

## **EXHIBIT A: WORK SCOPE, COSTS AND SCHEDULE**

This exhibit describes the scope of services, schedule, products and meetings for the El Camino Real/Downtown Vision Plan to be conducted by Design, Community & Environment, Inc. for the City of Menlo Park in cooperation with Economic Research Associates and Hexagon Transportation Consultants.

### **I. PROJECT STAFFING**

This section discusses the DC&E staff that will be assigned to the project and their anticipated roles in the developing the El Camino Real/Downtown Vision Plan.

#### *David Early, AICP*

Mr. Early will facilitate all community workshops and present at both the Planning Commission workshop and City Council meeting listed in Task E. He will also provide overall guidance for the project, including consultation on the community outreach efforts and development of the documents and graphic exhibits prepared for Planning Commission and Council review.

#### *Tom Ford, AICP*

Mr. Ford will serve as the Principal-in-Charge for the El Camino Real/Downtown Vision Plan, providing urban design and neighborhood development expertise as well as providing day-to-day oversight of the community outreach tasks, workshop preparation and development of the text and graphic components of the Vision Plan.

#### *Dahlia Chazan*

Ms. Chazan will serve as Project Manager for the El Camino Real/Downtown Vision Plan. She will be the primary point of contact for City staff and will be involved in all aspects of the planning process. She will

assure that DC&E staffing is geared to the project needs on both a short-term (weekly) and a long-term (two-month projection) basis.

### *Other Staff*

Brad Johnson, Project Urban Designer, will serve as key urban design staff for the Vision Plan. Mr. Johnson will be responsible for report writing and graphics production for the project. Aaron Odland, Landscape Designer, will serve as key landscape architecture staff for the Vision Plan. Mr. Odland will provide streetscape design and production support throughout the project.

## **II. SCOPE OF SERVICES**

### *Task A. Project Start-Up*

In this task, the DC&E team will work with City staff to initiate the project and gain an understanding of the Plan Area.

#### **1. Project Start-Up Meeting**

The DC&E team will attend a meeting with City staff to identify concerns and issues, review information needs and discuss expectations for the process and products. During this meeting, key stakeholders and agencies that are important to the development of the Vision Plan will be identified in preparation for Task B.2. In addition, we will identify any necessary scope and schedule refinements in preparation for Task A.3.

#### **2. Study Area Tour**

Following the project start-up meeting, the DC&E team will tour the Plan Area with City staff to discuss issues and opportunities related to El Camino Real and the downtown. We will take digital photographs of key locations and the surrounding context to document the plan area's distinguishing qualities. We will discuss specific stops and routing options for the walking tours to be conducted in Task B.5.

### **3. Scope Refinement**

If necessary, DC&E will refine the project scope of work, including the public outreach program or schedule, to reflect the discussion held with City staff during the Project Start-Up Meeting. If necessary, the scope of work for this project can be modified as the Vision Plan process proceeds. DC&E will work with staff to determine when substitutions will be made during the process and how to keep these changes within the existing project budget.

### **4. Review Existing Materials**

The DC&E team will review the existing materials that are currently being collected related to previous planning projects in the Vision Plan Area. Hexagon Transportation Consultants will review existing traffic studies; Economic Research Associates will review existing economic studies. In addition, we will review the results of the Initial Survey currently being conducted by City staff.

### **5. Community Survey Development**

DC&E will work with City staff to develop a community survey that follows up on the Initial Survey currently being conducted by the City. We will tailor the issues to be addressed based on that feedback. The survey will include some or all of the following elements:

- ◆ Map of the Plan Area for participants to mark specific locations.
- ◆ Circulation questions.
- ◆ Specific location/segment questions.
- ◆ Open-ended questions prompting other input.

We will create a final survey that allows is a manageable length, that participants to know what is expected of them when they participate and is structured so the results feed clearly into the overall Vision Plan process. As we are creating the survey, we will work with staff to develop a plan for implementing the survey, including appropriate locations for distribution beyond the website and how to create ‘buzz’ among potential respondents.

TABLE I **WORK PROGRAM SUMMARY**

<b>Task A: Project Start-Up</b>	
1. Project Start-Up Meeting	6. Establish Working Group
2. Study Area Tour	7. Base Map Preparation
3. Scope Refinement	8. Project Website Update
4. Review Existing Materials	9. Targeted Outreach
5. Community Survey Development	10. Speaker Series
<b>Task B: Initial Outreach</b>	
1. Newsletter #1	4. Working Group Meeting #1
2. Stakeholder Meetings	5. Public Walking Tours
3. Community Survey Administration	6. Mobile Tour
	7. Community Workshop #1
<b>Task C: Developing a Vision</b>	
1. Newsletter #2	3. Range of Possible Alternatives
2. Working Group Meeting #2	4. Community Workshop #2
<b>Task D: Vision Plan Preparation</b>	
1. Community Vision Statement	4. Revised Community Vision and Conceptual Plan
2. Conceptual Plan	5. Newsletter #3
3. Working Group Meeting #3	
<b>Task E: Vision Plan Refinement</b>	
1. Community Workshop #3	4. City Council Meeting
2. Working Group Meeting #4	5. Final Vision Plan
3. Planning Commission Workshop	6. Newsletter #4

## 6. Establish Working Group

DC&E will work with staff to establish the Working Group for the Vision Plan. DC&E will suggest departments and agencies that should be represented on the Working Group, and the City will be responsible for determining who should participate. Given the level of interest and the need for participation from diverse interests within the City, such as City commissions, residents, merchants and property owners, the Working Group should number in the range of 14 to 18 people. The Working Group will be

appointed through a process as directed by the City Council. Tom Ford will attend a City Council meeting to provide input on this process.

DC&E will prepare for staff review brief summaries of each Working Group meeting that the representatives can use as the basis for their reports.

We will work with the City to establish expectations for the Working Group. For example, we recommend that the group function as an advisory body, rather than a decision-making one, commenting on items rather than taking roll-call votes. In addition, we expect that the members of the Working Group can provide a connection to other community members who might participate in other portions of the work, such as stakeholder meetings. The Working Group meetings will be publicly accessible and can include a period for public comment.

#### **7. Base Map Preparation**

DC&E will use ArcView version 9.2-compatible shapefiles and/or geodatabases provided by the City, as well as appropriate AutoCAD files from the City, for the development of a detailed base map and subsequent thematic maps to be used throughout the planning process. The base map will show the Vision Plan Area boundary and surrounding areas for context; parcel boundaries; and other relevant features. After creating the initial base map, DC&E will provide a copy to the City for review and approval prior to use in subsequent phases of the project.

At the conclusion of the project, DC&E will provide a CD to the City containing all original data as well as project-specific data layers modified or created by DC&E.

#### **8. Project Website Update**

DC&E will update the existing project website, which will continue to be hosted by the City of Menlo Park. We will provide ongoing updates to the main project page as well as posting newsletters, new documents, information about upcoming meetings and meeting summaries.

### **9. Targeted Outreach**

DC&E will coordinate with church, community, social, school-related or other local community groups and conduct on-site meetings to provide information about the Vision Plan process and encourage the participation of the targeted group. The meetings will be scheduled separately from the Vision Plan community workshops with the specific goal being to increase attendance at the workshops by members of the target groups. This task will include meetings with up to five groups in advance of the three community meetings and the Planning Commission workshop, for a total of up to ten meetings.

### **10. Speaker Series**

Throughout the Vision Plan project, DC&E will coordinate the continuation of Menlo Park's ongoing speaker series related to planning and transportation topics with specific relevance to the Vision Plan process. DC&E will provide up to four educational forum events during the Vision Plan process. DC&E will develop a list of topics and potential speakers, with a focus on topics that will inform the Vision Plan project. After sharing these with staff, DC&E will arrange for speakers, setting up dates and times. We will then provide the information on each scheduled speaker to City staff, including a short bio and description of the speaker's topic. One DC&E staff person will attend each educational forum event. DC&E's budget for this task assumes that the City will pay the speaker honorarium directly to each speaker scheduled by DC&E.

### *Task B. Initial Outreach*

In this task, the DC&E team will focus on reaching out to the community in multiple ways to develop further momentum for the project and begin to devise possible approaches to future development of the Vision Plan Area.

#### **1. Newsletter #1**

DC&E will create a newsletter summarizing progress on the Vision Plan to-date and describing initial opportunities for input, such as the community survey (included in this newsletter), walking tours and first public workshop. This and subsequent newsletters will use the existing format for project newsletters and will be posted on the project website.

#### **2. Stakeholder Meetings**

DC&E will conduct up to 8 stakeholder meetings, based on a list to be developed in conjunction with staff. The meetings could be with one person, or with a group of people with similar interests, such as several downtown merchants. These small, interest-focused group meetings give more people a chance to participate in the interview process and can spark useful discussion among the participants. DC&E will produce a memorandum summarizing the information gathered in the stakeholder meetings. The memorandum will include key issues identified by stakeholders but will preserve the anonymity of individual participants.

#### **3. Community Survey Administration**

The most opportune time to administer the community survey is in conjunction with Newsletter #1. This gives participants an incentive to read both the newsletter and the survey and increases the response rate. The survey, as developed in Task A.5, will be prepared by DC&E in a style compatible with the newsletter. We will also have copies of the survey available to hand out as we conduct the initial activities during this task and will use those opportunities to increase the level of input that we receive on the survey.

#### **4. Working Group Meeting #1**

At the Working Group's first official meeting, we will provide a formal overview of the Vision Plan process and their role in that process. We will also present the draft walking tour route, including key stops, and ask the members for their feedback in advance of the public walking tours. This will allow the Working Group to immediately begin delving into the issues for the El Camino Real/Downtown area. We will then ask the Working Group members to join the Public Walking Tours described in Task B.6.

#### **5. Public Walking Tours**

Once the Working Group has given its feedback on the Walking Tour route, DC&E will finalize the tour routes with City staff. We will hold three public walking tours of subareas of the Vision Plan Area. These will be held on two successive Saturday mornings. On one Saturday, we will focus on the Santa Cruz Avenue portion of the Plan Area, including key sites along Oak Grove and Menlo Avenues. On the other Saturday, two simultaneous tours will be run, one of the northern portion of the Plan Area along El Camino, and one of the southern portion along El Camino. Then, the groups will be given the opportunity to switch, so participants can tour all three portions of the Plan Area if they so choose.

For all three tours, DC&E will provide each group with a camera (some cameras will be digital and these will be supplemented with disposable cameras if needed). Within each group a photographer will be selected to take pictures of places that the group considers to be notable. In conjunction with those photos, a note-taker will be selected to write down the reason for the photo being taken. This approach will give the DC&E team valuable information that it can take away from the tours regarding items of importance to the walking tour participants. Where appropriate, we will also use these photos in presentations as the project progresses to illustrate issues raised by community members.

We anticipate that there will be a need for several groups at each event, particularly when we are running simultaneous tours along El Camino. DC&E will provide up to four tour guides for each Saturday event and will request that staff be on hand to provide assistance and additional staffing for the events. In the event of inclement weather, DC&E will plan to proceed with the walking tour unless City staff directs that the tour be postponed and the subsequent Vision Plan tasks be delayed similarly.

#### **6. Mobile Tour**

DC&E will coordinate and provide a guided bus tour for the Working Group and City staff. The goal of the bus tour will be to visit good examples of projects, sites and neighborhoods that are relevant to the Vision Plan process. The tour will provide Working Group members with a range of case studies that show examples of successful community development projects in a series of similarly scaled Bay Area development conditions. This tour should take place on a weekday and will last ½ to ¾ of a day.

#### **7. Community Workshop #1**

At the first community workshop, we will start with a brief summary of the process that will be followed to develop the Vision Plan. Following that introduction, we will share the results of the walking tours, summarizing opportunities and constraints that we heard from walking tour participants. We will also summarize the issues, concerns and ideas identified by stakeholders in Task B.2. We will ask for input on additional opportunities and constraints.

Following the discussion of opportunities and constraints, we will provide a brief presentation, in conjunction with Hexagon, on the interrelationship of land use and circulation along transportation corridors such as El Camino, and downtown streets such as Santa Cruz Avenue. This educational presentation will provide context for participants as we work together to develop a vision for Downtown and El Camino. The presentation will be followed by questions from the audience and discussion that DC&E will facilitate.

Similarly, we will present, in conjunction with ERA, a summary of the range of economic possibilities. This will include a discussion of the types of businesses that the community could expect to see develop along El Camino and in Downtown given the local market, parcel sizes and existing businesses in the area. The presentation will be followed by questions from the audience and discussion that David Early will facilitate.

### *Task C. Developing a Vision*

In this task, we will work with the community to develop the vision that will ultimately underlie the plan.

#### **1. Newsletter #2**

The second newsletter will summarize the information presented at Community Workshop #1 and will invite community members to participate in Community Workshop #2.

#### **2. Working Group Meeting #2**

The Working Group will review the results of Community Workshop #1, provide a brief introduction to the range of alternatives described in Task C.3 and provide input to the DC&E team on the types of alternative visions to be discussed at Community Workshop #2.

#### **3. Range of Possible Alternatives**

Based on the input received so far, the DC&E team will describe the range of alternative visions that could be developed in the Plan Area. We will illustrate these ranges of possibilities for development along El Camino and in Downtown with photographs and/or sketches. These will include possibilities for types of commercial, residential and mixed-use development, as well as for treatment of the circulation network and streetscape. They will highlight key places within the Plan Area that have been identified through the process as either important to preserve or in need of change. We will

prepare a draft presentation summarizing these alternatives and provide staff with the opportunity to provide input and review. Then, we will prepare a final presentation for use at Workshop #2.

#### **4. Community Workshop #2**

At this second workshop, David Early will present the range of alternatives developed in Task C.3. Then, we will work with the community in small groups to gather their feedback on these alternatives, including whether there are additional alternatives that should be considered and their preferences within the range for each topic presented. We will ask each small group to summarize its results, including expressing a preference for a particular set of alternatives.

#### *Task D. Vision Plan Preparation*

In this task we will take the input that we received in Task C and form it into a Vision Statement and Conceptual Plan that will be the primary contents of the final Vision Plan.

##### **1. Community Vision Statement**

The community's vision for the El Camino Real Corridor and Downtown will be captured in a series of principles that summarize the direction that is foreseen for this area of the City. These will cover topics including types of development, approaches to circulation, the roles envisioned for the different portions of the plan area and connections to the remainder of the City. These principles will be followed by a series of more specific goals that will help the community see how the vision can be achieved.

##### **2. Conceptual Plan**

Accompanying the Vision Statement will be an illustrative plan and colored perspective drawings that illustrate the land uses envisioned in different portions of the plan area. The Conceptual Plan will also include sample street

cross-sections to illustrate treatments for important roadways such as El Camino Real, Santa Cruz Avenue and the Caltrain station area.

### **3. Working Group Meeting #3**

The Working Group will review the Vision Statement and Conceptual Plan, providing feedback and suggestions for refinement.

### **4. Revised Community Vision and Conceptual Plan**

The DC&E team will work with staff to determine the modifications to be made to the Administrative Draft Vision Statement and Conceptual Plan, working to incorporate feedback from both staff and the Working Group. We will prepare a Public Review Draft of these two components for use in the final community workshop, Working Group meeting and meetings with decisionmakers.

### **5. Newsletter #3**

The third newsletter will summarize the community vision and conceptual plan. It will give include a comment card for readers to provide comment directly to the City as well as information on Community Workshop #3 at which participants will again have an opportunity to comment on these key components of the Vision Plan.

## ***Task E. Vision Plan Refinement***

In this task, DC&E will work with the community and decisionmakers to refine the vision for the El Camino Corridor and Downtown. We will then incorporate that vision into a final report that sets the stage for the preparation of a Specific Plan.

### **1. Community Workshop #3**

At this final community workshop, David Early will present the principles that make up the Vision Statement, illustrating them for the participants with examples of places that show how the principles could be followed in Menlo

Park. We will also present the Conceptual Plan, showing how the principles would be applied in specific places throughout the Plan Area. Then, we will work with the whole group to go through the principles and Conceptual Plan in more detail, answering questions and gathering input from the participants.

## **2. Working Group Meeting #4**

The fourth Working Group meeting will give the members a chance to see the changes that have been made to the Vision Statement and Conceptual Plan since they saw them initially, and to hear how they were received by the public. We will describe the remainder of the process to the Working Group and explain to them how they can stay involved through the upcoming phases of the project.

## **3. Planning Commission Workshop**

The Planning Commission workshop should be held on a Saturday morning, or some other time when several hours can be devoted to their review of the Vision Statement and Conceptual Plan. The format will be that of a workshop rather than a hearing, so the Commissioners should be able to sit around a table together to look at maps and diagrams, review the process and understand the results. Then, the Planning Commission will be asked to give detailed feedback on the Vision Statement and Conceptual Plan. This information, and any recommendations for modifications, will be forwarded to the City Council. David Early will facilitate this workshop.

## **4. City Council Meeting**

The City Council will have the opportunity to review the community vision and conceptual plan and will hear a summary of the process from which they resulted. The Council members will also hear a summary of recommendations from the Planning Commission and will be asked to recommend that the team move ahead with preparation of a final Vision Plan, with any modifications that the Council is requesting. David Early will attend and present at this meeting.

## **5. Final Vision Plan**

DC&E will prepare an administrative draft of the final Vision Plan for staff review. It will include the following components:

- ◆ **Introduction and Summary of Process.** This section will set the stage for the remainder of the document, summarizing why the Vision Plan was undertaken, the process that led up to the Vision Plan and how this fits into other planning efforts in Menlo Park and the Peninsula.
- ◆ **Vision Statement.** The community vision will include broad principles for the future of the El Camino Real Corridor and Downtown.
- ◆ **Conceptual Plan.** The Conceptual Plan will graphically illustrate the community vision, providing a land use diagram showing the types of uses envisioned in the plan area, and including street cross-sections where appropriate.
- ◆ **Next Steps.** The final section of the Vision Plan will provide a descriptive list of necessary tasks to implement the vision, such as a Specific Plan, Zoning Ordinance amendments and/or General Plan amendments. Once staff has reviewed the administrative draft and provided comments, DC&E will prepare a Final Vision Plan for publication.

## **6. Newsletter #4**

This final newsletter will summarize the information in the Final Vision Plan, indicate how interested readers can get a copy and explain what will happen next as the City works toward the resulting vision for El Camino Real and Downtown.

### III. COST

As shown in Table 1, the estimated cost to complete this scope of work is \$141,000. The DC&E team will complete this scope of work for a fixed fee not to exceed this amount. The billing rates for each team member are included in Table 1.

DC&E typically bills for its work on a time-and-materials basis with monthly invoices.

#### *A. Cost Guarantee*

DC&E guarantees that it will complete a contracted scope of work for the contracted cost. Any in-contract cost overruns are absorbed by the firm and are not passed on to the client.

#### *B. Assumptions*

This scope of work and cost estimate assumes that:

- ◆ Billing rates for this project are guaranteed through December 2009. Billing rates would be subject to an increase of up to six percent on January 1, 2010, and in each subsequent year thereafter.
- ◆ Our cost estimate includes the meetings shown in Section V. Additional meetings would be billed on a time and materials basis. Subconsultant team members could also attend additional meetings or hearings for an additional cost based on time and materials.
- ◆ Staff will act as a clearinghouse for comments on all administrative draft documents, and will provide DC&E with a single, internally reconciled set of comments on each administrative draft.

- ◆ There will be a single round of intensive review and revision to each of the Administrative Draft products. If staff feels that a second Administrative Draft is needed, a contract amendment allowing additional work will be necessary.
- ◆ DC&E will use ArcView version 9.2-compatible shapefiles and/or geodatabases from staff for the development of the project's base map and subsequent thematic maps. All files delivered by staff are assumed to be current, spatially accurate and aligned with one another, and referenced to a common coordinate system appropriate for the area. Each shapefile will arrive with the appropriate coordinate system definitions (i.e. .PRJ files); likewise, the coordinate system of geodatabases, if applicable, will contain proper coordinate system definitions. This scope assumes that the City's existing GIS information, including attribute data, are essentially complete and that any needed adjustments by DC&E will be minor. A maximum of 8 hours will be allotted for data quality control procedures. Additionally, DC&E will expect metadata documentation for each shapefile and/or geodatabase submitted for this project including, but not limited to, data author and description, data creation date, attribute field definitions, and frequency of data updates.
- ◆ After creating the initial base map, DC&E will provide a copy to staff for review and approval prior to use for subsequent mapping work. At the conclusion of the project, DC&E will provide a CD to staff containing all original data as well as project-specific data layers modified or created by DC&E along with pertinent metadata documentation.
- ◆ All products will be submitted to the staff in electronic (PDF) format, except for printed copies that are specifically identified in Section IV.
- ◆ This project includes an allowance for printing shown in Table 1. This is an allowance only, based on the numbers of products and copies shown in Section V. If this allowance is exceeded, additional printing costs will be billed at DC&E's actual cost.

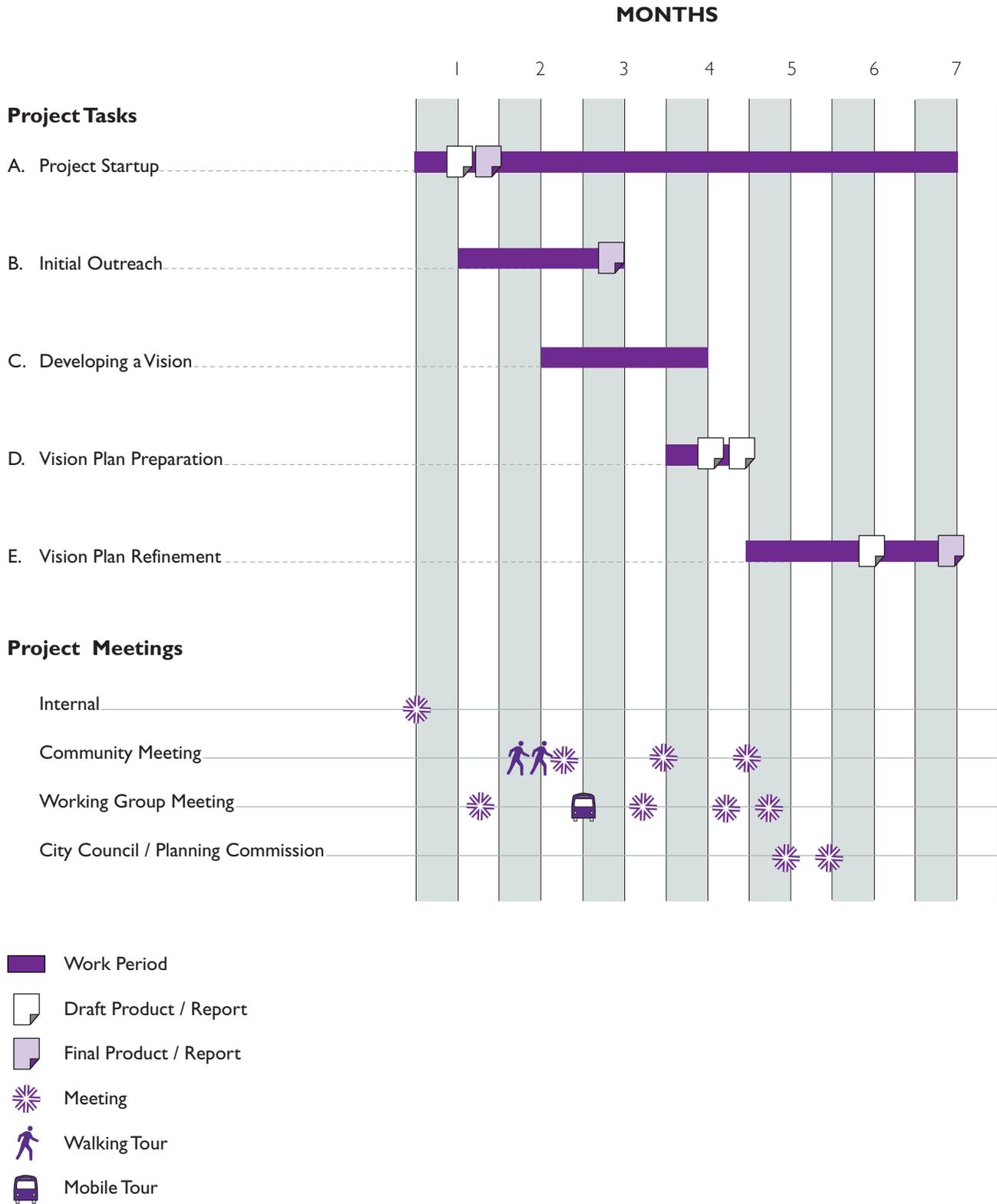
- ◆ Staff will be responsible for meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.
- ◆ DC&E will provide up to three facilitators for the public workshops. Additional facilitators will be drawn from staff or other local organization, such as a university with a planning program. DC&E will provide training for facilitators immediately before each workshop.
- ◆ DC&E will be responsible for designing notices for public workshops, and will provide the City with an electronic version of the workshop flier for printing and mailing.

#### IV. PRODUCTS

- ◆ Newsletter #1 (Task B.1)
- ◆ Draft Walking Tour Map (Task B.5)
- ◆ Working Group Meeting #1 Summary (Task B.4)
- ◆ Final Walking Tour Map (Task B.5)
- ◆ Photos from Mobile Tour posted to project website (Task B.6)
- ◆ Newsletter #2 (Task C.1)
- ◆ Working Group Meeting #2 Summary (Task C.2)
- ◆ Draft Alternatives Presentation (Task C.3)
- ◆ Final Alternatives Presentation (Task C.3)
- ◆ Working Group Meeting #3 Summary (Task D.3)
- ◆ Newsletter #3 (Task D.5)
- ◆ Working Group Meeting #4 Summary (Task E.2)
- ◆ Administrative Draft Final Vision Plan (Task E.5)
- ◆ Final Vision Plan (Task E.5)
  - 1 screencheck version in Word and PDF format
  - 25 color printed copies
  - 1 camera-ready, unbound, printed color copy
  - 1 version in Work on writable CD
  - 1 PDF version on CD
- ◆ Newsletter #4 (Task E.6)

## V. SCHEDULE

The schedule for the El Camino Real/Downtown Vision Plan is as shown in Figure 1 in half-month increments. As shown, DC&E will complete the project within 7 months.



## MEETINGS

The proposal reflects DC&E team member attendance at the following meetings, workshops and hearings.

### *A. Team Meetings*

Project Start-Up (Task A.1)  
Study Area Tour (Task A.2)

### *B. Speaker Series*

Up to four educational forum events (Task A.10)

### *C. Working Group Meetings*

Working Group Meeting #1 (Task B.4)  
Working Group Meeting #2 (Task C.2)  
Working Group Meeting #3 (Task D.3)  
Working Group Meeting #4 (Task E.2)

### *D. Community Workshops*

Community Workshop #1 (Task B.7)  
Community Workshop #2 (Task C.4)  
Community Workshop #3 (Task E.1)

### *E. Decisionmaker Meetings*

Planning Commission Workshop (Task E.3)

City Council Hearing (Task E.4)

El Camino Real/Downtown Vision Plan  
Table 1: Cost Estimate

Hours per Task	Design, Community & Environment				Economic Research Associates	Hexagon Transportation Consultants		
	Founding Principal	Principal	Associate	Planner			Graphics/ WP	Clerical
A. Project Start-Up		56	126	170	40	8	8	1
B. Initial Outreach	16	12	56	152	20		6	6
C. Developing a Vision	8	2	24	72			8	2
D. Vision Plan Preparation	8	8	40	80			8	4
E. Vision Plan Refinement	12	-	40	56		6		
Total Hours	44	78	286	530	60	14	30	8
Billing Rate	\$215	\$180	\$125	\$80	\$85	\$65	\$331	\$18
Labor Cost	\$9,460	\$14,040	\$35,750	\$42,400	\$5,100	\$910	\$9,930	\$14,76
Total Firm Labor Cost						\$107,660	\$9,930	\$14,76
EXPENSES								
Mileage (@ \$0.485 per mile)						557	70	20
Subconsultant Administration (10%)						2,496		
Reprographics and Mapping						1,500		
Office Expenses (Phone, Fax, Copies, etc)						2,153		
Graphic Renderings						3,000		
Total Expenses						\$9,706	\$70	\$20
TOTAL PER FIRM						\$117,366	\$10,000	\$14,96
<b>GRAND TOTAL</b>						<b>\$142,326</b>		