

# Scope of Work

## 1. Project Management

### 1.1 Management Meetings and Coordination

R+A and the project team will prepare for and attend regular meetings with City staff to ensure project communication and coordination. It is anticipated that regular check-in meetings with City staff will occur on a bi-weekly basis for the duration of the project with additional ad-hoc meetings at key points in the process. R+A will coordinate internally and with sub-consultants on a semi-regular basis. R+A will prepare agendas and keep meeting notes for meetings with City staff and sub-consultants.



### 1.2 Data Gathering and Document Review

Before the project kick-off meeting the R+A team will prepare and send a request for data and documents necessary to fulfill the scope of work. The R+A team will review and analyze relevant documents and data. R+A will develop base maps for diagramming existing conditions, alternatives, and the final plan content during this task.

### 1.3 Kick Off Meeting and Site Tour

The R+A team will prepare for and attend an in-person kick-off meeting and site tour. The site tour could happen on either Thursday, December 4<sup>th</sup> or Friday December 5<sup>th</sup> to coincide with the 10:30 am high King Tides. The following items will be discussed at the kick-off meeting:

- Project goals and assumptions;
- Scope of work, deliverables, expected outcomes, schedule and responsibilities;
- Identify and prioritize major issues to be addressed and ongoing work by the City or regional partners; and
- Other topics as needed.

#### *Task 1 Deliverables:*

- *Regular meeting agendas and notes*
- *Data and document request*
- *Plan area base map (Draft and Final)*
- *Kick-off meeting/site tour agenda and summary notes*

## 2. Community Outreach and Engagement

### 2.1 Engagement Strategy

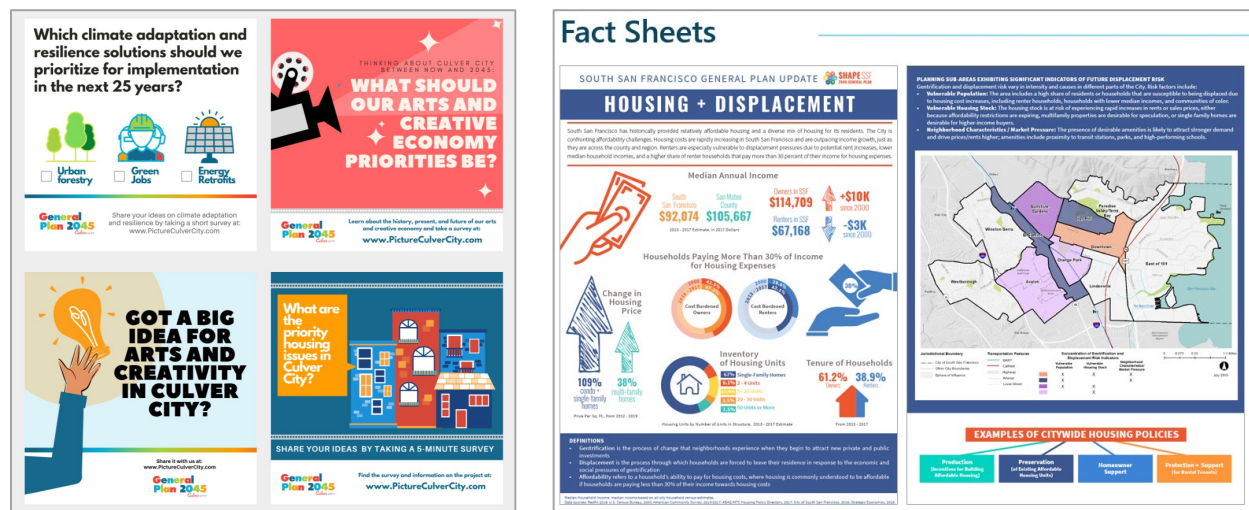
In conjunction with City staff, R+A will prepare an outreach and engagement strategy incorporating the tasks outlined below. These will be further refined at the outset of the project to align with the methods and approaches that work best for the City of Burlingame. The engagement strategy will outline meeting types, desired outcomes, schedule, activities, materials, as well as roles and responsibilities.

### 2.2 Project Branding

R+A will prepare branding materials for the project. This will include a logo, color palette, document layouts and fonts, meeting notices, and a presentation template. All public materials will use the branding identity to distinguish this effort from other City projects.

### 2.3 Project Fact Sheet and Website

R+A will prepare a project fact sheet or FAQs that will continue to evolve throughout the duration of the project. This document will describe the overall project objectives and help answer common questions.



R+A will also create a project website or contribute content for a dedicated project page on the City's website. The project website will be interactive, offering information and updates while facilitating comments and conversations with the community. The project website will also include an interactive component such as sign-up for more information, comment features, links to questionnaires, and online workshops. The website will be regularly updated through plan development.

### 2.4 Stakeholder Meetings

The project team will conduct up to 12 stakeholder meetings during the project initiation phase to get insight into issues, concerns, and opportunities. R+A will coordinate with the City to schedule ad-hoc meetings with specific property owners, elected or appointed officials, public agencies, and community leaders within the plan area. As key stakeholders of the plan area, property owners will provide insight into issues and opportunities for the area.

EPS will coordinate with the City to engage a roster of stakeholders representing various perspectives on economic development in Burlingame to help inform the Economic Characterization (Task 3.5). The stakeholders will likely include local employers, business leaders, real estate experts, and Economic Development Subcommittee members, as appropriate. These stakeholders will function as a key resource for the study, providing insight on opportunities and constraints, and exploring potential economic development strategies with the consultant team. These meetings will allow participants to opine on current economic conditions, provide input on economic development in the Bayfront area, and help to shape a clear understanding of economic generators and growth strategy options.

Meetings will be via phone/video-call, or during “stakeholder meeting days” in Burlingame. The meetings will be one-on-one or in a focus group setting (see Task 2.5).

## 2.5 Advisory Groups

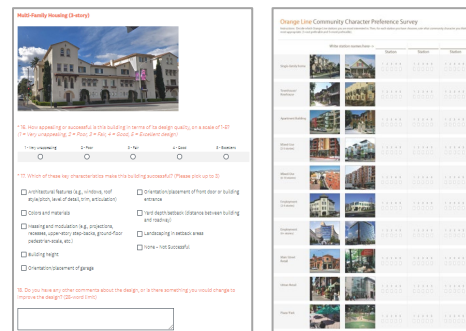
The R+A team will facilitate a series of small group advisory meetings throughout the process. These advisory groups include community groups and leaders, technical experts and public agencies, property owners and developers, and design professionals. These advisory groups will advise, review, and provide feedback at key points during the process: existing conditions, alternatives, and plan development. While specific content will be prepared for each meeting, significant new materials and preparation are not expected. Rather, the work by the team will be compiled and summarized for feedback from the advisory group. City staff will provide logistics and communication with members for this task.

- **2.5.1 Community Advisory Committee:** R+A will prepare, organize, manage, and facilitate up to four (4) Community Advisory Committee (CAC) meetings. The CAC is expected to consist of 12-15 members.
- **2.5.2 Technical Advisory Committee:** The R+A team will prepare for and attend up to three (3) meetings with members of the Technical Advisory Committee (TAC). The TAC will provide detailed technical input/feedback on key project deliverables and help ensure alignment between the Specific Plan and other local and regional planning efforts. Based on our experience, some of the meetings will be with the full TAC while others will be with individual departments or agencies to discuss specific topics.
- **2.5.3 Property Owners and Developers Group:** The R+A team will prepare for and facilitate up to four (4) property owner and developer group meetings. These expand upon the one-on-one engagement included with the stakeholder meetings (see Task 2.4).
- **2.5.4 Design Professionals Group:** The R+A team will prepare for and facilitate one (1) group meeting with design professionals that have worked on the Bayfront and/or similar locales along the San Francisco Bay. Meetings will occur at the beginning of the project to understand design needs and trends.

## 2.6 Community Meetings

The R+A team will organize up to two (2) community meetings during the Specific Plan process to define existing conditions, key strategies, and review and discuss alternatives. Each two-hour meeting will include an opening presentation followed by interactive exercises. These could be virtual or in-person meetings. These meetings are intended to be extensions of two of the CAC meetings that are organized to support larger participation.

R+A will be responsible for developing the workshop format and preparing the agenda, consolidating and synthesizing relevant materials from the technical team when needed, facilitating the workshop (lead facilitator and up to 2 assistants), and providing summary notes documenting input and identifying common discussion themes. R+A will provide an outreach flyer for each meeting that can be distributed via email and through existing city channels. City staff will be responsible for mailing flyers and physically distributing flyers throughout the city, securing meeting rooms, obtaining childcare, and providing small group facilitators as needed.



Change Your Community Character Preference Survey	Current	Desired	Rating
1. Single-Family Detached			1 2 3 4 5
2. Single-Family Attached			1 2 3 4 5
3. Townhomes			1 2 3 4 5
4. Multi-Family (Low-Rise)			1 2 3 4 5
5. Multi-Family (Mid-Rise)			1 2 3 4 5
6. Multi-Family (High-Rise)			1 2 3 4 5
7. Office/Commercial			1 2 3 4 5
8. Industrial			1 2 3 4 5
9. Public/Community			1 2 3 4 5
10. Other			1 2 3 4 5

## 2.7 Community Surveys

R+A will develop an online survey to reach a broader audience within the city. The survey will be developed to receive feedback on the outline of concepts in the Alternatives Report. The surveys will be "opt-in" surveys and not statistically valid. R+A will summarize the top-line results in a memo.

## 2.8 Planning Commission (PC)/ City Council (CC) Study Sessions

The PC/CC Study Sessions will occur at two key stages in the process. The first set of meetings will take place following the Existing Conditions Assessment. The goal of this set of meetings will be to present the existing conditions and an outline of alternatives to be studied. These sessions will provide an opportunity for the Planning Commission and City Council to provide direction on the range of alternatives that the project team will study in the Alternatives and Analysis phase. We propose this as a joint study session.

The second round of meetings will take place following the Alternatives and Analysis phase to present the findings and confirm the preferred alternatives, concepts, and strategies to be included in the Specific Plan.

### Task 2 Deliverables:

- *Outreach and Engagement Strategy (Draft and Final)*
- *Project Fact Sheet*
- *Project website, including online content including up-to-date information and materials on meetings, events, and relevant public documents for the webpage*
- *Project branding, including templates for meeting flyers, PPT presentations, and Word documents*
- *Advisory community meeting agendas, background memos, and associated materials relevant to the meeting, including PPT presentation slides.*
- *Advisory Group Summary Report*
- *Community meeting agendas, presentation slides, flyers, information handouts and/or boards, and summary notes*



- *Online Survey content and summary memo*
- *Planning Commission and City Council Study Sessions presentation slides and staff report attachments*

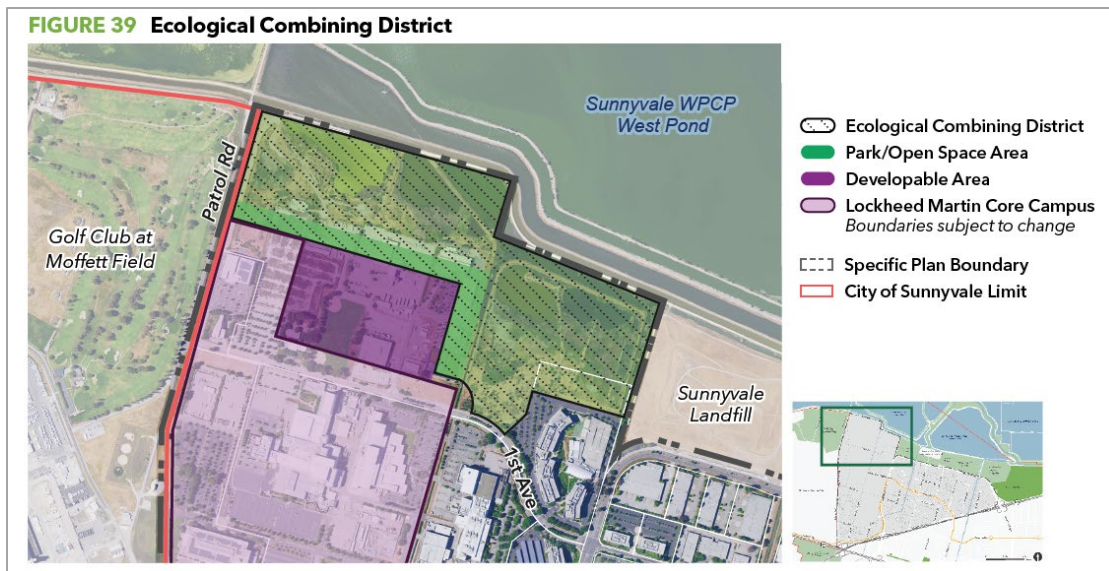
### 3. Existing Conditions Assessment

The Existing Conditions Assessment 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 Specific Plan. The topics for the Existing Conditions Assessment are described below. All the reports will be summarized in an existing conditions summary presentation that may be used in community engagement events and study sessions with City Council and commissions.

#### 3.1 Land Use and Public Realm

R+A will conduct a land use and site analysis to define the physical aspects of the Specific Plan area, as well as any known issues related to physical constraints that will need to be considered or addressed during the planning process. This will include a thorough review and analysis of existing land use, zoning, building heights, parks and open space, topography, proposed projects, property ownership, and other relevant built environment characteristics. R+A with the support of CMG will conduct a public realm analysis including existing and proposed streetscape, the Bay Trail, and public and publicly accessible open spaces. The existing conditions analysis will identify gaps in the public realm and potential opportunities for development. Finally, R+A will develop a vacant and underutilized parcel map and identify any development constraints, such as pipeline projects, long-term leases, etc.

As part of this task, R+A will develop a 3D model for the plan area. The 3D model will be used for existing conditions analysis, development and analysis of alternatives, and for final plan graphics.



#### 3.2 Flooding and Sea Level Rise

CMG will lead the coordination of policy and physical planning strategies to address sea level rise, groundwater, and storm flood risks. The team will build on and integrate the work of the One Shoreline project and the Burlingame Zoning Code Section 25.12.050 – Public Access, Flood and Sea Level Rise Performance Guidelines. Key tasks will include:

- Gathering current One Shoreline project information;
- Reviewing planned and likely development projects;
- Analyzing planned and implemented adaptation projects; and
- Completing a gap analysis for the project area.

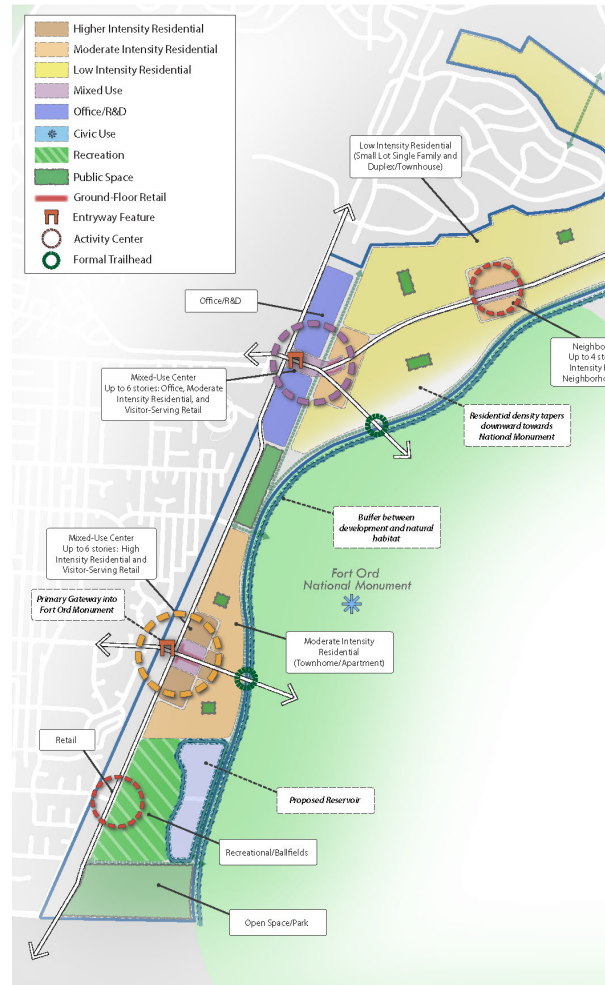
### 3.3 Transportation and Mobility

Hexagon will evaluate existing transportation conditions in the plan area based on traffic counts, previously prepared transportation analysis reports, and adopted plans and projects. Hexagon will identify deficiencies/constraints on transportation facilities. This analysis assumes evaluation of up to ten (10) study intersections to be selected in coordination with City staff. As part of this task, Hexagon will also request the C/CAG travel demand model and conduct a focused review of the network immediately surrounding the plan area to ensure it reflects existing conditions.

### 3.4 Infrastructure

BKF will review available documents and maps to assess the current infrastructure conditions, including stormwater, water supply, sewer, and dry utilities within the plan area. This task will focus on identifying the existing capacity and any major deficiencies that could impact future development based on utility master plan conclusions, as well as changing climate conditions. The review is limited to a review of previously prepared reports and does not include additional analysis, calculations, or modeling. We will provide selected extracts from existing utility master plan documents for use in developing the Specific Plan. This will include:

- **Storm Drain:** BKF will document the storm drain improvement projects within the Specific Plan area outlined in the Capital Improvement Program (CIP) that was created with the resident approved storm drain fee in May 2009. Coordination with the ongoing OneShoreline Millbrae and Burlingame Shoreline Resilience Project will ensure a consistent baseline assumption for existing conditions and constraints.
- **Domestic Water:** BKF will document the water distribution improvement projects within the Specific Plan area outlined in the City's 2020 UWMP.
- **Sanitary Sewer:** BKF will document the water distribution improvement projects within the Specific Plan area outlined in the City's 2025 Sewer System Management Plan and 2022 Wastewater Collection System Master Plan.
- **Dry Utilities:** BKF will provide a general summary of existing electrical, gas, and telecommunications infrastructure.



### 3.5 Preliminary Environmental Studies

DJP&A will prepare preliminary environmental studies for certain key environmental issues. These studies will provide an overview of existing, physical conditions, and any known issues that will need to be considered or addressed during the planning process based. The technical studies will be summarized by DJP&A and the summaries and technical reports will be included in the Existing Conditions Assessment. The studies will cover the following key environmental issues:

- **Archeology:** An archaeological sensitivity assessment will be prepared by Archaeological/Historical Consultants (A/HC), under contract to DJP&A. 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.
- **Hazards and Hazardous Materials:** A screening level environmental assessment will be prepared by Cornerstone Earth Group, under contract to DJP&A. The assessment will include a review of regulatory databases, aerial photographs, and topographic maps to identify known hazardous materials sites within the Bayfront Specific Plan area.

Additional optional studies have been included at the end of the scope of work.

### 3.6 Economic Characterization and Market Analysis

EPS will establish and document real estate market conditions in the Specific Plan area, Burlingame, and the broader region. As part of the market assessment, EPS will consider market trends as well as more detailed information concerning high-performing real estate projects, including their market positioning, building formats, tenanting, amenity offerings, and market value. The real estate market assessment will cover residential, office, industrial/flex, retail, and hotel land uses, evaluating sales data and lease rates, leasing activity, occupancy trends, and recently constructed projects. This assessment will aid the project team in understanding the relative difference among uses.

An assessment of Specific Plan area, city-level, and regional economics will consider major economic drivers, clusters, and business trends. It is anticipated that local business conditions, economic diversification, hospitality trends, and the evolving retail industry will be key topics. EPS will combine high-level economic factors with industry-specific insights. It is anticipated that this evaluation will leverage the City's economic development work and resources, including consideration of the Economic Development Element, business license data, sales tax data, and input from the City's Economic Development Subcommittee. By combining economic data, focused industry-research, and diverse local economic development perspectives, EPS will characterize key economic drivers and the economic development potential of the City's bayfront.

EPS will synthesize the economic strengths, weaknesses, opportunities, and threats (i.e., SWOT assessment). This effort will organize the economic context and local stakeholder input in a way that leads to identification of salient economic development considerations for the Specific Plan. The Economic Characterization will offer a digestible high-level overview of economic development potential and will help guide Plan development. Relying on the SWOT assessment, and building on EPS professional experience in economic development, real estate, and public finance in local jurisdictions throughout California, EPS will define development considerations for the Specific Plan. In consultation with City staff and the project team, potential growth options be revised or refined and organized around the main goals of the Specific Plan, reflecting emerging trends and business growth potential, and how to protect and build upon the economic vitality of the area.

### 3.7 Summary Presentation

R+A will summarize the existing conditions assessments in a summary presentation that will focus on key findings in the analysis and highlight opportunities and constraints. As part of this task, R+A will prepare an “opportunities and constraints” diagram(s) that graphically summarizes the urban design, development, economic development, open space, and active transportation opportunities that existing within the Specific Plan area, as well as the constraints that must be overcome in order to realize those opportunities.

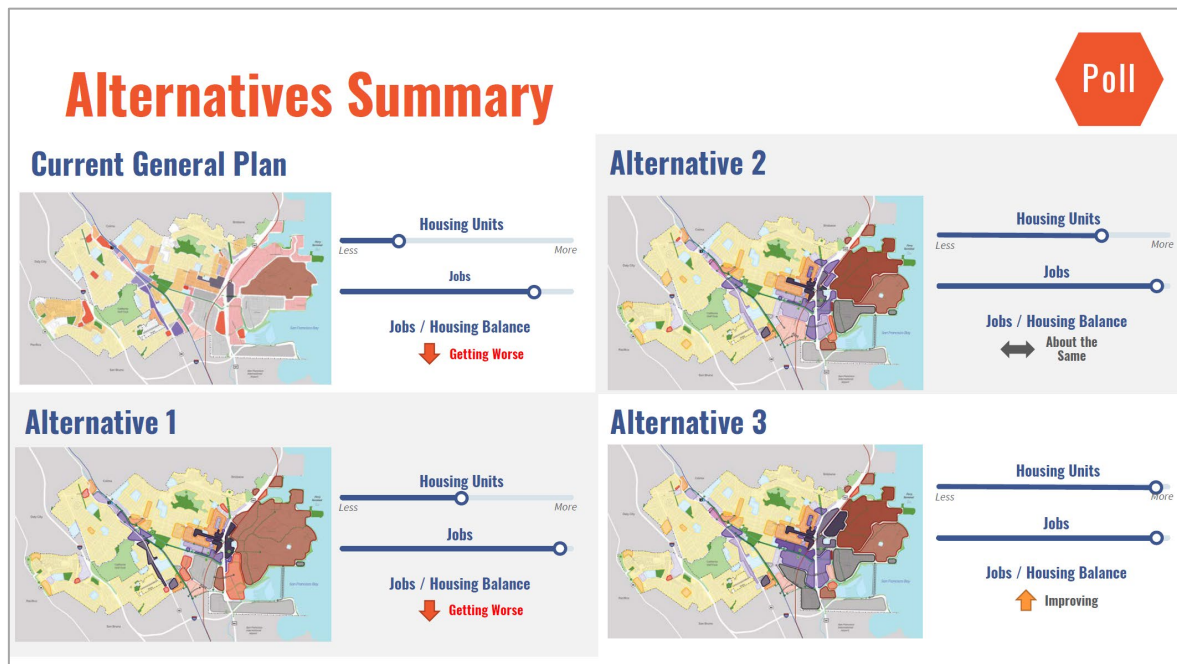
#### Task 3 Deliverables:

- Existing Conditions Assessment Reports (5 Reports, Draft and Final)
- Existing Conditions Summary Presentation in PPT Format (Draft and Final)

## 4. Alternatives and Analysis

### 4.1 Vision and Alternatives Work Session

R+A will prepare for and lead a half-day work session with the project team and City staff to pivot from the opportunities and constraints identified in the Existing Conditions Assessment to develop alternatives for the plan area. The work session will identify both plan-wide and specific elements for study and outline the level of detail that key concepts and alternatives should explore.



### 4.2 Placemaking and Land Use Alternatives

R+A, will draft a series of land use and placemaking alternatives for the Bayfront area that build on the Existing Conditions Assessments, opportunities and constraints diagrams, and vision. Each alternative will incorporate known conditions about pipeline projects, the Millbrae and Burlingame Shoreline Resilience Project, the Old Bayshore Highway Feasibility Study, etc. and present a distinct approach for accommodating new growth and capital investments in the area. At least one of the alternatives will incorporate residential uses into the area.



Each alternative will consider approaches to development standards, uses, multi-modal circulation, and varied visions for key opportunity sites and areas. The alternatives will also carefully consider the park and open space framework. Underlying these approaches will be a framework for addressing flooding and sea-level rise, and as such will also integrate the Millbrae and Burlingame Shoreline Resilience Project and development project proposed improvements.

The land use and placemaking alternative strategies will be represented through diagrams and maps utilizing the 3D model developed in Task 3.1.

## 4.3 Public Realm

### 4.3.1 Conceptual Streetscape Design

The team will build on the conceptual level improvements identified in the Old Bayshore Highway Feasibility Study and mobility improvements identified for Airport Boulevard (Task 4.4.2). The intent is to take that study and develop specific design standards to guide the implementation of streetscape improvements on Old Bayshore, Airport Boulevard, and secondary streets throughout the Specific Plan area. The conceptual streetscape design will include standards for street lighting, sidewalk paving, street tree planting, understory planting, furnishing zone paving treatments, and street furniture.

### 4.3.2 Bay Trail and Open Space Strategies

CMG and R+A will coordinate Bay Trail planning with the One Shoreline project and develop district open space strategies for development of publicly accessible open spaces within future redevelopment projects. CMG will also develop shoreline design criteria that build upon current City policy, Bay Trail Standards, and BCDC design guidelines to further define requirements for shoreline and Creekside, development within the 100-foot buffer defined in Section 25.12.050.

**SITE: BAY TRAIL IN PROJECT VICINITY**



**CREATE NATURE: LIVING SHORELINE**



**CREATE ACCESS TO NATURE: BAY TRAIL & NATURE PATHS**



**CREATE ACCESS TO NATURE: EPISODIC & VARIED EXPERIENCE**



**CMG**

## 4.4 Transportation and Mobility

### 4.4.1 Multi-Modal and Gateways Strategies

The Bayshore Plan Area is geographically constrained in the transportation access points with the rest of the Bay Area. Therefore, at a certain land use intensity, the traffic generated by the plan area would exceed the capacity of its gateways.

Hexagon will conduct a constraint analysis to determine the physical transportation capacity constraints facing the plan area. The C/CAG model will be used to estimate the hourly capacity of key roadways that provide access to the plan area. The peak hour traffic generated by the plan area under General Plan conditions will be estimated using the C/CAG model. The additional traffic (assumed to be minimal) generated by the proposed plan will be estimated using ITE trip generation rates and assigned to the roadway network. The gateway constraint analysis will evaluate whether the gateways have sufficient capacity to accommodate the anticipated level of traffic under the proposed buildout of the plan. The constraint analysis will be completed for the most intensive land use scenario. Based on the results of the gateway constraint analysis, Hexagon will work with the project team to identify strategies to reduce the number of trips accessing the plan area.

Intersection level of service, and multimodal mode split will be completed for the most intensive land use alternative under cumulative plus project conditions (see Task 6.10). This analysis assumes evaluation of up to ten (10) study intersections to be selected in coordination with City staff.

Based on our findings, Hexagon will create a comprehensive parking and congestion strategy including demand management policies. This will be used to develop the Mobility section of the Specific Plan with information on the roadway network, transportation improvements/mitigations, and TDM/parking standards based on the analysis of capacity and changes needed to accommodate the recommended maximum buildout.

### 4.4.2 Airport Boulevard Design

Hexagon and R+A will work together to identify needed street design improvements to meet transportation and mobility goals and policies. The street design improvements will be developed further into conceptual streetscape design plans in Task 4.3.1. Hexagon will provide input on lane configurations, bus stop locations, bike facilities, and high-level integration of Bay trail crossing for Airport Boulevard. This task does not include quantitative analysis.

Figure 31: Illustrative Curb Bulbouts at Side Street Intersection



Figure 32: Illustrative Curb Bulbout if Bicycle Lane Present



## 4.5 Economic Analysis of Alternatives and Financing Strategies

### 4.5.1 Fiscal Impact Analysis of Key Parcel Alternatives

Based on hypothetical site-level development scenarios identified by the team, EPS will conduct fiscal impact analysis for up to six development scenarios. The fiscal impact analysis will consider revenues and costs accruing to the City General fund, including evaluation of baseline fiscal impacts from existing uses identified for each test scenario. The fiscal impact tests will inform the team's Alternatives Analysis. In addition, EPS will identify economic development benefits (e.g., jobs, spending) for each scenario. EPS does not anticipate analyzing Plan-wide aggregated development scenarios but instead will focus on site development scenarios that evaluate different combinations of new and existing uses to inform potential outcomes from Alternatives.

EPS will prepare a fiscal impact model that evaluates the ongoing, stabilized fiscal impact of prototypical development projects on the City of Burlingame General Fund. EPS will rely on project development scenarios provided to EPS by the project team, current City budget data, and other sources. The fiscal analysis will identify City revenues attributable to the project that accrue to the City's General Fund, including property tax, sales tax, transient occupancy tax, and other sources, as appropriate. The analysis will also estimate public service costs, relying primarily on City budget data to determine cost factors. EPS does not anticipate interviewing City staff as part of the fiscal impact analysis. Based on estimates of General Fund revenues and costs attributable to the development scenarios, EPS will estimate the net annual fiscal impact on the City General Fund at scenario buildout. EPS also will identify economic benefits from the hypothetical scenario projects, including job creation and other factors that are likely to influence economic vibrancy within the bayfront area.

EPS will synthesize the impact analysis in a memorandum deliverable that offers a summary of key findings and details the analysis and supporting calculations. The memorandum will provide scenario-specific analyses with supporting narrative, tables, and graphics. The document will be authored for a non-technical audience but will provide sufficient technical information to allow for technical review. EPS will respond to one round of consolidated comments from the Planning Team and one round of consolidated comments from the City before finalizing the memorandum deliverable.



## 4.5.2 Financing Strategies and Mechanism for Infrastructure Improvements

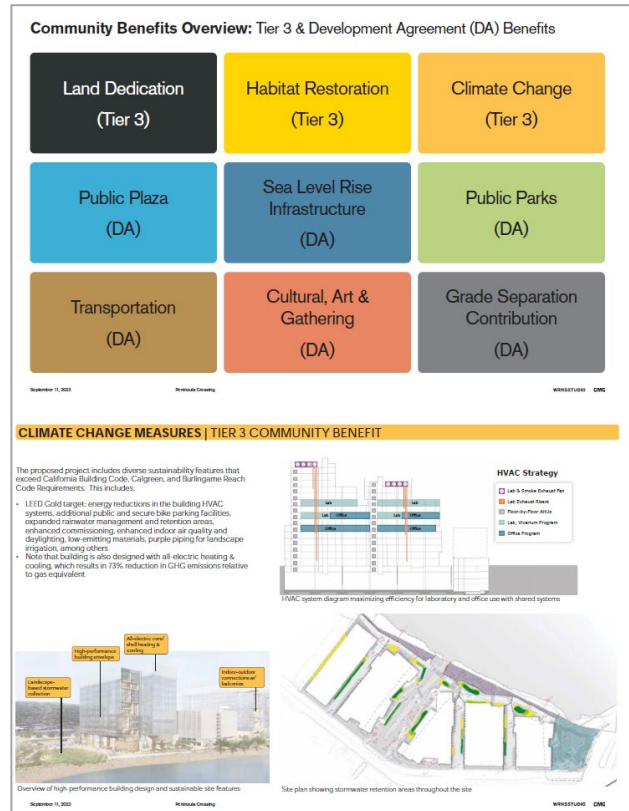
A key component to successful implementation of the Strategic Plan will be achieving funding and financing for infrastructure and public facilities, including investments to mitigate sea level rise and improve climate change resilience in the plan area. Additionally, improvements to the physical environment that enhance existing City assets, support and improve sense of place, and attract or enable private sector investment may be desired.

EPS will provide a high-level overview of key funding and financing tools. EPS will consider expected infrastructure costs (provided to EPS by the Planning Team) and evaluate possible revenue sources appropriate for the public investments sought. While innovative funding sources or financing techniques may be identified, three overarching funding source categories are typical:

- Development-Based Funding
- City Funding and Financing
- State and Federal Programs

EPS will consider the range of funding sources and financing options available to development in California. EPS will focus the funding and financing overview on development-based options (e.g., fees, special taxes, tax increment). The City may augment EPS work with consideration of other City funding sources and/or state and federal grant opportunities. For selected funding and financing options, EPS will articulate key considerations, including implementation requirements, payer base, benefits, and limitations. EPS will make initial recommendations concerning sources, but quantifying potential revenue that may be generated by each funding and financing source is beyond the scope of the proposed effort.

This task will be documented in a memorandum, which will inform the Specific Plan's Implementation section. EPS will respond to one round of consolidated comments from the team and one round of consolidated comments from the City before finalizing the memorandum deliverable.





## 4.6 Alternatives Report

The content and analysis of Task 4 will be summarized in an Alternatives Report. The report will include an outline of all alternatives, concepts, and strategies for City staff, community, and decisions-makers to review and provide a preferred direction. R+A will create a draft and final version of the report.

### Task 4 Deliverables:

- *Alternatives Memo/PPT (Draft and Final)*
- *Economic Analysis of Alternatives and Financing Strategies Memo (Draft and Final)*

## 5. Specific Plan Development

### 5.1 Preferred Plan Memo

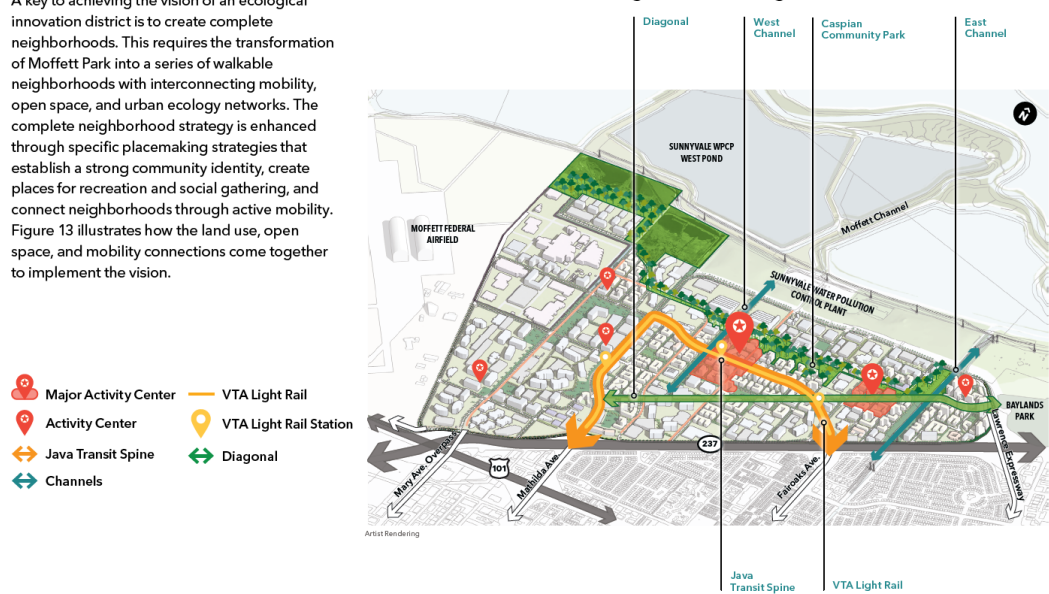
Based on input from Planning Commission, City Council, and the community, R+A will prepare a draft preferred plan memo that synthesizes the initial alternatives into a single, preferred alternative(s) and strategies to include in the Specific Plan. The memo will be reviewed and the preferred direction will be confirmed by City staff prior to writing the Administrative Draft Specific Plan and initiating the Environmental Impact Report.

This information, which will include maps, representative photos, (re)development concepts, initial land use policy direction, growth projections, and descriptive text of the preferred alternative, will be collected in the memo. R+A will create a draft and final version of the report.

### 3.7 Establishing Strong Landmarks of Community Identity

A key to achieving the vision of an ecological innovation district is to create complete neighborhoods. This requires the transformation of Moffett Park into a series of walkable neighborhoods with interconnecting mobility, open space, and urban ecology networks. The complete neighborhood strategy is enhanced through specific placemaking strategies that establish a strong community identity, create places for recreation and social gathering, and connect neighborhoods through active mobility. Figure 13 illustrates how the land use, open space, and mobility connections come together to implement the vision.

FIGURE 13 Illustrative Urban Design Framework Diagram



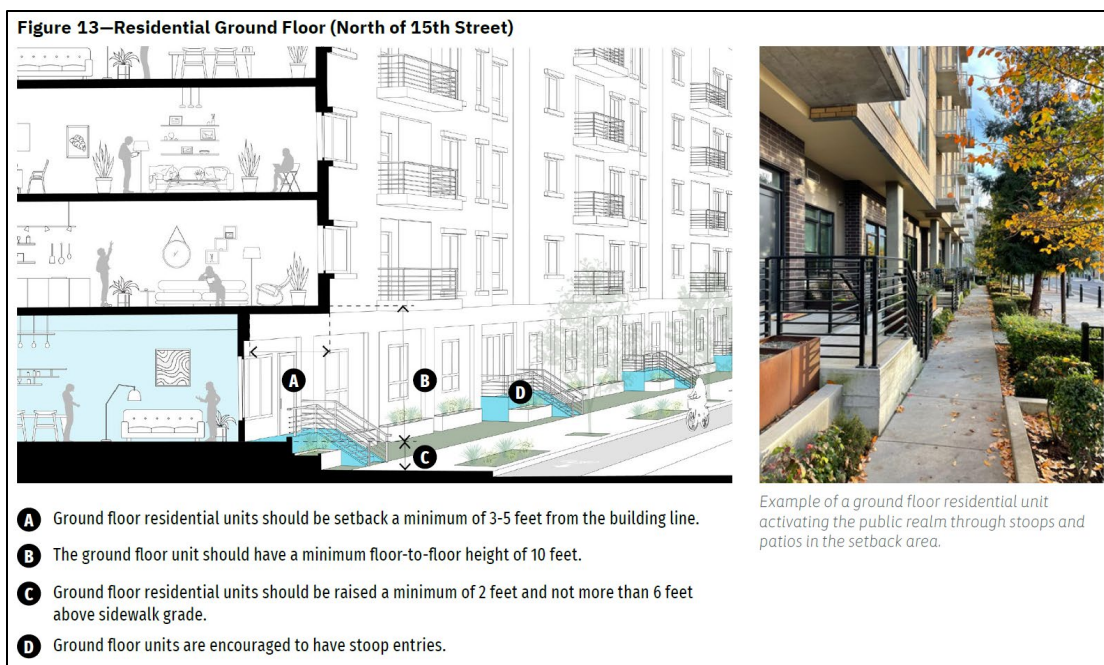
### 5.2 Administrative Drafts

The R+A team will prepare the Administrative Draft Specific Plan. We anticipate Specific Plan will include an introduction, plan overview and process, and summary of engagement. The Specific Plan will include the following sections:

- **Land Use and Development Standards.** This chapter will present the allowed land uses, density/intensity of land uses, and standards for development projects in the area. Design guidelines and standards will be provided in areas of change to help ensure compatibility with surrounding areas, high-quality development, climate resilience, and the creation of an attractive public realm, including for residential. This section will include a community benefits program as appropriate.
- **Open Space and Public Realm:** A future network of publicly accessible open spaces, including public parks and publicly accessible privately-owned open space, connected by new streets, greenways, and multi-use paths. Development standards for the public realm.
- **Mobility/Connectivity.** Streetscape standards, complete street guidance, and TDM and parking requirements.
- **Infrastructure.** A strategy for the provision of infrastructure to support plan buildout.
- **Implementation.** This section will focus on near- to mid-term strategies for moving particular projects or opportunities forward within Bayfront, including financing sources and strategies for constructing infrastructure necessary to support land uses and improvements identified in the plan.

The City shall provide a single set of non-conflicting comments on the Administrative Draft Specific Plan to the R+A team.

The R+A Team will integrate these comments to prepare the 2<sup>nd</sup> Administrative Draft Specific Plan. This will serve as the screen check draft plan encompassing all graphics, maps, illustrations, and photos in the final layout.



### 5.3 Public Draft

The City shall provide a single set of non-conflicting comments on the 2<sup>nd</sup> Administrative Draft Specific 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 2<sup>nd</sup> Administrative Draft Specific Plan to prepare the Public Draft Specific Plan. This will be the version that will be presented to the City Council and Planning Commission during the public hearing process.

#### *Task 5 Deliverables:*

- *Preferred Plan Memo (Draft and Final)*
- *Administrative Draft Specific Plan*
- *2<sup>nd</sup> Administrative Draft Specific Plan*
- *Public Draft Specific Plan*

## 6. CEQA (DJP&A)

### 6.1 Prepare EIR Project Description and Notice of Preparation

DJP&A will review all available project information and provide a detailed description of the proposed Bayfront Specific Plan project, including the proposed land uses and physical characteristics (e.g., maximum development square footage, maximum building heights, open space locations, description of off-site improvements, landscaping, circulation, etc.), to be used in the SEIR. 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 and the City will provide a consolidated set of comments on each draft in track changes.

Once the EIR project description is finalized, DJP&A will draft the Notice of Preparation (NOP) and submit it electronically to the City for review and comment. The NOP will be prepared pursuant to CEQA and include a summary overview of the EIR project description. This scope assumes one round of review of the administrative draft NOP by the City. DJP&A finalize the NOP and provide the City with a PDF of the NOP for posting on the City's website. DJP&A 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 (i.e., mailings, newspaper ad, and filing at County Clerk). The text of the SEIR will incorporate relevant issues raised in the responses to the NOP received during the 30-day NOP circulation period.

### 6.2 Facilitate Scoping Meeting

DJP&A will attend one public SEIR scoping meeting for the project and prepare a presentation for the meeting summarizing the proposed project and the SEIR process and topics. DJP&A will take notes and provide a summary email of the verbal comments provided at the scoping meeting to the City. Following the scoping meeting and the conclusion of the NOP comment period, it is assumed the City will provide DJP&A with all written public comments submitted during the SEIR scoping meeting and NOP comment period.

### 6.3 Prepare Administrative Draft SEIR

DJP&A will prepare a SEIR consistent with the requirements of the CEQA and the City of Burlingame. The SEIR will include an introduction, summary, project description (prepared under Task 6.1), environmental setting, discussion of environmental impacts, and mitigation measures to reduce significant impacts. The SEIR will tier from the certified 2040 General Plan EIR pursuant to CEQA Guidelines Section 15152 to the maximum extent practicable. The focus of the SEIR will be to address project-specific details and evaluate environmental resource areas where new or more substantially severe significant impacts may occur that were not previously analyzed and disclosed in the 2040 General Plan EIR. The SEIR will cover all topics in Appendix G of the CEQA Guidelines. DJP&A will utilize information from the preliminary environmental studies described under Task 3.5 and the following technical reports to support the conclusions of the Draft SEIR:

- **Air Quality and Greenhouse Gas (GHG) Assessment:** An Air Quality and GHG Assessment will be completed in accordance with the Bay Area Air District (Air District) CEQA Air Quality Guidelines by I&R, under contract to DJP&A. The assessment will qualitatively evaluate the criteria air pollutant

emissions from construction and operational activities, health risk impacts from construction and operational activities and any stationary sources, on-site health risk impacts, and GHG impacts of the project.

- **Biological Resources Report:** A Biological Resources Report will be completed by H.T. Harvey & Associates, under contract to DJP&A. The report will describe the existing biological conditions and project impacts (including impacts to sensitive habitats and special status species).
- **Noise and Vibration Assessment:** A Noise and Vibration Assessment will be completed by I&R, under contract to DJP&A. The assessment will model existing and future noise contours in the Bayfront Specific Plan area and evaluate proposed land use compatibility based on future noise and vibration projections.
- **Transportation Analysis:** A Transportation Analysis will be completed by Hexagon, under contract to R+A. 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:** As part of the archaeological sensitivity analysis prepared under Task 3.5, A/HC will assist the City with tribal consultation in accordance with Assembly Bill 52 and Senate Bill 18. A/HC will draft and transmit consultation letters to tribes on behalf of the City, record their responses, and participate in consultation meetings (as needed).
- **Utility Assessment:** BKF, under contract to R+A, will complete a utility assessment to confirm if the existing and planned water and sewer systems (e.g., fire flow, water supply, water storage, sewer flow, sewer treatment capacity) are adequate to serve planned development and the proposed plan. No modeling is proposed. If deficiencies are identified, the below optional tasks may be required.

In addition to the above technical reports, DJP&A will rely upon existing, available information (e.g., 2040 General Plan EIR, federal/state databases, local historic registers), input from City departments and agencies (e.g., Burlingame Police, Central County Fire, and local school districts (as applicable)), and our professional judgement. DJP&A (including DJP&A technical subconsultants) will carefully review existing General Plan policies and suggest updated or new policies for the Bayfront Specific Plan that would avoid significant impacts to environmental resources. DJP&A will work closely with the City and R+A to incorporate these policies as part of the project, thereby mitigating by design. For resource areas where a new or substantially more severe significant impact is identified, the SEIR will discuss a reasonable range of alternatives that would reduce those impact(s) while meeting most of the basic objectives of the project. It is our intent to tier from the 2040 General Plan EIR to the maximum extent practicable, including for alternatives; cumulative impacts; growth inducing impacts; significant, unavoidable impacts; and significant irreversible environmental changes.

Upon completion of the Administrative Draft SEIR (ADSEIR), DJP&A will submit an electronic copy of the document to the City for review and comment. This scope of work includes two rounds of review of the ADSEIR by the City and that the City will provide a consolidated set of comments on each draft in track changes.

## 6.4 Prepare Published Draft SEIR

Once the City provides final comments on document, DJP&A will finalize the SEIR based on the City's comments and provide up to five hard copies of the Draft SEIR for public distribution and a PDF of the document for posting on the City's website. DJP&A will also prepare the Notice of Completion (NOC) and Notice of Availability (NOA), in accordance with the CEQA and City of Burlingame 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&A will submit an electronic draft of the NOC and NOA to the



City for review and comment. DJP&A will revise and finalize the NOC and NOA based on City comments. DJP&A will transmit the NOC, NOA, and SEIR 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 (i.e., mailings, newspaper ad, and filing at County Clerk).

## **6.5 Prepare Administrative Final SEIR**

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

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

This scope of work assumes approximately 20 hours of Principal Project Manager time and 45 hours of Project Manager time to respond to comments and prepare the Administrative Draft Final SEIR. 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. This scope assumes two rounds of review of the administrative draft document by the City and that the City will provide a consolidated set of comments on each draft in track changes.

## **6.6 Prepare Pubished Final SEIR**

Once the City provides DJP&A with final comments on the Administrative Draft Final SEIR, DJP&A will revise and finalize the Final SEIR. DJP&A will provide up to five copies of the Final SEIR to the City for public distribution. DJP&A will also provide the City with a PDF of the document for posting on the City's website. DJP&A will transmit the Final SEIR to the State Clearinghouse on behalf of the City. This scope of work assumes the City will handle all local notifications of the Final SEIR.

## **6.7 Prepare Mitigation, Monitoring, and Reporting Program and Notice of Determination**

DJP&A will prepare a draft Mitigation Monitoring and Reporting Program (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&A will submit a draft of the MMRP for the City's use prior to the project hearing.

DJP&A will prepare a Notice of Determination (NOD), in accordance with CEQA and City of Burlingame requirements. The NOD will include a brief project description, date of project approval, determination of the project's environmental effects, mitigation measures and conditions of approval, statement whether overriding considerations were adopted, and the location where the Final SEIR and record of project approval may be examined. DJP&A will submit an electronic copy of the draft NOD for the City's review. Based on comments received from the City, DJP&A will revise and finalize the NOD. An electronic copy of the finalized NOD will be submitted to the City. DJP&A 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 at the County Clerk.

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

## 6.8 Attend Meetings and Public Hearings

This scope of work includes DJP&A attendance at up to eight project meetings (i.e., one in-person kick-off meeting/site visit and seven virtual project team meetings), one in-person SEIR scoping meeting, and two in-person public hearings (e.g., Planning Commission and City Council). DJP&A can attend additional public hearings or meetings requested on a time and materials basis.

This scope includes DJP&A technical subconsultants' (Hexagon Transportation Consultants, H.T. Harvey & Associates, and I&R) attendance at up to two project meetings each. As an optional task, DJP&A technical subconsultants can attend two public hearings.

## 6.9 EIR Project Management

DJP&A will provide general EIR project management, contract administration, and coordination with the City and project team throughout the EIR process. The DJP&A Project Manager will coordinate with the City and project team on a regular basis using email, brief virtual meetings, and telephone communications to keep everyone apprised of the status and progress of the environmental review process.

## 6.10 VMT and LOS Report

A VMT Analysis will be conducted for the proposed land use plan. The C/CAG model will be used to calculate daily VMT. Hexagon will coordinate with the project team and City staff to ensure Burlingame's existing and General Plan buildout land uses are reflected in the model. No additional calibration or validation of the model will be done. The City of Burlingame has not yet adopted significance thresholds regarding VMT. The calculated daily VMT will be compared to existing VMT and compared to the recommended thresholds found in the Office of Planning and Research (OPR) Technical Advisory on Evaluating Transportation Impacts in CEQA.

Non-CEQA local transportation analysis will be conducted. Intersection operations will be evaluated for up to 10 study intersections under existing, cumulative, and cumulative + project conditions. Freeway segment analysis will be conducted for the 3 CMP freeway segments along US 101. The C/CAG model will be utilized to forecast traffic volumes, mode splits, and transit ridership, as well as to provide transportation data for Air Quality and Noise analysis.

Based on the results of the level of service calculations, impacts of the plan area-generated traffic will be identified and described. Recommendations will be formulated that identify the locations and types of improvements or modifications necessary to mitigate significant long-range project impacts. A planning-level cost estimate and fair share analysis will be completed for each identified physical improvement identified in the transportation study.

## 6.11 Water Supply Assessment

The City of Burlingame (City) purchases all of its potable water from the San Francisco Public Utilities Commission (SFPUC) Regional Water System (RWS) in accordance with the Water Supply Agreement between the City and County of San Francisco and Wholesale Customers in Alameda, San Mateo, and Santa Clara Counties, that was approved by the SFPUC on April 28, 2009 and amended in November 2018. Approximately 85% of the SFPUC RWS originates in the Hetch Hetchy Watershed, located in Yosemite National Park, and the remaining 15% of the water supply originates locally in the Alameda and Peninsula watersheds and is stored in six different reservoirs in Alameda and San Mateo Counties. The City prepared an Urban Water Management Plan (UWMP) for the entirety of the City in 2020. BKF will use the 2020 UWMP as the basis for preparing the Water Supply Assessment (WSA) report for the new specific plan. The WSA will be prepared in accordance with Senate Bill 610 (SB 610) to determine if the City has

sufficient water supplies to meet the projected water demand of the Bayshore Specific Plan project under normal, single dry, and five consecutive dry-year conditions.

BKF will use the City's water supply portfolio described using the 2020 UWMP. To maintain consistency with the UWMPs prepared by the SFPUC and other Bay Area Water Supply and Conservation Agencies (BAWSCA) member agencies, much of the language describing the SFPUC wholesale water supply in the WSA will be common language provided by BAWSCA, in coordination with the SFPUC. No groundwater or recycled water is assumed available for this project. The WSA will include a supply-demand comparison under each required hydrologic condition. BKF will obtain project water demands developed for the new specific plan. For other planned developments in the City, BKF will use demand factors published in the 2020 UWMP. BKF will prepare one draft and final WSA for City review.

## 6.12 Utility Impact and Improvements Report

Building on the existing infrastructure information and models, we will model the proposed improvements and demand to determine potential impacts and needed improvements for a single preferred development alternative.

### *Storm Drain Study*

BKF will evaluate the need for potential upgrades based on proposed build-out of the plan area. Because the Municipal Regional Permit (MRP 3.0) requires no net increase in stormwater runoff, we expect the demands on the storm drain system will not be any different than existing conditions. Because of the low-lying area, and high groundwater, traditional stormwater treatments measures may not be possible and alternative detention or alternative compliance may be considered. BKF's approach for this task is to document these requirements, opportunities, and how the City's 2019 Green Infrastructure Plan can be implemented within the Plan area.

### *Domestic Water Study*

BKF will use available fire flow and hydrant test information to assess the existing available pressure and flow in the area. BKF will coordinate with the City to determine if existing transmission water pipelines within the area have sufficient capacity to support proposed build-out of the plan area. BKF will provide an assessment of upgrades required for the proposed Plan development.

### *Sewer Study Analysis*

Sanitary sewer flow within the Plan area is collected by gravity mains conveyed to a series of five (5) lift and pump stations with force mains to the sanitary sewer treatment plant within the Plan area for treatment. It is our expectation that the City has mapped the existing infrastructure and developed a detailed hydraulic model using that information in InfoWorks ICM. BKF will use the City model to identify upgrades needed to support one specific plan land use alternative. Upgrades will focus on upsizing or rehabilitating sewer mains and lift/pump stations. Project demand will be based on water use demand factors published in MIIA or UWMP, and in conjunction with the Water Supply Assessment. Inflow and Infiltration will be based on factors developed in MIIA for different land use types. It is not in this scope to perform site surveys of existing system, CCTV, flow monitoring, and model calibration. The scope is limited to evaluating the sewer system already included in the City model.

### *Dry Utility Summary*

BKF will provide a general summary of electrical, gas, and telecommunications needs for the plan area. This is expected to be a qualitative summary based on typical development needs such as new electrical services to support electrical vehicle charging.

#### *Task 6 Deliverables:*

- *Project Description and Notice of Preparation*
- *Scoping meeting attendance and facilitation*
- *Notice of Availability and Notice of Completion*
- *Administrative SEIR (Draft and Final)*
- *Published SEIR (Draft and Final)*
- *Mitigation Monitoring Reporting Program*
- *Notice of Determination*
- *VMT and LOS Report (Draft and Final)*
- *Water Supply Assessment (Draft and Final)*
- *Utility Impact and Improvements Report (Draft and Final)*

## 7. Plan Adoption

### 7.1 Adoption Hearings

R+A will prepare a single, brief (20-30 slide) PowerPoint presentation summarizing the Specific Plan content and any potential proposed changes to the Specific Plan based on public comments for use during the adoption hearings. The R+A team will attend hearings with the Planning Commission and the City Council.

### 7.2 Final Bayfront Specific Plan

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

#### *Task 7 Deliverables:*

- *Presentation and attendance for hearings*
- *Final Specific Plan*

## Optional Tasks

### A. Environmental Resource Existing Conditions

During the Existing Conditions Assessment, the following could be added to the scope of work.

- **Biological Resources** (Optional) – A biological sensitivity memo will be prepared by H.T. Harvey & Associates, under contract to DJP&A. As part of the sensitivity memo, the existing habitat will be mapped and the potential for special status species will be assessed. No protocol-level surveys are proposed.
- **Air Quality** (Optional) – An air quality constraints assessment will be completed by Illingworth & Rodkin, Inc. (I&R), under contract to DJP&A. The constraints assessment will describe existing stationary and mobile sources of toxic air contaminants (TACs) based on existing, available data and identify potential constraints.
- **Noise and Vibration** (Optional) – A noise constraints assessment will be completed by I&R, under contract to DJP&A. 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.



## B. Administrative Draft EIR

- **Air Quality and Greenhouse Gas (GHG) Assessment** (Optional) – Illingworth & Rodkin, Inc. (I&R), under contract to DJP&A, will model the project's operational air quality and GHG emissions to provide project-level clearance for those specific topics.

## Scope Assumptions

We believe that the best plans are developed as a partnership between City staff and the consultant team. While the R+A team will do the bulk of the work on the project, we expect that City staff will serve as partners in the project every step of the way. In addition to assumptions listed in the scope of work, the following is a preliminary list of the primary responsibilities of City staff:

- All data and information provided by the City will be assumed to be correct and up-to-date. The consultant team is not responsible for out-of-date or inaccurate information.
- The City shall provide data in GIS format, including but not limited to: existing land use, existing general plan land use designation, existing zoning districts, county assessor information, non-residential square footage per parcel, street centerlines, parks, public facilities, transit routes, infrastructure trunk lines and other existing built environment information that may be necessary during the Specific Plan process. Additional data layers will be identified during project initiation.
- City review time for workshop materials and meeting materials will be approximately one week. City review of major products will be between two and four weeks, depending on the product and other responsibilities of City staff.
- Comments on all work products will be provided as a single set of non-conflicting and actionable comments.
- City comments on the Administrative Draft Specific Plan and EIR are provided in one consolidated set of comments and will not require new analysis or technical studies. We anticipate that City staff will take an active role in editing and writing sections of the Specific Plan.
- City comments on the Public Draft Specific Plan and EIR will be focused on typographical errors, formatting, and other minor edits only. They will be provided in one consolidated set of comments.
- City staff will serve as partners to the consultant team in the update process and will be responsible for, at minimum, the following activities:
  - Logistics of all in-person meetings.
  - Timely response to consultant team questions.
  - Timely review of documents and materials prepared by the consultant team.
  - Costs of meeting facilities and supplemental costs of meetings and workshops, including but not limited to, food, childcare, high-cost supplies, and printing workshop materials more than the workshop expenses budget.
  - Identification of well-equipped and suitable locations for the hosting in-person meetings.
  - Printing copies of documents (the team will provide electronic).
  - Other printing and mailing costs associated with the project that are not specifically identified in the scope of work.
  - Assisting with outreach to inform the community about Specific Plan events. This includes public notices, notices in newspapers, mailings, etc.
  - Coordinating with city staff in other departments throughout the project.
  - Assisting with facilitation of small group activities for community meetings.
  - Leading additional engagement efforts not identified in the scope of work, including more informal communication with stakeholders.
  - Leading the effort to track and respond to public comments on the Public Draft Specific Plan.
  - Other tasks as identified during the process.