

**DRAFT 20160225**

Exhibit C
Scope of Services
City of Mountain View East Whisman Precise Plan

Project Approach

The following summarizes Contractor's approach to the East Whisman Precise Plan and PDA Planning.

Contractor will promote high-quality design in development regulations and continue to elevate the community process with design and visualizations and visual aids – such as photo-simulations, renderings, three-dimensional computer models, and rendered streetscape plans. Contractor will use its team's experience in architecture, design, and zoning to create development standards and guidelines addressing the City's and neighborhood's primary design concerns, ensuring quality placemaking and transit orientation while allowing for development flexibility.

Sustainability and livability

Raimi + Associates (R+A) will apply its expertise in neighborhood sustainability and LEED for Neighborhood Development to the Precise Plan area. Sustainability will mean more than just energy or water efficiency – it will also mean walkability, a mutually supportive mix of land uses, efficient public infrastructure, strong transit ridership, equitable housing opportunities, and services for the surrounding neighborhoods.

Community benefits

Future development in the East Whisman Precise Plan area, like other Change Areas in the City, has the potential to generate significant community benefits for the Precise Plan area and surrounding neighborhoods. Contractor will strive to incentivize community benefits while identifying a list of priority improvements in the Precise Plan area.

Improve connections and transitions

A key component of the Precise Plan will be to better integrate the VTA stations with surrounding uses and the existing neighborhoods. This will include improving pedestrian and bicycle connections, improving visual and physical connections to the transit stations, implementing other transit station area improvements, and providing sensitive transitions to residential neighborhoods. Contractor's project team will evaluate design-and placemaking-based solutions to weave the Whisman Station and South Whisman Precise Plan areas with the non-residential areas to the north and east.

Enable a safe pedestrian-oriented places that have a sense of identity

Contractor design-oriented team will look at existing streets like Middlefield Road and Ellis Street, in order to reimagine the large streets as intersecting multimodal corridors connected to transit stations. Establishing and focusing a pedestrian presence in targeted locations within the plan area



will require attention to creating pedestrian-oriented site and building frontages, especially near the VTA light rail stations. Ultimately, Contractor's goal will be to work towards an appealing place that is loved and lived in by a truly diverse set of residents, workers, entrepreneurs and visitors.

Hands-on, multi-faceted, culturally sensitive outreach

Contractor anticipates a combination of stakeholder interviews, workshops, web-based outreach, and coordination with Whisman Station Home Owners Association and the Wagon Wheel Neighborhood Association, with a focus on strategic outreach to existing business owners, property owners, and residents

Senior staff involvement

Contractor's senior staff will be heavily involved with the project on a daily basis, bringing a wealth of experience and creativity on similar projects in Mountain View and beyond.

Scope of Work

Task 1: Project Kick Off

Task 1.1 Project Initiation Meeting

The project team will meet with City staff in Mountain View for a half-day project kick-off meeting. The team will meet with the City to confirm the project goals and schedule, discuss data and document requirements, and establish clear project management protocols for decision-making, team coordination, data responsibilities, and team communication. Team members may setup individual meetings with departmental staff. The project team and the City will also discuss the community involvement strategy during this kick-off meeting. During this meeting, the team will conduct site reconnaissance to research and observe the physical built environment in the East Whisman area to better understand existing conditions and identify opportunities for change. Note that some team members may only attend part of the kick-off meeting.

Task 1.2 Collect background information; Prepare Basemaps

R+A will provide a data request to the City and obtain GIS information, reports, and other data, and collect and organize project data. The City will be responsible for providing all data and information, and the project team will assume that the information is accurate and up-to-date. R+A and Contractor will also create initial base maps of the area for use in the PDA profile and subsequent outreach and deliverables.

Task 1.3 Community Engagement Strategy

With input from City staff, R+A will prepare a community engagement strategy outlining key steps of the process and identifying stakeholders who should be involved including key business stakeholders in the East Whisman Area, VTA, the Mountain View TMA, the Whisman Station Home Owner Associations, the Wagon Wheel Neighborhood Association, and consultation with other agencies. The community engagement effort could include the following:



- Community Events: R+A will work with the City to host up to three community events related to the East Whisman plan.
- Stakeholder Meetings: The R+A team will conduct stakeholder meetings and interviews to understand desired outcomes of each stakeholder, future development plans in the area, and community engagement opportunities.
- Meetings with outside agencies: The R+A team will consult with outside agencies to understand existing conditions, opportunities and constraints.

R+A will also identify strategies to partner with and engage local community stakeholders and organizations. This includes an identification of meeting formats such as town hall meetings, focus groups, workshops, open houses, or interviews which the project team intends to use.

R+A will maintain and provide content and information at key junctures for a project web page hosted on the City's website.

Key Meetings and Deliverables

- Kick-off meeting coordination and attendance. Meeting agenda.
- A project workplan and schedule.
- Project base maps.
- Community Engagement Strategy (Admin and Final Draft)

Task 2: Initial Public Outreach and Website

Task 2.1 Stakeholder Interviews and Meetings

The R+A team will conduct up to ten in person interviews, meetings, or phone meetings with key stakeholders, such as the Mountain View Bicycle/Pedestrian Advisory Committee, key business stakeholders in the East Whisman Area, VTA, ABAG, the Mountain View TMA, the Whisman Station Home Owner Associations, the Wagon Wheel Neighborhood Association, local housing developers, and the Mountain View Coalition for Sustainable Planning. Stakeholder meetings will help to understand desired outcomes of each stakeholder, future development plans in the area, community engagement opportunities, and opportunities and constraints associated with development in East Whisman. In-person meetings will occur on two days in the City and each meeting will have no more than three people. City staff will be responsible for logistics for the meetings. Attendance at the meetings are as follows:

- R+A – eight meetings
- Contractor – three meetings
- Strategic Economics - two meetings
- F&P – three meetings



Task 2.2 City Council/EPC Meetings: Visioning/Direction/Background Info

R+A will meet with the Environmental Planning Commission (EPC) and City Council to seek initial thoughts and ideas on a vision for the East Whisman area. Initial background analysis and mapping will be presented. The R+A team will provide PowerPoint slides and will review the EPC and City Council staff reports.

Task 2.3 Community Workshop #1

The R+A team will conduct up to three community workshops for the East Whisman Precise Plan. The proposed topics for the workshops are described in the scope, but may be revised based on discussions with the City. The R+A team will produce printed and presentation materials as needed and within the project budget for the community workshops. The City will be responsible for workshop logistics.

Community Workshop #1 will be the first opportunity for the public to discuss future development in the area and enable members of the public to explore planning concepts in East Whisman. This may include identifying key opportunities and issues in the areas, refining the vision and guiding principles for the area. It will also provide an opportunity for the public to discuss where future residential and commercial development may be appropriate and the type, design, scale and intensity of development. The project team will also gather input on the types of streetscape and transportation improvements that would be needed to serve Precise Plan.

Task 2.4 Additional Outreach Tasks

The R+A team will conduct additional outreach tasks, which may include, but are not limited to: preparing for and attending EPC and City Council meetings, preparing a public workshop to collect feedback at a key juncture in the process, creating an online survey or drafting online survey questions for the City’s Open Town Hall forum, preparing social media posts, and consulting with outside agencies, such as the U.S. EPA, the San Francisco Regional Water Control Quality Board, the San Francisco Public Utilities Commission, NASA/Ames, ALUC, DTSC, and the City of Sunnyvale. The R+A team will conduct as much additional outreach as possible within the allocated budget.

Key Meetings and Deliverables

- Stakeholder meeting preparation and attendance.
- Attend one EPC and one City Council meeting.
- Agenda, workshop materials, PowerPoint presentation, and summary notes from community workshop #1.

Task 3: Background Summary Report and Technical Studies

Task 3.1 Existing Policy and Project Summary

The project team shall coordinate with the City to review the recent and proposed development projects, existing General Plan and Precise Plans, zoning, Model Parking Standard, and other



related planning and policy documents associated with East Whisman. This will include a general review and analysis of the policy documents applicable to the project area, and a comparison to recently adopted Precise Plans along El Camino, in North Bayshore, and at San Antonio. The review will likely include the following:

- The General Plan, particularly the East Whisman Change Area
- The South Whisman Precise Plan
- The Whisman Station Area Plan
- The City's Model Parking Standard
- Mountain View Bicycle Transportation Plan
- Mountain View Pedestrian Master Plan
- Other general documents related to the project area such as development plans for recently approved projects, planning studies, the zoning ordinance, improvement plans, traffic studies/reports and marketing reports.

The project team shall prepare a brief memorandum of the above-noted policies and documents and provide to the City in MS Word format. This summary is intended to provide a consolidated summary of the existing policy environment in East Whisman for reference by the City and the project team throughout the course of the project.

The City of Mountain View's vision for the PDA includes creating a multimodal, transit-friendly environment that includes complete streets design. The General Plan includes specific goals and policies for the East Whisman Change Area regarding land use and transportation connections, reduction of vehicle trips through TDM programs, connectivity improvements, and connections to the NASA Ames and Moffett Field area as well as other major destinations. Fehr & Peers will describe how the street typology, parking policies, and TDM measures in the General Plan, the Citywide circulation plan, and the recently adopted San Antonio and North Bayshore Precise Plans can be built upon to implement a multimodal complete streets approach in the East Whisman area.

Task 3.2 Land Use and Urban Design Analysis

R+A and Contractor will prepare an assessment of the existing land use, zoning, densities, and property ownership pattern and urban design character including the building footprints, building height and form, building type, building quality, streetscape character, natural features, patterns and other topics as needed. These will be collected into an overall existing conditions and an opportunities and constraints analysis, part of Task 3.7.

Task 3.3 Retail Demand Analysis

Strategic Economics (SE) will define the market area for neighborhood-serving and regional-retail that could potentially locate in the East Whisman Precise Plan area. The analysis will assess the city's competitiveness in particular retail sectors compared to other nearby retail concentrations.



Based on this analysis, SE will determine the potential for the Precise Plan area to attract both neighborhood-serving and regional-serving retail, with a heavier focus on neighborhood-serving. SE will estimate the demand for neighborhood-serving retail based on the projected household and job growth in the Precise Plan area and surrounding neighborhoods. The analysis will result in recommendations for the type of retail most likely to succeed in the Precise Plan area without detracting from the City's other established retail centers.

Task 3.4 Parking Demand Analysis

Fehr & Peers will conduct a parking demand analysis in order to develop a comprehensive parking strategy for the PDA that encourages multimodal transportation, particularly increased transit use. Parking surveys will be conducted to measure the existing parking demands for various land uses in the area. Fehr & Peers will work with the City of Mountain View staff to identify appropriate survey sites and to gain permission from the owners to conduct the surveys. A total of six surveys will be conducted. To the extent feasible, through conversations with non-residential and/or multifamily property owners Fehr & Peers will attempt to understand the package of existing TDM measures available to employees at each of the survey sites, the relative effectiveness of those measures, and an estimate of employee mode share.

The results of the surveys, and other surveys conducted by Fehr & Peers, will be used to develop parking ratios and TDM measures that support transit use. These existing ratios will be compared to the parking requirements in the City zoning code, the Model Parking Standard, the recently adopted North Bayshore and San Antonio Precise Plans, and other TOD policies to better understand the current parking demand in relation to the current parking supply and the existing policy context.

Fehr & Peers will outline an array of parking policies and standards available to the City, including parking maximums (a tool used by the City in the North Bayshore Precise Plan), shared parking strategies, and employer incentives, such as parking cash-out and VTA transit pass programs, among others. The parking supply and demand analysis, the policy context, potential TDM measures (Task 3.6), and the array of parking policies will be used to develop parking ratios for different uses in East Whisman that encourage multimodal transportation and transit use.

Task 3.5 Pedestrian and Bicycle Path Analysis

The project team will conduct a pedestrian and bicycle path analysis to support alternative development and begin to identify key pedestrian and bicycle improvements in East Whisman. The circulation analysis will begin with the existing transportation system serving the East Whisman area. This will include the roadway system, bus and light rail service, the existing and planned bicycle system, and pedestrian facilities, including linkages identified in the City's Bicycle Transportation Plan and Pedestrian Master Plans. Gaps in the bicycle and pedestrian systems as well as the local street network will be identified. Fehr & Peers will prepare 15-minute



walkshed and bikeshed maps from each of the light rail stations in the study area to provide a visual representation of the pedestrian access areas. If desired by the City, maps showing pedestrian and bicycle collisions in the East Whisman area could be developed. Gaps in the bicycle and pedestrian systems as well as the local street network and collision hotspots will be identified and presented in a series of visually-engaging maps and graphics. Initial recommendations for gap closures and infrastructure improvements may be identified to inform alternatives development.

Task 3.6 Transportation Demand Management Analysis

The City of Mountain View has a comprehensive approach to transportation demand management. The Transportation Management Association (TMA) oversees TDM programs and operates shuttle bus service within the City to reduce the number of vehicle trips generated by new development. New developments in the East Whisman area will be required to develop a TDM Plan and join the TMA.

Starting with the General Plan TDM measures, the recently adopted San Antonio and North Bayshore Precise Plans, and recent TDM Plans in the East Whisman area, Fehr & Peers will develop a list of TDM strategies best-suited for different development types and will take into consideration previous work to establish vehicle trip reductions. The selected strategies will be organized into categories as listed below. In addition the most effective measures for each type of land use will be identified. TDM strategies identified in the parking analysis from Task 3.4 will be incorporated into the TDM Plan.

- **Developer-Provided Planning/Design Measures:** These can include by are not limited to building design and streetscape features, on-site amenities for pedestrians and bicyclists for example bike parking and wayfinding signage.
- **Property Management-Provided Measures:** These can include by are not limited to an information center, transportation coordinator, commute shuttle program, multi-tenant carpool/vanpool matching services, car-share services.
- **Tenant-Provided Measures for employees:** These can include by are not limited to subsidized transit passes, parking cash-out, single-tenant carpool/vanpool matching services, telecommuting, financial incentives, etc.

A report will be prepared that describes the TDM strategies for inclusion in project TDM Plans, the land uses that they are applicable for, and a framework for their implementation. The TDM Plan will include an explanation of the regulatory context and the relationship of the Plan to other City plans and policies, a list of TDM strategies that provides a toolbox for new developments, potential measures of effectiveness which are tied to the regulatory context and a method of monitoring that new developments can easily follow.

Task 3.7 Background Summary Report

Raimi+A, in coordination with City staff and based on analysis collected in the previous tasks (Tasks 3.1 to 3.6), will prepare a Background Summary Report. The report will define the



demographic and socio-economic characteristics of the planning area, physical aspects of the planning area, retail demand, parking, and pedestrian and bicycle conditions as well as any known issues on physical constraints that will need to be considered or addressed during the planning process.

The memorandum will also summarize the primary issues facing the East Whisman area, the constraints facing future growth and givens (or known projects, improvements, etc. that are expected to occur). This information will include topics such as planned transportation improvements, approved development projects, infrastructure constraints, and similar information that must be taken into consideration during the planning process.

An infrastructure analysis is being performed as part of a separate contract administered by the City, per the City's PDA grant application. The project team's role will be to review and comment on the analysis as appropriate and incorporate key findings in the Background Summary Report.

The team will prepare an administrative draft Background Summary Report and then a final Background Summary Report.

The report will be completed in MS Word and will be for the internal team and staff use.

Key Meetings and Deliverables

- Admin, Draft and Final Background Summary Reports
- Draft and Final Parking Demand Analysis Memo.
- Draft and Final Retail Demand Memos.
- Draft and Final Pedestrian and Bicycle Path Analysis
- Draft and Final TDM report.

Task 4: Alternatives Development and Analysis

Task 4.1 Desired Outcomes and Sketch Alternatives Development

R+A will use the Background Summary Report, initial community and decision-maker engagement, and feedback from City staff to establish a draft of desired outcomes for the East Whisman Precise Plan. These outcomes will be used to frame and guide potential alternatives for the Precise Plan, ensuring that alternatives adhere to a broad set of desired parameters. Outcomes could include:

- Increased jobs within the Precise Plan area and PDA.
- Higher transit ridership.
- More diversity land use mix and intensity, including residential uses.
- Better walking, bicycling, and other non-automobile access to the Precise Plan area, and within the district.



- Walkable blocks.
- Improved parking management.
- Increased affordable housing units and impact fee revenue.

Using the desired outcomes and building on discussion and feedback during Community Workshop #1, EPC and City Council meetings, City staff, and other, the R+A team will prepare three sketch alternatives that illustrate various approaches increase employment near transit, improve transit accessibility, and expand multimodal connectivity within the East Whisman area and to surround neighborhoods and destinations. These alternatives will be used as starting point for the staff and team work session (Task 4.2). The sketch alternatives will include supporting maps or graphics for each alternative along with an overview of development potential, land use mix, anticipated growth in residents and/or workers.

Task 4.2 Staff and Team Work Session - Alternatives Development

The R+A team will hold a two- day working meeting to refine and detail the three sketch alternatives developed during Task 4.1. This will include overall structure plan, land use, building form, streetscape, and transportation strategies responding to development potential, market considerations, city policy, community input, and analysis to date. This working session will result in a series of design alternatives and a framework for conducting a high-level alternatives analysis, including key development indicators.

The City of Mountain View has identified a thorough street typology system in their General Plan. Using the approach described in Task 4.2, Fehr & Peers will build on this system to provide recommendations for a refined street grid and dedicated active mode facilities. Field visits will be conducted to observe the pedestrian and bicycle facility gaps and to identify opportunities and constraints for new transportation facilities. Fehr & Peers will prepare conceptual designs for new facilities (e.g., new bike lanes and sidewalks) and include recommendations for addressing locations with constrained right-of-way. These conceptual designs will incorporate work on the pedestrian connection at the Ellis Street interchange.

Task 4.3 Refine and Analyze Alternatives

Upon completing the staff and team work session, the R+A team will prepare three development and design alternatives incorporating land use, mobility, parking and urban form strategies that address desired outcomes articulated in Task 4.1. Once the alternatives are reviewed and approved by City staff, the R+A team will prepare a high-level, qualitative and quantitative comparison-based assessment of the implications for each alternative. R+A will oversee the analysis for the alternatives by other members of the team. This task aims to provide development and design information for the community and decision makers to make informed choices about the alternatives. Topics that may be addressed include:



- Purpose and Desired Outcomes. Overall statement of intent for each alternative that will identify the primary purpose and characteristics of the alternative.
- Development Program. A table of existing and new development will be created for East Whisman area. The scope assumes an additional 2.5 million square feet of non-residential development and some additional housing, per the City's PDA Planning Grant Application.
- Land Use and Development Character. Description of land use districts or zones, including a map of the potential land use/zoning districts and the development characteristics of each.
- Block Structure. The alternatives will include options for redesigning the existing street network to better accommodate all modes by potentially reallocating the existing right-of-way and to increase access by breaking up existing superblocks with the introduction of new streets. This includes a map showing existing and potential future blocks that would be developed for each alternative. These new blocks may be defined by new public streets or greenways.
- Placemaking and Open Space. Placemaking and open space options for East Whisman including the potential location of new public spaces such as parks, trails and plazas. This information will be summarized in a map with associated photos and text description.
- Complete Street Network. The project team will develop complete street types and apply those types to each alternative. Special focus will be given to internal and external connectivity with the East Whisman area.
- Transit Accessibility and Ridership. The team will examine the relationship between new development, VTA light rail stations, and MVTMA shuttle routes and stops.
- Pedestrian and Bicycle Networks. Pedestrian and bicycle network improvements, including network types and the distribution of each type throughout the study area will be examined in the context of the alternatives. Maps, photos, and descriptions may be provided for each.
- TDM Strategies. A parking and TDM package will be developed (based on Task 3.4 and 3.6) to show which combinations of programs and policies are necessary to have an impact on reducing vehicle trips and increasing the mode share for transit, walking, and biking. F&P will compare the parking and TDM package to base case conditions for the alternatives.
- Traffic Impacts and Transit Ridership. Fehr & Peers will qualitatively assess the alternatives for the impact on traffic at major intersections using their best professional judgment.
- Fiscal and funding analysis. At a high-level, SE will estimate the fiscal impacts of implementing the plan alternatives on the City's General Fund. Using a static fiscal impact model, the analysis will estimate the change in operating revenues and expenditures based on the projected growth in residential, office/R&D, and retail land uses. SE will analyze the property tax, tax increment, sales tax, and other major sources of General Fund revenues generated by the plan alternatives. Based on interviews with key City departments including Police, Fire, Public Works, and Parks and Recreation, SE will calculate the



increase in General Fund expenditures for providing services to new residents and employees according to each alternative. Based on the results of the analysis, SE will determine whether the alternatives generate sufficient revenues to offset the increased costs to the City General Fund.

Task 4.4 Community Benefits

SE will create a static pro forma model to test the financial feasibility of up to three development prototypes that represent likely future development projects in the Plan Area. The pro forma model's revenue and cost inputs will be based on data collected from recent development projects in the city, interviews with major developers, and other market data. Using the pro forma model, SE will calculate the value of additional density or FAR for each prototype, and determine the range of community benefits that might be obtained through an FAR bonus or other value capture mechanism applied to future development in the Plan area.

Based on the analysis, SE will develop preliminary recommendations for a potential community benefits strategy in the East Whisman Precise Plan Area which may include considerations such as appropriate base and bonus FAR thresholds, types of desired benefits and district improvements that could be funded, mechanisms for determining exchange value, and the advantages and disadvantages of implementation. The recommendations will also draw on existing community benefits programs in other precise plan areas in the City of Mountain View (North Bayshore and El Camino Real), as well as SE's knowledge of other existing community benefits programs in California. These findings will be presented in a memorandum report for City staff review. A conference call or in-person meeting with City staff will be scheduled to discuss the findings, revise recommendations, and finalize the report.

Task 4.5 Community Workshop #2: Alternative Concept Plans

The purpose of Community Workshop #2 will be to solicit feedback on the planning alternatives for the East Whisman area. R+A will present the alternatives and an initial set of analysis related to the alternatives, which may include transportation, fiscal, and urban design analysis (Task 4.3). Special focus will be given to streetscape and urban design issues. City staff will be responsible for workshop logistics. The R+A team will be responsible for producing materials for the workshop, within the constraints of the project budget.

Task 4.6 City Council/EPC Meetings: Alternative Concept Plans

The R+A team will conduct up to two (2) meetings with the City Council and EPC to review input from Community Workshops #1 and #2, discuss alternative concepts for housing, and provide direction for a preferred alternative. These meetings could be held as a joint session. The desired outcome of these meetings is to receive clear direction on the preferred direction for East Whisman so that the team may develop a preferred alternative for the study area. Staff time for the second meeting with the City Council and EPC would be covered in Task 2.4.



Task 4.7 Development of the Preferred Alternative

Based on the information and input gathered from the community workshop and meetings with the EPC and City Council, the R+A team will prepare a single preferred alternative for the East Whisman area. The final alternative will include for land use, transportation, and policy direction for the area, including a land use plan, development characteristics, street network, and TDM plan. Completion of the preferred alternative will kick start the EIR analysis.

Once the preferred plan is selected, SE will work with City staff to identify potential funding sources for public infrastructure improvements required for implementation. SE will evaluate the ability of new development to pay for infrastructure costs (including value capture strategies such as community facilities districts, development impact fees, and developer negotiations), and will identify other types of funds, including federal, state, and regional sources to help pay for specific improvements. Based on this work, SE will prepare a fiscal impact and financing strategies white paper.

Key Meetings and Deliverables

- Draft list of desired outcomes.
- Three sketch alternatives for the City staff and project team working session.
- Three alternatives and alternatives analysis provided as a memorandum or PowerPoint presentation.
- Draft and final community benefits memorandum.
- Attend one EPC and one City Council meeting.
- Agenda, workshop materials, PowerPoint presentation, and summary notes from Community Workshop #2.
- Draft and final fiscal impact and funding strategies white paper.

Task 5: Draft Precise Plan

The transportation analysis and final preferred conceptual designs described above will be consolidated into a transportation chapter for the Draft Plan.

Task 5.1 Precise Plan Outline and Structure

R+A will work with City staff to develop a plan outline and structure, including topics to be addressed for each plan chapter and appropriate level of detail. R+A will work with City staff to refine this framework and ensure it meets City needs before beginning to draft the policy framework and Admin Draft Precise Plan.

Task 5.2 Policy Framework

The project team will prepare a summary document that lists the draft vision, guiding principles, goals, policies, TOD zoning regulations, and implementation steps that will be included in the Precise Plan. The intent will be to provide a high-level overview of the direction of the entire



Precise Plan prior to the actual preparation of the Plan. This document will be reviewed by City staff.

As part of this task, the project team will meet in Mountain View for a one- to two-day working session on the draft policy framework and TOD Zoning.

Task 5.3 City Council/EPC Meetings: Policy Framework

R+A will meet up to two (2) times with the City Council and EPC to review the Precise Plan policy framework and TOD Zoning to solicit comments on the topics covered and the preferred direction on those topics. R+A will work with City staff to prepare a PowerPoint presentation and will provide feedback on the staff report. Staff time for the second meeting with City Council and EPC would be covered in Task 2.4.

Task 5.4 Admin Draft Precise Plan

The team will prepare an administrative draft Precise Plan for East Whisman based on the feedback provided by the EPC and City Council. R+A will be responsible for coordinating all subconsultant contributions and generating plan content to create a Admin Draft Precise Plan, which will including TOD zoning and development regulations, reflecting the direction established in Tasks 1 through 5. R+A will work independently as well as in coordination with its subconsultants to craft plan content and analysis into draft chapters of Admin Draft Precise Plan. The Admin Draft Precise Plan will include the following components at minimum:

- Vision and Guiding Principles derived from the General Plan Change Area, existing Precise Plans, and the public process.
- Development Standards and Guidelines, including TOD Zoning, to facilitate high-quality transit-oriented design. The project team will provide development standards for various land uses or subareas in East Whisman. These will include form-based diagrams to illustrate the land use and urban design characteristics including: site design, frontage, building massing, development intensity, use, FAR, setbacks, height, parking, and transitions to adjacent properties, among other topics. Block standards that support pedestrian-oriented placemaking, may also be included.
- Green Building and Site Design Standards and Guidelines that promote and encourage progressively higher levels of sustainable development.
- Public Space and Placemaking Strategies will be incorporated throughout the Precise Plan through street design and streetscape standards, park location and design, and building placement and design.
- Streetscape Plan and Standards that enhance walkability, pedestrian and bicycle comfort and convenience, and the safety and security of transit riders in and around East Whisman. Graphics and visuals will be essential to and required for the design guidelines, and may include architectural drawings and renderings, massing studies, cross-sectional views, elevation drawings that may illustrate the following:



- Streetscape/sidewalk and other pedestrian improvements
- Building frontage and building form requirements
- Building massing and transition requirements from non-residential parcels to neighborhood homes

- Complete Streets Design Standards for streets including street classification, street network diagram, and other dimensional standards for roadways that address potential changes to street classifications to account for non-motorized travel, enhancements to the City's planned bikeway network, identification of priority nodes and corridors for pedestrian improvements, and consideration of transit-priority streets.
- Multimodal Connectivity and Transportation Plan Transportation plan and policy, including multi-modal street network and standards and access improvements and design standards.
- Parking Management and TDM Strategy including parking standards and strategies for increased transit use and reduced parking incorporated from the previous tasks will be incorporated in the Precise Plan.
- Infrastructure Guidelines and Plan to accommodate needed water, sewer, and other utilities improvements. This will be based on the work done by the infrastructure consultant, separately contracted by the City.
- Priority Improvements for the area including pedestrian and bicycle infrastructure, streetscape improvements, parks, and district-level sustainability projects, among other identified priority projects.
- Funding Strategy for area improvements describing potential mechanisms by which the infrastructure and capital improvements will be funded and financed in the future. Implementation programs may include the Mountain View TMA, development impact fees, and so forth.

The R+A project team will submit the Admin Draft Precise Plan to City staff for review and comment. The Precise Plan will also include all graphics, maps and figures, and will be provided in MS Word so that City staff may incorporate changes as necessary. R+A, with assistance from other team members as needed and within set budgets, will facilitate meetings with City staff to review the Admin Draft Precise Plan and solicit comments on the tone and approach of the plan and answer questions as appropriate. R+A will not prepare a formal presentation for this meeting or set of meetings. The R+A team will go through two (2) rounds of review on this document before developing an InDesign version of the Precise Plan (Task 5.5).

Task 5.5 Screencheck Draft Precise Plan

After City staff has agreed to the proposed changes in Task 6.1, R+A will prepare a Screencheck Draft Precise Plan that includes all figures, photos, maps and graphics. City staff will have an opportunity to review the Screencheck Draft Precise Plan and to provide comments on document



layout and graphics. Minor typographic edits may be accepted, but major standard, guideline, or policy changes will not be accepted.

Task 5.6 Public Draft Precise Plan

After receiving comments from the City on the Screencheck Draft Precise Plan, R+A will prepare a Public Draft Precise Plan and TOD Zoning that includes all figures, photos, maps and graphics. City staff will have an opportunity to review the Public Draft Precise Plan and to ensure comments on the Screencheck Draft were incorporated into the Public Draft Precise Plan. Minor typographic edits may be accepted, but major changes will not be accepted.

Responses to staff comments will be incorporated into the Draft Precise Plan.

Task 5.7 City Council/EPC Meetings: Public Draft Precise Plan

The R+A team will prepare for and attend City Council and EPC meetings to review the Public Draft Precise Plan, TOD Zoning, and the EIR. This meeting will give the City Council and EPC an opportunity to understand the Public Draft Precise Plan, ask specific questions about the content and administration, and respond to specific questions from the R+A team and City staff.

Task 5.8 Public Draft Precise Plan Review and Changes Matrix

The R+A team will work with the City to review City Council, EPC, and public comments on the Public Draft Precise Plan and TOD Zoning to identify changes to the Public Draft Precise Plan. The R+A team will provide the City a matrix of potential changes to all chapters of the plan, including all policies, development regulations, maps, and graphics. These changes will be tracked in an MS Word or MS Excel document for easy review. As necessary, the R+A team will facilitate meeting(s) with City Departments on the proposed changes to the Public Draft Precise Plan. The R+A team will go through two rounds of review on this document before it goes to EPC and City Council during the adoption hearings (Task 6).

Key Meetings and Deliverables

- Admin Draft Precise Plan (up to two rounds of review)
- Screencheck Draft Precise Plan (up to one round of review)
- Public Draft Precise Plan (up to one round of review)
- Matrix of changes to the Public Draft Precise Plan (up to two rounds of review)

Task 6: Adoption and Certification

Following the completion of the draft Precise Plan and EIR, the team will move the documents through public review and adoption process. The specific tasks are discussed below.



Task 6.1 EPC Hearings

R+A will attend the Final Precise Plan and EIR hearing to solicit any final input on the Precise Plan. R+A will contribute to the preparation of a staff report and presentation for the EPC. Two hearings are assumed.

Task 6.2 City Council Hearings

R+A will prepare for and attend two (2) certification and adoption hearings on the Final Precise Plan and EIR with the City Council. R+A will contribute to the preparation of a staff report and presentation as appropriate. Two (2) hearings are assumed.

Task 6.3 Final Precise Plan

Following recommendation and adoption of the Precise Plan and EIR, R+A will complete graphic and/or textual revisions to the Precise Plan within state law and the stated budget, at the discretion of the City.

Key Meetings and Deliverables

- Attend up to two EPC and City Council hearings.
- Final Precise Plan Document, including Indesign files, linked images, and PDFs of the plan.

Task 7: On-Going Project Management

This task covers project management and coordination over the course of the project and technical support for implementation.

Task 7.1 Staff Meetings

R+A will organize a series of meetings where between City staff and the project team can meet with City staff throughout the project. Contractor will hold conference calls (or have in-person meetings) to ensure that the project is on-track and key questions are answered during the process. Note that the number of meetings and conference calls attended by each team member varies depending on the level of involvement in the project and the stage of the project.

Task 7.2 Project Coordination

For this task, R+A staff will manage and run the project, including coordinating at regular intervals with City and VTA staff, in addition to staff meetings (Task 7.1), coordinating with team members on the project, preparing invoices and project summaries, and other project coordination tasks as necessary.

Following the City's acceptance of the Precise Plan, R+A will provide the City and/or VTA with up to 20 hours of technical support during the implementation process.



Task 7.3 EIR coordination

The R+A team will coordinate with the EIR on all aspects of the EIR, including the NOP and project alternatives, and integration of the EIR and Precise Plan processes. This includes coordination with staff and consultants on the EIR approach, background analysis, assumptions, research and preparation of the EIR.

Key Meetings and Deliverables

- Monthly progress reports submitted with invoices
- Phone calls and emails as necessary to collaboration
- Allowance for up to 20 hours of technical support during implementation phase