Engagement Plan

R+A will design a logo, branding materials, and a template for public notices.

R+A will also prepare an internal community engagement plan that details the specific engagement tasks, timing, and roles/responsibilities.

2.2 Project Website

R+A will create a standalone project website with a unique URL. The project website will be interactive, offering information and updates while facilitating comments and conversations with the community.

2.3 Stakeholder Meetings (up to 40)

Recognizing the importance of stakeholder engagement, the project team will conduct up to 40 stakeholder meetings during key junctures. Potential stakeholders may include neighborhood groups, elected and appointed officials (including City Council members), property owners, lease tenants, private developers, the Chamber of Commerce, the Downtown Association, Senior Advisory Committee, and other key stakeholders. The meetings will be over the phone/Zoom or during “stakeholder meeting days” in Mountain View.

As part of the above stakeholder interviews, Community Strong Strategies (CSS) will conduct outreach to small businesses, property owners and key stakeholders to gain feedback about issues concerns and potential solutions related to businesses in Downtown Mountain View. CSS may also include “business walks” and other activities targeted as the business community.

This task assumes that the City will manage logistics and scheduling.

2.4 Community Workshops (up to 4)

The R+A team will plan and facilitate a minimum of three interactive and collaborative community workshops during the visioning and alternatives phases. A fourth workshop or open house may be organized to review the Public Draft Precise Plan. The specific timing and content of each workshop will be described in the community engagement plan.

2.5 Topic Specific Workshops (up to 3)

The R+A team will plan and facilitate up to three additional topic-specific workshops. These will be structured as presentations followed by interactive components to obtain feedback from the community on specific topics. The proposed topics of the workshops (and topic leads) are:

- Placemaking and streetscape (Gehl)
- Retail and businesses (CSS supported by Seifel and GRES)
- Land use and urban design (R+A and VMWP)

2.6 Online Surveys (3)

The R+A Team will develop two online surveys to reach a broader audience within the city. The surveys will be “opt-in” surveys and not statistically valid. R+A is proposing that the three survey be on the following topics:

1. Downtown character, vision and opportunities (led by R+A)
2. Business and property owner focused survey/feedback form (led by CSS)
3. Plan concepts/alternatives (led by R+A)

R+A and CSS will summarize the top-line results from the surveys in memos.

2.7 Pop-Up Workshops (3)

At three junctures in the process, R+A will develop pop-up materials to obtain feedback from the broader community. Each pop-up will include up to four boards, easy-to-implement interactive materials and background information on the project. Our expectation is that R+A will develop the materials and City staff will staff the pop-ups.

2.8 City Council, EPC, and other Boards and Commissions (up to 6 meetings in 2 rounds)

The R+A team will provide regular updates to the City Council, EPC, and other boards and commissions. These updates aim to keep decision-making bodies informed about the process and to ensure that

community goals are met. The scope and budget anticipate two rounds of meetings with each of the three bodies. One presentation for each round will be developed.

2.9 On-Call Engagement

This R+A Team will conduct a variety of engagement activities that are in addition to those described above or at a higher level of effort. Tasks may include:

- Additional workshops
- Newsletters or printed materials to support the project
- Additional surveys
- Additional meetings with City boards and commissions.
- Any additional engagement activities not specifically described in the scope of work.

Task 2 Deliverables:

- *Engagement plan (Word)*
- *Project branding package including public meeting notice flyer template (Word or InDesign JPGs and/or PNGs)*
- *Project website content*
- *Stakeholder meetings (up to 20) and summary memos (2) (Word draft, PDF final)*
- *Community workshops (4), including agendas (Word draft, PDF final), presentation (PPT), boards (InDesign and PDF), noticing (Word draft, PDF final), handouts (Word or InDesign draft, PDF final), and meeting summary (Word draft, PDF final)*
- *Topic specific meetings/workshops (up to 3), including presentation (PPT), discussion questions (Word) and summary for each meeting (Word draft, PDF final)*
- *Online surveys (3), including survey instrument and summary survey results (Word draft, PDF final)*
- *Pop-up workshop materials (3) (InDesign or Word and PDF)*
- *Presentations to CC, EPC and other boards and commissions (6) (PPT)*

Task 3: Existing Conditions Analysis

The existing conditions analysis will include multiple technical memos that analyze existing conditions and outline opportunities and constraints for each topic. The insights garnered from these studies will serve as the foundation for developing plan alternatives and the Precise Plan. The topics for the existing conditions analysis are described below.

3.1 Land Use and Urban Design (R+A)

R+A will conduct a land use and site analysis that will include a thorough review and analysis of existing land use, zoning, and General Plan designations, property ownership, neighborhood adjacency conditions, and physical characteristics (urban form and character). This will be summarized in a technical report or detailed PPT presentation.

3.2 Pattern Book: Existing Building Types Precedents, and Opportunity Sites Survey (VMWP)

Van Meter Williams Pollack (VMWP) will develop a pattern book which illustrates the existing building types within the Downtown to provide an understanding of sites and buildings which create the unique characteristics of the Downtown. VMWP will also provide a pattern catalog of buildings of similar downtowns to illustrate the building types and characteristics, which have made for successful tenancing and developments within the fabric of the Peninsula downtowns. VMWP will conduct a study of building

types in the plan area and work with R+A to identify different types of opportunity sites for change. The sites will include both public and private development and categorize development potential depending on multiple site factors including location, size, ownership, and site history. The information will be documented in a Pattern Book of the Downtown and surrounding Peninsula communities.

VMWP will develop a pattern book of building/ development types and examples from Mountain View and surrounding communities. For up to 16 sites/areas, VMWP will provide the following:

- Photos and aerials
- Site Plan or Aerial View
- Building Statistics and Uses (specific ground floor spaces size to illustrate the relationship between uses and spaces.
- Comments regarding key standards or approval process if such was used.

3.3 Market and Economic Analysis (Seifel and Greensfelder)

Seifel and Greensfelder will build upon the economic and market analysis that was conducted as part of the Economic Vitality Strategy and the DTPP Update for Areas A, G, H and will gather supplemental data on market demand, supply, rents, and valuation from business and real estate publications, such as Avison Young, CBRE, CoStar, Cushman & Wakefield, Marcus & Millichap, cell phone data and Zillow for the following uses: retail (including food/beverage, services, commodity, and specialty retail); office (including incubator, coworking space, etc.); multifamily housing; and hospitality.

Seifel and Greensfelder will also gather information from topic specific workshops and interviews with key stakeholders from the business and real estate development community, and Greensfelder will use a proprietary methodology to examine by NAICS category the relative opportunities for commodity (daily needs) as opposed to specialty (splurge) retail for a variety of retail and food and beverage categories. The work will be summarized in a Future of Retail Memo outlining the opportunities and constraints in Downtown. The analysis will address the market demand for uses given the constraints and characteristics of sites, for example small sites that cannot support parking.

3.4 Streetscape, Open Space, Public Realm, and Tree Canopy (Gehl)

To achieve a successful transformation of Downtown Mountain View's Public Realm, it is critical to lead with a shared understanding of the existing conditions and user experience of the Downtown Precise Plan Area. To understand the complexity of experiences and user needs that Downtown must cater to, the consultant will begin by conducting an analysis of:

- Active Mobility Network Connectivity and Comfort, including pedestrian and cyclist routes within the Downtown Precise Plan Area, including coordinating with the data collection analysis conducted by the Active Transportation Plan currently under development.
- Prototypical Streetscape Typologies and Conditions, including at minimum 1 shopping street, 1 low and 1 high density neighborhood street, and 1 service street present in the Precise Plan Area, including assessment of the right of way usage, crossing distances, pedestrian comfort, and amenity offerings.
- Open Space Typologies and Conditions, including access and amenity offerings.
- Microclimate Analysis, including shade, tree canopy, and softscape mapping.
- Land Uses, Streets, and Open Spaces Relation, including ground floor amenities and conditions mapping.

Public Realm Existing Conditions will be analyzed and compiled into a succinct and visually compelling presentation-format document, alongside input provided during the project engagement. The document will be shared with the R+A team and City for review. This Draft Streetscape, Open Space, Public Realm, and Tree Canopy Report will be further refined after receiving feedback from the City, limited to one (1) round of feedback from the client. In October 2022, City established Castro Pedestrian Mall with interim design conditions and will be developing a permanent pedestrian mall design in the future. The work done as part of the Castor Pedestrian Mall project will serve as background for the existing conditions report. The Final Report will be submitted in presentation format.

3.5 Historic Downtown Character and Architecture Analysis (P+T)

Page & Turnbull will provide a historic resources background analysis report, including an audit of existing architectural styles and observations about key opportunities and constraints within the Plan boundary. The report will also identify six older buildings (designated and eligible historic resources and properties identified by the City or community as historically significant) that will be the subject of façade restoration design guidelines (see Task 5). These six buildings may include some from a list of eight buildings identified by City Council in 2021 for potential nomination to the National Register of Historic Places, for which P&T found that five of the eight were not eligible due to lack of significance and/or compromised integrity. The City or community members may also suggest other key buildings that, with facade restoration, would elevate the overall historic character of the Castro Street corridor. This task will build upon focus group and public workshop responses for the Historic Preservation Ordinance and Register Update project.

3.6 Infrastructure Analysis (S&W)

Schaaf & Wheeler will prepare a memorandum that identifies known constraints and improvement needs for wet utility infrastructure within the plan boundaries and surrounding areas. The analysis is limited to a review of previously prepared reports and does not include detailed computer modeling.

3.7 Mobility and Transportation (Hexagon)

Hexagon will evaluate existing transportation conditions in the DTPP area based on traffic counts, previously prepared transportation analysis reports, and adopted plans. Hexagon will identify deficiencies/constraints on transportation facilities. The tasks to be included in the constraints analysis are:

1. Describe existing transportation conditions in the DTPP area, including street network, bicycle and pedestrian facilities, and transit services in the immediate proximity of the DTPP area. New intersection peak-hour traffic counts will be collected for up to 12 intersections. Peak-hour Intersection level of service analysis will be conducted for existing conditions for up to 12 intersections.
2. Review previously prepared transportation analysis reports and adopted plans.
3. Identify transportation constraints on transportation facilities based on the review of existing street network, bicycle and pedestrian facilities, and transit services, the results of intersection level of service analysis, and available studies and plans.
4. Review the adopted Downtown Parking Strategy and evaluate and identify whether the implementation strategies would need to be revised with the proposed land uses and AB 2097.

3.8 Existing Conditions Summary Report in PPT Format (R+A)

The R+A team will summarize existing conditions memos into presentation materials for community meetings and EPC/CC study sessions. The existing conditions summary presentation will focus on opportunities and constraints and outline potential topics and concepts to analyze in the plan alternatives phase of the project.

Task 3 Deliverables:

- *Draft/Final Technical Analysis Memos for Tasks 3.1 to 3.7 (Word or PPT draft, PDF final)*
- *Draft/Final Existing Conditions Summary Report (PPT and PDF)*

Task 4: Vision + Alternatives Development

During this task, the team will develop a comprehensive vision and two to three overall plan alternatives, each representing a distinct vision for the future of Downtown. The team will also develop specific alternatives for key Precise Plan topics including street design concepts, development of specific sites including City-owned parcels, and TDM/parking strategies. This will include the identification of specific parcels, such as City-owned parcels, that could be used for affordable housing as identified in Program 4.5 of the Housing Element. The development alternatives and pattern book prototypes will be analyzed for financial feasibility. The team will present the alternatives for feedback from the community and key stakeholders, conduct a city-wide survey, and obtain direction on a preferred plan from EPC and City Council.

4.1 Downtown Vision and Goals

The R+A team will formulate a comprehensive vision statement and goals for the DTPP. The vision statement will articulate the City's envisioned role of Downtown in the community.

4.2 Preliminary Conceptual Alternatives

The R+A team and City staff will convene in a half-day charrette to develop preliminary conceptual alternatives. The concept alternatives may include ideas for land use mix, development intensity and building heights, circulation network, and street design. This task will result in two to three "bubble" diagrams and conceptual illustrations describing the proposed concepts.

4.3 Building Density + Opportunity Site Analysis

Building on the pattern book analysis, VMWP will develop massing diagrams/test fits for up to seven parcels/sites and/or building types for site and development feasibility analysis. The analysis will include how different parking strategies may impact development prototypes and feasibility. This will include development/construction statistics to support the feasibility analysis. The project team will evaluate the draft standards on prototypical sites and key sites such as City-owned parcels to ensure the standards enable the intended development. Following feedback from City staff, VMWP will make one round of revisions to the site tests. The test fits are also meant to illustrate the key elements which impact development feasibility.

- VMWP will provide test fits on sites agreed upon as "soft sites" or change sites or opportunity sites. These will illustrate current base zoning and will note key issues which have prevented the site from being developed. VMWP could also illustrate an alternative development based on alternative standards or policy changes. Typical products include Site Plan, Building Plans, Section and 3D image set in aerial or street view if desired and statistics and Budget. This site analysis would be done for 6-10 sites depending on complexity and level of detail.
- Based on Existing development standards, VMWP will provide development prototypes designs for typical and specific opportunity sites within the downtown area. These will illustrate the key characteristics which define feasibility. Planning level development statistics, construction and development budgets will also be provided for feasibility evaluations.
 - Building Density Prototype Alternatives (VMWP)

- Properties Fronting Castro Street
- Hope/View/Bryant/Franklin Street Properties
- Specific Site Design Alternatives (VMWP)
 - Public Properties/Surface Parking Lots

4.4 Development Feasibility Analysis

Seifel will analyze the development feasibility of building density prototype alternatives for up to three representative opportunity sites for up to two height/density alternatives per site. The analysis will be based on development assumptions including potential gross and net rentable square feet for residential, non-residential and/or parking uses, the associated number of market rate and below market rate (BMR) housing units and parking spaces, and the range of building and construction types and other pertinent development characteristics that would affect infill development. In consultation with team members, Seifel will prepare summary financial pro forma analysis for each of the development alternatives that will assume onsite provision of BMR units as required by the City's BMR Housing Program. A sensitivity analysis can be performed to illustrate the impacts of interest rates and construction costs. Greensfelder will collaborate with Seifel on this analysis including providing feedback about typologies as it relates to ground floor uses, and providing ground floor-specific inputs where feasible.

4.5 Placemaking and Streetscape Strategies

Placemaking Strategies

The team will develop a high-level placemaking strategy for each topic area outlined, including a narrative, precedents, and written strategies for implementation. Strategies may include but are not limited to furnishing zone placement, micromobility location guidelines, curbside management guidelines, shade improvement guidelines, and wayfinding guidelines. Gehl will support development of the high-level Placemaking Strategy focused on the below:

- Public Realm Activation – opportunities for active uses, temporary uses, places of respite, and streetscape design strategies to improve pedestrian comfort, wayfinding, and experience.
- Open Space & Plaza Activation – strategies for utilizing existing open spaces and opportunities for improving access to open space Downtown.
- Public Art Program – strategies for embedding public art in the public realm, streetscape furnishing palette, and planting palette, along with identification of key moments for memorable moments with public art, in coordination with the Public Arts Strategy and feedback from the Visual Arts Committee.

The Placemaking Strategy will be informed by Existing Conditions Analysis, Community and City Staff input through workshops and charrettes, and through regional, national, and international best practices.

Streetscape Strategies

Using the Circulation and Transportation Network Diagrams as a guide, Gehl will develop a palette of up to 10 Conceptual Street Typologies, anticipating 4-5 primary typologies with alternative variations responding to specific contextual conditions, that cover primary linkages including Castro Street, and typical conditions, including Neighborhood Streets. Each Conceptual Street Typology will define space for pedestrians, cyclists, vehicles, street furnishings, and curbside management in relation to potential adjacent land uses, to be defined further in Streetscape Standards. The result will be a cohesive street network that prioritizes safety, accessibility, and comfort for all users. The up to 10 Conceptual Street Typologies will include variations of the same typology, responding to the different contextual variations.

Each of the Conceptual Street Typologies will then be mapped onto the 2-3 Conceptual Alternatives to define a Street Network Diagram for each of the alternatives. Informed by the circulation, transportation, and street typology information, the Street Network Concepts will define public realm opportunities for placemaking in the public realm, including parks, transit hubs, and plazas.

The Conceptual Streetscape Typologies will be informed by Existing Conditions Analysis, Community and City Staff input through workshops and charrettes, Active Transportation Plan, and through regional, national, and international best practices.

Based on the Palette of Conceptual Street Typologies, Gehl will develop high level Conceptual Streetscape Designs for each of the up to 10 Typologies, with the anticipated 4-5 primary typologies with alternative variations responding to specific contextual conditions, in section and plan. Each Conceptual Design will include, but not exclusive to: tree spacing, furnishing zones, mobility hubs, curbside management, and wayfinding elements. The Conceptual Street Types will holistically approach the public realm and create a cohesive character for Downtown Mountain View.

4.6 Plan Alternatives and Memo

Based on the preliminary conceptual alternatives and the detailed analysis on development feasibility and parking, the R+A team will develop two to three plan alternatives. The topics covered are listed below. The plan alternatives will be summarized in a plan alternatives memo and presentation used for community meetings and study sessions with EPC and City Council. Ultimately, the City Council will provide direction to the R+A team on the preferred alternative for Downtown Mountain View.

- Land Use and Development (R+A/VMWP)
 - Land use mix
 - Density/height
 - Character and massing
 - Opportunity sites analysis summary
 - Signage regulations
- Circulation and Transportation (Hexagon/Gehl)
 - Street network
 - Circulation strategies
- Streetscape Standards (Hexagon/Gehl)
 - Streetscape diagrams
 - Street design concepts
 - Curbside Management
- Placemaking Strategy (Greensfelder/Seifel/Gehl)
 - Retail strategy
 - Public realm activation
 - Open space & plazas activation
 - Public art program
 - Cultural heritage & place identity

4.7 Preferred Plan Framework Memo

R+A will summarize feedback from the community, EPC, and City Council to outline the preferred plan direction. The preferred plan framework memo will include the Project Description, land use map, key development standards, summary of direction on specific designs for building prototypes, opportunity sites, and streetscapes. This task will include a staff work session with all City departments to confirm direction prior to drafting the Precise Plan. When the Project Description is confirmed, environmental analysis and technical studies will begin.

Task 4 Deliverables:

- *Vision and goals memo (Word draft, PDF final)*
- *Conceptual alternatives (PPT format with .jpg images of diagrams; diagrams will be made in InDesign or similar)*
- *Building/density prototypes memo (Word or PPT draft, PDF final)*
- *Development feasibility analysis memo (Word draft, PDF final)*
- *Draft and Final Palette Conceptual Street Typologies, to guide the development of Streetscape Standards. (Word or PPT draft, PDF final)*
- *Draft Placemaking Strategy Document, including the 4 key topics of Public Realm, Open Space, Public Art, and Identity (Word or PPT draft, PDF final)*
- *Street Network Concept for each of the 2-3 Conceptual Alternatives (Word or PPT draft, PDF final)*
- *Plan Alternatives Memo (Word or PPT draft, PDF final)*
- *Preferred plan framework memo (Word or PPT draft, PDF final)*

Task 5: Technical Studies and Plan Strategies

After the preferred plan is identified, the R+A team will conduct a series of analyses and studies to develop the detailed direction of the Plan. The technical analysis and detailed implementation strategies are described below. Concurrent with this task, the team will conduct the topic-specific workshops described in Task 2.5.

5.1 TDM/Parking Implementation Strategies (Hexagon)

Hexagon will review the current TDM and parking policies in the City's area plans and the Downtown Parking Strategy and recommend implementation strategies for the Precise Plan.

5.2 Multimodal Transportation Analysis (Hexagon)

After the preferred plan is identified, the R+A team will conduct a series of analyses and studies to develop the detailed direction of the Plan. The technical analysis and detailed implementation strategies are described below. Concurrent with this task, the team will conduct the topic-specific workshops described in Task 2.5.

Multimodal Transportation Analysis (Hexagon)

Hexagon will prepare a Multimodal Transportation Analysis (MTA) to identify necessary transportation facilities and recommended improvements and strategies. The tasks to be included in the MTA are:

1. **Trip Generation Estimates.** Hexagon will identify trip generation estimates with the use of Mountain View travel demand model for trip distribution. Estimates of trips to be added to the surrounding roadway network by the proposed developments will be based on the trip generation rates recommended by the Institute of Traffic Engineers (ITE)' *Trip Generation Manual*,

11th Edition and the applicable internal/transit trip reductions recommended by the VTA's *Transportation Impact Analysis (TIA) Guidelines (2014)* or the MXD model, as directed by the City. Trips generated by existing uses on site will be credited using ITE trip generation rates. The travel demand model will be used to determine the trip distribution patterns for the project. The scope assumes that the model will be available and ready to be used for the project without further calibration and validation. The model will be updated with the proposed DTPP land uses, if needed, to determine the trip distribution patterns with the DTPP. The DTPP traffic will be assigned to the roadway network based on the distribution patterns and the locations/capacities of parking facilities. Hexagon will prepare a memo with the trip generation estimates and trip distribution/assignment patterns for review and approval by City staff.

2. **Refinement of Study Area.** Based on the trip generation estimates, the study intersections and freeway segments will be finalized. The study intersections will be selected according to the 10 trips per lane guideline provided by the VTA TIA guidelines and may include unsignalized intersections. The scope assumes the analysis of up to 25 intersections (including the 8 intersections for the existing conditions/constraints analysis). Hexagon will prepare a memo with a proposed study area for review and approval by City staff prior to completing the following tasks.
3. **Existing Conditions Evaluation.** Existing conditions presented in the constraints analysis will be included in the MTA and will describe the street network that provides access to the plan area, pedestrian and bicycle facilities/connections in the project vicinity, and transit services. The MTA will evaluate traffic conditions at the study intersections. The existing traffic conditions will be evaluated using the software TRAFFIX, which employs the *Highway Capacity Manual (HCM)* methodology for intersection analyses and is the designated level of service methodology for the City of Mountain View.

New AM and PM peak-hour turning movement counts will be collected for the study intersections. The scope assumes that AM (7 to 10 AM) and PM (4 to 7 PM) peak-hour traffic counts will be collected. The physical characteristics of the site and the surrounding roadway network will be reviewed to identify existing roadway cross-sections, intersection lane configurations, traffic control devices, and surrounding land uses.

4. **Intersection Traffic Operations Analysis.** Hexagon will prepare an intersection traffic operations analysis for cumulative conditions without and with the DTPP. Intersection effects associated with the DTPP will be evaluated relative to no project conditions.

Cumulative conditions represent the buildout of the General Plan, including the DTPP and MBPP. Cumulative traffic volumes will be derived from the Mountain View travel demand model and adjusted based on the existing intersection counts. Hexagon assumes that the General Plan model will be ready to be used to represent cumulative conditions. The model's land uses for the project zone will be reviewed to determine whether additional modifications are needed to generate the cumulative conditions traffic volumes.

A signal warrant analysis will be conducted for unsignalized study intersections that will operate at an unacceptable level of service under project conditions.

If the project would add a significant number of left-turning vehicles to any study intersections, the adequacy of the existing/planned storage at turn pockets will be assessed by means of comparison with expected maximum vehicle queues. Vehicle queues will be estimated using a Poisson probability distribution. The scope assumes up to 10 intersection/driveway locations will be analyzed for queuing.

5. **Freeway Segment Capacity Evaluation.** The magnitude of project trips on freeway segments near the site will be determined based on the project trip estimate described above. The number

of trips on nearby freeway will be compared to the CMP's threshold for determining the need for freeway level of service analysis. Freeway segments that require a level of service analysis will be analyzed for the AM and PM peak hours as required by the CMP guidelines. The results of this task will be documented in the study.

6. **Pedestrian Facility and Operations Evaluation.** The City's Pedestrian Quality of Service (PQOS) Map will be used to identify whether the project trips or design would affect the existing PQOS on the surrounding streets and whether there are existing pedestrian connection gaps in the project vicinity.
7. **Bicycle Facility and Operations Evaluation.** The City's Bicycle Level of Traffic Stress (BLTS) Map will be used to identify whether the project trips or design would affect the existing BLTS on the surrounding streets and to identify access to low BLTS streets.
8. **Evaluation of Transit Operations.** An analysis of the project's effect on transit services/facilities and transit vehicle delay in the study area will be conducted.
9. **Traffic Calming Evaluation.** The analysis will evaluate the DTPP requirements for traffic calming designs and evaluate the effects of the project traffic on surrounding neighborhood streets.
10. **Curb Management Assessment.** Hexagon will analyze curb management strategies and policies.

Hexagon's findings and recommendations will be summarized in a draft MTA report. Hexagon will respond to editorial comments and prepare a final report. This scope includes addressing one round of City comments.

5.3 Retail/Food and Beverage/Small Business Strategy (Seifel/Greensfelder)

Greensfelder and Seifel will recommend strategies and Precise Plan policies to improve the ground floor environment and to enhance retail and small business opportunities in the Downtown district, including how to capitalize on current and future opportunities in the regional retail marketplace, promote a complementary mix of local/independent and chain businesses, and catalyze small, independent, and culturally diverse businesses. These strategies will include policies to encourage retail success in a more compact/mixed-use environment and achieve a vibrant, sustainable, and resilient retail environment within future infill development.

5.4 Historic and Cultural Resources (Page & Turnbull)

P&T will develop façade restoration guidelines for up to six existing older buildings, identified in Task 3.5, that will reinforce the architectural character the City desires. For each building, P&T will compile a bulleted list of character-defining features, past façade alterations, and recommended priority improvements for restoration. The Historic and Cultural Resources Façade Restoration Guidelines task will include one round of project team review and one round of City review. In addition, P&T will review the objective design standards developed by the project team for new construction and existing older buildings to ensure alignment of the vision as it relates to the existing buildings and historic character of the Downtown area.

5.5 Architectural Styles and Themes (VMWP)

VMWP will build on previous Precise Plan work and character conversations to develop architectural style and building standards which reflect the pattern of buildings' character throughout the Downtown. By defining the elements and façade organization of new buildings, they will better fit with the existing fabric. This information is a critical bridge between the Pattern Book and the objective design standards in the Precise Plan. VMWP will collaborate with P&T for consistency between new and existing older buildings in this discussion.

5.6 Infrastructure (Schaaf & Wheeler)

Schaaf & Wheeler will provide hydraulic computer modeling analyses for two of the City's wet utility systems: potable water and sanitary sewer. Two conditions will be studied to support the CEQA process: existing and future cumulative. Each condition will develop project-specific water/sewer demands and be analyzed for pre-project and post-project deficiencies to determine project impacts to the City's infrastructure for the final preferred land use alternative. Deficiencies will be based on City-adopted performance criteria for each wet utility system. The utility impact study (UIS) report will summarize project water demands/sewage generation, hydraulic results including existing capacity and future capacity with CIPs, and project fair-share contribution to future required infrastructure improvements. The computer modeling effort will utilize models previously prepared as part of the City-wide master planning projects. Cost estimating for CIPs will be based on City-provided unit costs and escalation factors.

Task 5 Deliverables:

- *Multimodal Transportation Analysis Report, including curb management strategies (Word draft, PDF final)*
- *Infrastructure technical memo (Word draft, PDF final)*

Note that all other tasks will feed directly into the content of the specific plan.

Task 6: Precise Plan

Following the identification of a preferred plan direction and preparation of technical studies, the R+A team will draft the Precise Plan.

6.1 Precise Plan Outline and Format

R+A will prepare an outline of the Precise Plan along with a format/template for review by City staff. R+A will make modifications to the draft outline and template based on staff feedback.

6.2 Administrative Draft Precise Plan

The R+A team will prepare the Administrative Draft Precise Plan, which will include topics that are critical to integrate with the Downtown Precise Plan, as highlighted below.

- Downtown Vision + Goals (R+A)
- Land Use and Development Standards (R+A/VMWP)
 - Land Use
 - Height/Massing
 - Parking (vehicle/bike)
 - Façade + Massing Design Standards
 - Architectural Style/Elements/Historic Character
 - Building Signage Regulations
 - Façade Restoration Guidelines
- Streetscape and Open Space Standards (GEHL/R+A)
 - Complete Streetscape/Sidewalk Design Standards (up to 10 streetscape typologies)
 - Urban Forest Plan

- Placemaking Strategy (Gehl)
 - Public Realm/Activation/ Public Art
 - Open Space/Urban Ecology
 - Ground Floor Retail Strategy (Greensfelder/Seifel)
- Circulation/Mobility (Hexagon)
 - Street Network and Cross-Sections
 - Curbside Management
 - Transit/Bike/Pedestrian Network
- TDM/Parking Regulations (Hexagon)
- Infrastructure (S&W) (note this will incorporate the UIS from Task 5)
 - Potable Water Infrastructure
 - Sanitary Sewer Infrastructure

6.3 2nd Administrative Draft/Screencheck Draft Precise Plan

The City shall provide a single set of non-conflicting comments on the Administrative Draft Precise Plan to the R+A team. The R+A team will integrate these comments to prepare the 2nd Administrative Draft Precise Plan. This will serve as the screencheck draft plan encompassing all graphics, maps, illustrations, and photos in the final layout.

6.4 Public Draft Precise Plan

The City shall provide a single set of non-conflicting comments on the 2nd Administrative Draft Precise Plan to the R+A team. Minor formatting and typographic edits are expected at this stage. The R+A team will integrate comments from the 2nd Administrative Draft Precise Plan to prepare the Public Draft Precise Plan.

6.5 Final Downtown Precise Plan

Based on City Council action and final text changes provided by City staff, R+A will prepare the Final Downtown Precise Plan. The document will be provided in PDF format. R+A will provide a graphics file package including InDesign files, maps, and diagrams.

Task 6 Deliverables:

- *Precise Plan outline (Word)*
- *Precise Plan layout concept (InDesign)*
- *Administrative Draft Precise Plan (Word)*
- *2nd Administrative Draft Precise Plan (PDF)*
- *Public Draft Precise Plan (PDF)*
- *Final Downtown Precise Plan (PDF, graphics package including InDesign, ArcGIS, JPGs/PNGs, Illustrator, etc. files)*

Task 7: CEQA

David J. Powers & Associates, Inc. (DJP) will prepare an Environmental Impact Report (EIR) and associated environmental review documentation, as requested in the RFP, consistent with the requirements of the California Environmental Quality Act (CEQA) and the City of Mountain View for the proposed Precise Plan.

The scope and scale of development that would be allowed under the proposed Precise Plan is currently unknown; therefore, our scope assumes the level of effort required to prepare an EIR for a simple project with straightforward technical analyses. Should the proposed Precise Plan be more complex in nature and/or require an additional level of effort or technical assessment, the scope of work will need to be adjusted accordingly to adequately address the project. Conversely, depending on the development potential of the proposed Precise Plan and its associated impacts, it is possible the project could qualify for an Addendum pursuant to CEQA Guidelines Section 15164 or other streamlined environmental document that is not subject to fair argument. Scope refinement, including the potential alternatives to preparation of an EIR, will be explored with the City once the project has been defined.

7.1 Environmental Existing Conditions and Constraints Analysis

DJP will prepare an Existing Conditions and Constraints Analysis memo that documents existing conditions within the Precise Plan area and potential CEQA environmental constraints. The Existing Conditions and Constraints Analysis will include high-level detail and analysis of all the environmental resource areas typically addressed in a CEQA document (including cultural resources, population and housing, and tribal cultural resources). This document will NOT include an analysis of other CEQA requirements such as alternatives, which will be included in 7.2 Draft Environmental Impact Report below. This analysis will be based, in part, on existing, available information (including the findings of the historic resource evaluation being completed for the separate Historic Preservation Ordinance and Register Update) and technical constraints analyses for the following:

- **Air Quality and Greenhouse Gas.** An air quality and GHG constraints assessment will be completed by Illingworth & Rodkin, Inc., under contract to DJP. The constraints assessment will describe existing health risk based on existing, available data, describe potential construction- and operation-related air quality impacts qualitatively, and identify potential constraints.
- **Archaeological Sensitivity.** An archaeological sensitivity assessment will be completed by Albion, under contract to DJP. The assessment will include a records search at the Northwest Information Center, Sonoma State University, Rohnert Park, as well as a Sacred Lands File Search.
- **Screening Level Phase I Environmental Site Assessment (ESA).** A screening level Phase I ESA will be completed by Farallon Consulting, under contract to DJP. The screening level Phase I ESA will identify known or potential environmental concerns in the Precise Plan area and include a review of historical sources of the project area (e.g., aerial photographs, city directories, fire insurance maps) and environmental regulatory databases.
- **Noise and Vibration.** A noise constraints assessment will be completed by Illingworth & Rodkin, Inc., under contract to DJP. The assessment will include review of existing available noise and vibration data and a noise monitoring survey to document existing noise and vibration conditions. A noise contour map will be prepared and preliminary constraints will be identified to assist in the planning effort.
- **Transportation.** The site's existing transportation network, constraints, and areas of potential concern will be identified based on a preliminary transportation memo to be prepared by Hexagon Transportation Consultants, under contract to Raimi + Associates.
- **Utilities.** The existing water and sewer system infrastructure serving the project site, as well as existing and potential water and sewer system constraints, will be identified based on a preliminary utility memo to be prepared by Schaaf & Wheeler, under contract to Raimi + Associates. The existing conditions and constraints of the storm drain system will be based on existing, available information and data provided by City staff.

7.2 Draft Environmental Impact Report

Prepare the Project Description and Notice of Preparation

DJP will review all available project information, conduct a site visit, and provide a detailed description of the proposed precise plan project, including the proposed land uses and physical characteristics (e.g., maximum allowed density, maximum building height, open space locations, description of off-site improvements, parking, landscaping, circulation, etc.). Maps and graphics will be provided to illustrate the text. This scope includes two rounds of review by the City of the administrative draft project description. It is assumed that the project description will be provided electronically for review.

Once the EIR project description is finalized, DJP will draft the Notice of Preparation (NOP) and submit it electronically to the City for review and comment. This scope assumes one round of review of the administrative draft NOP by the City. DJP finalize the NOP and provide the City with a PDF of the NOP for posting on the City's website. DJP will transmit the NOP to the State Clearinghouse on behalf of the City. This scope of work assumes the City will handle all local posting of the NOP (e.g., mailings, newspaper ad, and filing at County Clerk).

Facilitate Scoping Meeting

DJP will attend one public EIR scoping meeting for the project and prepare a presentation for the meeting summarizing the proposed project and the EIR process and topics. Following the scoping meeting and the conclusion of the NOP comment period, it is assumed the City will provide DJP with all public comments submitted during the EIR scoping meeting and NOP comment period.

Draft Environmental Impact Report

The Draft EIR will provide program-level, with select project-level, environmental review, tiering from previous environmental documents including the following:

- Certified 2022 City of Mountain View Housing Element Update Final EIR (SCH# 2022020129)
- Certified 2012 City of Mountain View Draft 2030 General Plan and Greenhouse Gas Reduction Program Environmental Impact Report Final EIR (SCH# 2011012069)
- Adopted 1999 and 2004 City of Mountain View Downtown Precise Plan Initial Studies/Negative Declarations and subsequent addendum

The EIR will include an introduction, summary, project description (prepared under Task 7.2), environmental setting, discussion of environmental impacts, and mitigation measures to reduce significant impacts. A discussion of the project's consistency with applicable plans and policies will be included with particular attention given to inconsistencies, if any are identified. DJP will utilize the prepared technical reports and preliminary technical reports described under Task 7.1 and the following technical reports/task to support the conclusions of the Draft EIR:

- Air Quality and Greenhouse Gas Assessment – An Air Quality and GHG Assessment will be completed in accordance with the Bay Area Air Quality Management District (BAAQMD) CEQA Air Quality Guidelines by Illingworth & Rodkin, Inc., under contract to DJP. The assessment will evaluate the project's construction criteria air pollutant emissions, health risk, and GHG impacts at a programmatic level. The assessment will evaluate operational criteria air pollutant emissions at a project-level.
- Noise and Vibration Assessment – A Noise and Vibration Assessment will be completed by Illingworth & Rodkin, Inc., under contract to DJP. The assessment will evaluate the project's operational noise levels, construction noise levels, and construction vibration levels at a programmatic level. The assessment will include a project-level analysis for project-generated traffic noise.

- Transportation Assessment (Hexagon will prepare this under Task 5.2) – A Transportation Analysis will be completed by Hexagon Transportation Consultants, under contract to Raimi & Associates. The analysis will describe the existing transportation network (e.g., pedestrian, bicycle, transit) in the project area, identify potential impacts on the transportation network, and evaluate vehicle miles traveled (VMT) impacts.
- Tribal Consultation – DJP will assist the City with tribal consultation required by Senate Bill 18 and Assembly Bill 52.
- Utility Impact Study (S&W will prepare this under Task 5.2) – A Utility Impact Study will be completed by Schaaf & Wheeler, under contract to Raimi & Associates. The study will describe existing water and sewer system conditions in the project area and potential impacts on the water and sewer systems (e.g., fire flow, water supply, water storage, sewer flow, sewer treatment capacity) from the implementation of the project. Schaaf & Wheeler will prepare a Water Supply Assessment for the final preferred land use alternative in accordance with SB 610 and SFPUC requirements for the City’s CEQA work in connection with the project. It is assumed the project does not include residential subdivision or tract map preparation, so a Written Verification of Supply per SB 221 is not required. Information for the report will primarily come from the project planning documents, the City’s Utility Impact Study (UIS) prepared concurrently by S&W, and the City of Mountain View’s 2020 Urban Water Management Plan. The WSA will be prepared in coordination with the City’s guidance. The WSA will include documentation of wholesale water supply, total water supply, project demand analysis, documentation of dry year supply and demand, SFPUC supply restrictions, and determine if projected supply is sufficient to serve the development project.

All environmental resource areas and checklist questions in Appendix G of the CEQA Guidelines will be addressed (including cultural resources, population and housing, and tribal cultural resources). Pursuant to CEQA, the EIR will also include a discussion of cumulative impacts; alternatives; growth inducing impacts; significant, unavoidable impacts; significant irreversible environmental changes; references; and lead agency and consultants. Prior to preparing the alternatives analysis in the EIR, DJP will consult with City staff to identify project alternatives that would avoid or reduce any new or substantially more severe significant impacts identified in the Draft EIR. The alternatives discussion will be a distinct chapter in the Draft EIR.

Upon completion of the Administrative Draft EIR (ADEIR), DJP will submit an electronic copy of the document to the City for review and comment. This scope assumes three rounds of review by the City of the ADEIR and that City comments will be provided as a consolidated set of comments in track changes. It is assumed City comments will be minimal and not require substantial effort to address.

DJP will finalize the EIR based on the City’s comments and provide up to 10 hard copies of the Draft EIR for public distribution and a PDF of the document for posting on the City’s website. DJP will also prepare the Notice of Completion (NOC) and Notice of Availability (NOA), in accordance with the CEQA and City of Mountain View requirements. The NOC and NOA will include a brief description of the project, the project location, and will state where copies of the Draft EIR are available for review. DJP will submit an electronic draft of the NOC and NOA to the City for review and comment. DJP will revise and finalize the NOC and NOA based on City comments. DJP will transmit the NOC, NOA, and copies of the EIR to the State Clearinghouse on behalf of the City. This scope of work assumes the City will handle all local notifications and postings of the NOC and NOA (e.g., mailings, newspaper ad, and filing at County Clerk).

7.3: Preparation of the Final EIR

Final EIR

Upon completion of the 45-day Draft EIR circulation period, DJP will prepare an Administrative Draft Final EIR. The Final EIR will contain the following:

- List of persons and agencies who commented on the Draft EIR;
- Responses to comments on the Draft EIR;
- Revisions to the EIR text, as necessary; and
- Copies of letters received on the Draft EIR.

This scope of work assumes approximately 18 hours of Principal Project Manager time and 38 hours of Project Manager time to respond to comments and prepare the Administrative Draft Final EIR. If additional effort is required to respond to the comments, it can be completed on a time and materials basis. An electronic copy of the Administrative Draft Final EIR will be submitted to City Staff for review. It is assumed City comments will be minimal and not require substantial effort to address. DJP will finalize the Final EIR based on the City's comments and will provide up to 10 copies of the Final EIR to the City for public distribution. DJP will also provide the City with a PDF of the document for posting on the City's website. DJP will transmit the Final EIR to the State Clearinghouse on behalf of the City. This scope of work assumes the City will handle all local notifications of the Final EIR.

Prepare Mitigation, Monitoring, and Reporting Program and Notice of Determination

DJP will prepare a draft MMRP for the project. The MMRP will summarize the mitigation measures identified, when mitigation measures will be implemented, who will be responsible for implementation, and who will provide oversight. DJP will submit a draft of the MMRP for the City's use prior to the project hearing.

DJP will prepare a Notice of Determination (NOD), in accordance with CEQA and City of Mountain View requirements. The NOD will include a brief project description, date of project approval, determination of the project's environmental effects, statement whether overriding considerations were adopted, and location where the Final EIR and record of project approval may be examined.

DJP will submit an electronic copy of the draft NOD for the City's review. Based on comments received from the City, DJP will revise and finalize the NOD. An electronic copy of the finalized NOD will be submitted to the City. DJP will transmit the NOD to the State Clearinghouse on behalf of the City. This scope of work assumes the City will handle local filing of the NOD (along with the payment of associated fees) at the County Clerk.

While DJP staff are not attorneys, DJP can assist the City in compiling information for the EIR for the findings on a time and materials basis if requested by the City.

7.4 Project Management, Scoping Meeting, and Hearings

DJP will provide general EIR project management, regular coordination with City and project team via virtual meetings, emails, and telephone calls, participation and attendance of an EIR scoping meeting, attendance at two public meetings for the alternatives analysis, and attendance at two public hearings for the certification of the EIR.

Task 7 Deliverables:

- *Existing Conditions and Constraints Analysis (Word draft, PDF final)*
- *Project Description (Word)*
- *Notice of Preparation (Word draft, PDF final)*

- *Draft tribal notification letter (Word)*
- *1st Admin Draft EIR (Word); 2nd Admin Draft EIR (Word); Screencheck Draft EIR (PDF); Finalized Draft EIR (PDF)*
- *Notice of Availability and Notice of Completion (Word draft, PDF final)*
- *Technical reports on: Air Quality and Greenhouse Gas Assessment; Noise and Vibration Assessment; Transportation Assessment; Utility Impact Study (Word draft, PDF final)*
- *Admin Draft Final EIR (Word); 2nd Admin Draft Final EIR (Word); Screencheck Final EIR (PDF); Finalized Final EIR (PDF); Mitigation Monitoring and Reporting Program (Word); Notice of Determination (Word draft, PDF final)*

Task 8 Fiscal Impact Analysis

8.1 Project Initiation

Seifel will prepare a fiscal impact analysis (FIA) for the Downtown Precise Plan Update (DTPP) at build-out of the Preferred Alternative. At the initiation and during the performance of the FIA work, Seifel will facilitate up to two conference calls with City staff and relevant consultant team members (project team) to review relevant data, agree upon the FIA methodology, confirm based data and assumptions, and to refine the work plan. Greensfelder will participate in one conference call to refine the work plan.

- Review and leverage relevant data provided by City staff or obtained from prior studies:
 - City's Fiscal Year (FY) 2022/23 and FY 2023/24 Adopted Operating Budget
 - City's recent FIA reports such as those prepared for the East Whisman Precise Plan (EWPP), current Housing Element and North Bayshore Master Plan (NBMP) will be the primary guiding documents regarding the fiscal methodology and fiscal cost share assumptions for the fiscal analysis.
- Obtain City staff's guidance on the methodology and data to be utilized for the FIA, which will include a review of the methodology and data utilized in these studies.
- Review key fiscal revenue and fiscal cost assumptions for the analysis.
- As needed, refine the project scope and approach to the analysis based on a discussion of the project team's goals, priorities and parameters for the analysis based on the final Preferred Alternative.
- Establish schedules for the assembly of information and completion of tasks.
- Conduct coordination meetings or conference calls to evaluate the progress of the work program, obtain additional information, and review work performed to date.

This work program assumes that the FIA will be performed based on full build out of the recommended land uses based on the Preferred Alternative for DTPP. If the FIA needs to be performed by subarea or by year of development, Seifel will conduct such analysis as additional advisory services.

8.2 Fiscal Revenue Analysis

Seifel will analyze the fiscal revenues to be potentially generated by the DTPP for the City's General Operating Fund (GOF). This analysis will build upon key fiscal revenue assumptions developed for prior fiscal studies, reflect City budget data on key fiscal revenues, incorporate relevant fiscal and real estate assumptions for the DTPP, and integrate input from City staff.

Greensfelder will advise on the fiscal revenue analysis by providing retail sales estimates (taxable and non-taxable) developed based on data provided by the project team and estimating future development

values based on expected NNN rents and gross leasable area. Greensfelder will describe the importance of the inclusion of non-sales tax generating uses for commercial district success as they relate to a vibrant retail ecosystem.

Seifel will perform the following work components and facilitate up to three conference calls to complete the fiscal revenue analysis.

Fiscal Revenues

- Confirm and summarize updated information regarding the proposed land uses, phasing, development valuation, and other key considerations for DTPP to be evaluated for the fiscal analysis.
- If needed, gather and review supplemental Assessor's data regarding existing and future property valuation to determine the potential property tax increment revenues being generated by the properties within the DTPP.
- Confirm the most recent property tax share distribution for the GOF, which will be used to project future revenues.
- Summarize development valuation assumptions to be used for the assessed value and revenue projections as agreed upon with City staff.
- Project future property revenues from the increase in assessed value from new development.
- Project future sales tax revenues from the increase in potential taxable sales from new development.
- Using a similar methodology and assumptions as the FIA for EWPP and the Housing Element, confirm and project other major sources of annual revenues to the City GOF, including business taxes, utility user taxes and other major City revenues at project build-out.
- Summarize and confirm the City's current service population and projected service population from the DTPP, consisting of residents and employees, based on data from the DTPP project's Supplemental EIR. (The service population will assume a 50% adjustment to employment.)
- Develop a fiscal model to project and summarize the annual fiscal revenues to the City GOF from the DTPP at build out.
- In collaboration with the City staff, estimate one-time revenues to the GOF from development impact fees and construction sales tax.

Summary of Initial Findings

- Prepare a draft set of summary tables (in constant dollars) and findings (in bullet form) that present the projected revenues and employment from the proposed DTPP as described above.
- Gather input from the project team regarding the draft findings and tables.

8.3 Fiscal Impact Analysis

Seifel will analyze the fiscal impact to the City GOF from the proposed DTPP. As described above, this work program assumes that the fiscal impact analysis will be performed assuming build out of the DTPP with any other time frames for the analysis to be provided as additional advisory services. Seifel will perform the following work components and facilitate up to three conference calls to complete the FIA.

Greensfelder will participate in one conference call to finalize the assumptions and will provide input on the draft FIA report.

Fiscal Costs

- Analyze information presented in prior fiscal studies and GOF cost information provided by City staff to estimate major annual fiscal expenditures attributable to the proposed development.
- Use and leverage the methodology and baseline assumptions in the FIA for EWPP and the current Housing Element.
- Utilizing the City's FY 2023/24 Adopted Operating Budget, agree upon relevant municipal cost factors that can be used to model the incremental fiscal costs to the GOF.
- Review and confirm the appropriate municipal cost factors with City staff that should be used for this analysis based on historical budgetary experience or other inputs.
- Facilitate a conference call to review key cost information and assumptions with representatives of City departments (e.g., Finance, Police, Fire, Public Works, and others, as appropriate) regarding DTPP's potential demand for municipal services and operations. (Additional staff interviews, case studies or extensive updates to the fiscal cost analysis will be performed as additional services.)
- Based on this fiscal cost information, develop and project annual expenses for GOF.
- Based on information provided by City staff, summarize projected infrastructure improvements to support future development in DTPP, which would require funding from GOF. (No infrastructure cost information will be provided and would be performed as additional services if needed.)

Fiscal Impact Analysis

- Leveraging the fiscal revenue analysis and utilizing the fiscal cost projections performed above, develop a fiscal impact model to project the annual fiscal revenues to the City GOF from the proposed DTPP at full build out.
- Prepare draft summary tables that compare projected revenues and costs and summarize the fiscal impact of the proposed development on the City's GOF.
- Incorporate any needed updates to the draft fiscal analysis tables to better reflect the potential impacts from the proposed DTPP based on input from the Client Team and City staff.
- Prepare a written summary of initial fiscal impact findings for presentation to the team and then to City staff for review and comment.
- Prepare an FIA memorandum once the fiscal analysis findings have been agreed upon.

8.4 Funding Strategy

Seifel will collaborate with the project team to prepare a high-level funding strategy to implement the Preferred Alternative for DTPP. Seifel will collaborate with the project team to summarize the public improvements needed to accomplish the DTPP and potential funding sources to undertake them. Seifel will prepare a matrix of funding sources that evaluates funding opportunities and considerations regarding each funding source, leveraging what was presented in the DTPP Update for Area A, G and H. Seifel will prepare one (1) draft funding strategy matrix and accompanying text for City staff review, which will be included as a technical resource for the DTPP.

8.5 Public Meeting Attendance

Seifel will prepare for and attend two City Council meetings and assist staff in responding to questions regarding the fiscal analysis. Greensfelder will participate in one conference call prior to the first City Council meeting.

Work Products and Schedule

As directed by staff, work products may include summary tables (draft and final), electronic communication of findings and written documents, such as the guidelines, administrative draft reports etc. Correspondence and tables will be prepared in electronic PDF format for use by staff and other interested parties. The schedule for delivery of the work products will be discussed and mutually agreed upon with staff during subtask A.

8.6 Additional Services for FIA

This scope of services is based on our initial understanding of our role and tasks to be performed for this assignment. Seifel and Greensfelder will provide additional services upon client approval and within a separate additional services budget to be mutually agreed upon, which may include, but are not limited to:

- Conduct additional conference calls or interviews with City staff or perform case studies regarding departmental costs beyond what is included in the basic FIA work program.
- Prepare additional analyses, written products or advisory services, as mutually agreed upon.
- Prepare presentations for and/or participate in additional meetings beyond those described above
- Prepare presentations for and/or participate in additional public or staff meetings such as presenting the analysis and findings at an EPC meeting or a City Council meeting.
- Retain additional professional advice to inform the work program, such as cost estimation.
- Review and advise on other related issues and/or documents as needed.

The schedule for the proposed work program and the anticipated work products for these additional services will be discussed and generally agreed upon with City staff. Seifel will prepare electronic communication, summary tables and supporting materials that present initial and refined findings and recommendations from the analysis. If needed, a draft and final memorandum of key findings and recommendations from the analysis will be prepared. All work products will be submitted in electronic PDF format to the City with the understanding that all work is confidential unless released by the City.

Task 8 Deliverables:

- *A draft and a final set of summary tables that summarize projected revenues and employment (Word or Excel draft, PDF final)*
- *A draft and a final summary of initial findings of fiscal benefit to the City GOF (Word draft, PDF final)*
- *A draft set of summary tables that summarize projected fiscal costs for review by the project team (Word or Excel)*
- *A draft summary of initial findings that summarizes the fiscal impact to the City GOF (comparing projected revenues and costs) for review by the project team (PDF)*
- *A draft and final fiscal impact memorandum report (Word draft, PDF final)*

Task 9: Plan Adoption and Implementation

9.1 Adoption Hearings

R+A will prepare a single, comprehensive PowerPoint presentation summarizing the Precise Plan content for use during the adoption hearings. The R+A team will participate in two hearings each with the EPC and the City Council.

9.2 The Precise Plan Permitting Process Memo

R+A will provide a memo summarizing the changes to the permitting process and requirements as part of the new PP Implementation. This memo will be for City staff to understand the permitting process changes that are present in the Precise Plan.

9.3 Staff Training

The R+A team will conduct two virtual staff training sessions on the implementation of the Precise Plan. The trainings (which will be up to two hours each) will be designed to ensure that City staff understand how to implement the specific rules and regulations in the Precise Plan.

Task 9 Deliverables:

- *Presentation for hearings (PPT)*
- *Attendance at EPC/CC hearings (up to 4)*
- *Permitting process memo (Word draft, PDF final)*
- *Staff trainings (2)*

Task 10: Contingency

This task is dedicated for work not specifically identified above. The R+A Team will not bill to this task unless authorized in writing by the City of Mountain View.

Mountain View Downtown Precise Plan Project Schedule
 May 2024

