



## COMMUNITY DEVELOPMENT DEPARTMENT

Council Meeting Date: June 11, 2013  
Staff Report #: 13-097

Agenda Item #: D-5

**CONSENT CALENDAR: Approve the Draft Public Outreach and Development Agreement Negotiation Process and Authorize the City Manager to Approve a Contract with ICF International in the Amount of \$471,406 and Future Augments as may be Necessary to Complete the Environmental Impact Report and Fiscal Impact Analysis for the SRI Campus Modernization Project**

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### RECOMMENDATION

Staff recommends that the City Council approve the draft public outreach and development agreement negotiation process included as Attachment A, and authorize the City Manager to approve a contract with ICF International in the amount of \$471,406, and future augments as may be necessary, to complete the environmental impact report and fiscal impact analysis for the SRI Campus Modernization Project based on the proposal included as Attachment B.

### BACKGROUND

On November 28, 2012, SRI submitted preliminary plans and associated materials to initiate review of the SRI Campus Modernization Project, which is a phased project over the next 25 years that includes comprehensive redevelopment of the existing campus. In response to comments from staff related to the preliminary project proposal, SRI submitted revised project plans and materials on March 15, 2013. On April 2, 2013, the City Council held a study session to review and provide preliminary feedback on the project, as well as the staff proposed draft project milestones and public meetings framework. The project proposal includes the following key elements:

- **Building replacement with no net new square footage:** the existing gross floor area at the project site is approximately 1,380,332 square feet, and SRI proposes to replace this existing square footage incrementally over the next 25 years;
- **Increase in employee density:** Current employee count at the SRI Campus includes approximately 1,500 SRI employees and an additional approximately 280 people who are employed by unrelated tenants. The Campus is subject to the requirements of a Conditional Development Permit (CDP), which was originally approved in 1975 and has subsequently been amended. Based upon the CDP requirement that non-SRI employee count be calculated at a 2:1 ratio,

these 280 people would equate to 540 employees, for a total employee count of approximately 2,040 employees. SRI seeks to have a maximum of 3,000 employees and anticipates that the number of employees would gradually increase over the next 25 years;

- **Increased landscaping:** The project proposal includes an increase in site landscaping from approximately one-fourth of the lot area, to more than one-third of the lot area, over the 25-year development horizon;
- **Continued implementation of the Transportation Demand Management Program:** Based upon recent transportation studies completed by SRI, approximately 41 percent of employees commute to the campus by means other than a single occupancy vehicle, including the use of public transportation, bicycles and by foot. The existing comprehensive Transportation Demand Management (TDM) Program that helps achieve this high alternative transportation rate is proposed to continue as part of the Project proposal;
- **Reconfigured Site Access:** Access to the site is proposed to be reconfigured to more efficiently bring employees from the public street network onto the SRI campus. The reconfiguration includes the removal of vehicular access from Laurel Street, reduction of the driveways on Ravenswood Avenue from five to four, and greater emphasis on use of the existing driveways on Middlefield Road; and
- **Reduced Parking:** The project site currently includes 3,224 parking spaces, which exceeds existing and proposed project demand. As part of the proposed project, the parking spaces would be reduced to approximately 2,444 spaces, with approximately one-fifth of those parking spaces located within a parking structure.

Requested land use entitlements and associated agreements related to the SRI Campus Modernization Project include:

- **General Plan Amendment and Zoning Ordinance Amendment** to create a new General Plan land use designation and a new Zoning District that would allow for the redevelopment of the existing approximately 62-acre research campus with state-of-the-art facilities with a maximum gross floor area of approximately 1.38 million square feet. The application submittal suggests the use of the designation "Research Campus" for both the new General Plan land use designation and new Zoning District ;
- **Rezoning** to change the zoning of the site from C-1 (X) (Administrative and Professional District, Restrictive, Conditional Development) and P (Parking) to the new zoning district;
- **Amended and Restated Conditional Development Permit** to revise the existing CDP to reflect the 25-year phased modernization plan and applicable development standards;
- **Lot Merger or Lot Line Adjustments** to reconfigure the existing parcels;
- **Plan Line Abandonment** for the Burgess Drive right-of-way;
- **Heritage Tree Removal Permits** to remove approximately 91 heritage trees; and

- **Development Agreement**, which results in the provision of overall benefits to the City and adequate development controls in exchange for vested rights in Project approvals.

In addition to the requested land use entitlements and associated agreements the project requires the following:

- **Fiscal Impact Analysis:** a Fiscal Impact Analysis (FIA) is required to analyze the project's revenue and cost effects on the City and applicable outside agencies; and
- **Environmental Review:** an Environmental Impact Report (EIR) is required to analyze the potential physical environmental impacts resulting from the project.

All previous reports and related items for this project are available on the City maintained project page at the following website address:

[http://www.menlopark.org/projects/comdev\\_sri.htm](http://www.menlopark.org/projects/comdev_sri.htm)

## ANALYSIS

Upon receipt of the development application, the City identified the need for preparation of an EIR, which may include a Water Supply Assessment (WSA), as well as a FIA. To facilitate the preparation of these documents, the City requested a scope of work from ICF International that would include any necessary sub-consultants to prepare the above referenced documents. ICF International recently hired two key staff members from Atkins North America, Inc. who have extensive experience preparing environmental impact reports, particularly for the Facebook Campus project and the Menlo Gateway project. Per the proposed scope, these two staff members would function as the Project Manager and Deputy Project Manager for the SRI Campus Modernization Project. The proposed scope of work is included as Attachment B of this report.

It should be noted that the scope of work does not include a Water Supply Assessment (WSA), although one may be necessary for the project. The requirement for a WSA is dependent upon the projected water demands of the project, which still need to be evaluated by the City and the WSA consultant. The consulting firm that last completed a WSA for the City has recently undergone staffing changes, and as a result, staff will need to work with an alternative consultant to determine if a WSA is necessary, and if so, obtain a scope of work for preparation of a WSA. Staff will identify a WSA consultant in a timely fashion, and if a WSA is required, their scope of work will either be incorporated into the master scope of work prepared by ICF International, in which case they would function as a sub-consultant, or the City would contract with the WSA consultant directly. Given that preparation of the WSA would cost less than \$50,000, either approach would be subject to review and approval by the City Manager.

The following is a summary of the tasks included in the proposed scope of work:

**Environmental Impact Report** – to be completed by ICF International with W-Trans as the Transportation sub-consultant

- Preparation of a Notice of Preparation;
- EIR Scoping Session;
- Preparation of Draft EIR;
- Preparation of responses to all public comment on the Draft EIR;
- Preparation of Final EIR;
- Evaluation of project plans;
- Preparation of the Mitigation Monitoring and Reporting Program and Statement of Overriding Considerations; and
- Attendance at public hearings and meetings as needed.

**Fiscal Impact Analysis** – to be completed by BAE Urban Economics

- Preparation of Draft FIA;
- Preparation of responses to all public comments on the Draft FIA;
- Preparation of Final FIA; and
- Attendance at public meetings as needed.

The scope of work includes a draft schedule for the development and public review process associated with the EIR. This draft schedule was utilized to help further refine the draft project milestones and public meetings framework presented to the City Council on April 2, 2013 (a link to this staff report is provided at the end of this report). The updated process is included in the Draft Public Outreach and Development Agreement Negotiation Process included as Attachment A of this report. This process is generally based on the project review framework utilized for the Facebook Campus Project, and is designed to facilitate review of the project in an efficient manner that provides sufficient opportunity for public, Commission, and City Council input. Given the time required to complete the environmental and fiscal analysis, development agreement negotiations, and public participation process, the Draft Public Outreach and Development Agreement Negotiation Process anticipates that project review will be completed in early 2015.

The proposed budget for the scope of work provided in Attachment B is \$471,406, the cost of which would be borne by the applicant, although the applicant would have no control or direction over the work of the consultant. The applicant is in agreement with the scope and is prepared to pay the contract amount. Staff recommends that the Council provide the City Manager with the authority to approve future augments to the contract, if required. Any future augments would be done only with the consent of the project applicant and at the applicant's cost.

## **IMPACT ON CITY RESOURCES**

The applicant is required to pay planning permit fees, based on the Master Fee Schedule, to fully cover the cost of staff time spent on the review of the project. The

applicant is also required to bear the cost of the associated EIR, WSA (if required) and FIA preparation. For the EIR, WSA (if required) and FIA, the applicant deposits money with the City and the City pays the consultants.

## **POLICY ISSUES**

The proposed project will ultimately require the Council to consider certain land use entitlements. Staff will be identifying policy issues during the Council's review of the project such as public benefit related to the Development Agreement. The negotiation of the Development Agreement is projected to commence after the release of the Draft EIR.

## **ENVIRONMENTAL REVIEW**

An EIR will be prepared for the project.

## **PUBLIC NOTICE**

Public notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting. In addition, the City has prepared a project page for the proposal, which is available at the following address:

[http://www.menlopark.org/projects/comdev\\_sri.htm](http://www.menlopark.org/projects/comdev_sri.htm). This page provides up-to-date information about the project, allowing interested parties to stay informed of its progress. The page allows users to sign up for automatic email bulletins, notifying them when content is updated.

## **ATTACHMENTS**

- A. Draft Public Outreach and Development Agreement Negotiation Process, Dated May 29, 2013
- B. ICF International Proposal for preparation of an Environmental Impact Report and Fiscal Impact Analysis for the SRI Campus Modernization Project, dated June 4, 2013

## **AVAILABLE FOR REVIEW AT CITY OFFICES AND ON THE PROJECT WEB PAGE**

- [City Council Staff Report, SRI Study Session April 2, 2013](#)

Report prepared by:  
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Assistant Planner

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**Public Outreach and Development Agreement Negotiation Process  
SRI Campus Modernization Project**

No.	Meeting Description	Notes / Timing	Method of Notification	Date Scheduled
<b><u>MILESTONE:</u> SRI submits preliminary application to commence environmental review on November 29, 2012</b>				
1.	<b>City Council</b> study session	April 2013	Council agenda published  Web site project page updated & email bulletin sent	4/2/13
2.	<b>City Council</b> authorization for City Manager to enter into consultant contracts for environmental review and fiscal impact analysis and review of draft public outreach and development agreement negotiation process	Prior to environmental review and fiscal impact analysis kick-off	Council agenda published  Web site project page updated & email bulletin sent	6/11/13
<b><u>MILESTONE:</u> Notice of Preparation issued for public review</b>				
3.	<b>Planning Commission</b> EIR scoping session and study session	During Notice of Preparation comment period	Planning Commission agenda published  Web site project page updated & email bulletin sent  Mailed notice to all property owners and occupants within ¼ mile radius	8/19/13
4.	<b>City Council</b> appointment of a Council subcommittee	Approximately one month prior to release of Draft EIR and Draft FIA	Council agenda published  Web site project page updated & email bulletin sent	Early 2014

5/29/13

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**Public Outreach and Development Agreement Negotiation Process  
SRI Campus Modernization Project**

No.	Meeting Description	Notes / Timing	Method of Notification	Date Scheduled
<b>MILESTONE: Draft Environmental Impact Report (EIR) and Draft Fiscal Impact Analysis (FIA) issued for public review in Mid 2014</b>				
5.	<b>Public Outreach Meeting</b> at the Arrillaga Family Recreation Center to inform the community about the proposed project and the documents available for review  <i>(Note: Meeting is open to the public and may be attended by any or all Council Members or Commissioners)</i>	Prior to deadline for Draft EIR comments. (Meeting is not intended to receive comments, but to let people know how they can submit comments)	Postcard mailing to all property owners and occupants within ¼ mile radius  Web site project page updated & email bulletin sent  Email sent to all appointed commissioners	Mid 2014
6.	<b>General Commission Meeting</b> to allow Commissions other than Planning and Transportation (i.e., Bicycle, Environmental Quality, Housing, Library, Parks & Recreation) to review the project	During Draft EIR review period	Agenda posted  Web site project page updated & email bulletin sent	Mid 2014
7.	<b>Transportation Commission Meeting</b> to review the Draft EIR summary and the Transportation chapter and to provide individual comments	During Draft EIR review period	Transportation Commission agenda posted  Web site project page updated & email bulletin sent	Mid 2014

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**Public Outreach and Development Agreement Negotiation Process  
SRI Campus Modernization Project**

No.	Meeting Description	Notes / Timing	Method of Notification	Date Scheduled
8.	<p><b>Planning Commission</b> public hearing regarding the Draft EIR and study session item to discuss Draft FIA and the project</p> <p><i>(Outcome: Receive public comments on the Draft EIR – all comments will be responded to in the Final EIR)</i></p> <p><i>(Outcome: Commission reviews and comments on project proposal)</i></p>	After release of the Draft EIR and Draft FIA – towards the end of the 45-day review period for Draft EIR	Planning Commission agenda posted Public Hearing Notice published and mailed to project distribution area Web site project page updated & email bulletin sent	Mid 2014
9.	<b>City Council</b> study session to learn more about the project and identify any other information that is needed to ultimately make a decision on the project	After the close of the Draft EIR comment period	Council agenda published Web site project page updated & email bulletin sent	Mid 2014
10.	<b>City Council</b> regular item to consider feedback from the Commissions, discuss environmental impacts and mitigations, Public Benefit, fiscal impacts, development program and provide direction or parameters to guide development agreement negotiations	Approximately 2 weeks after the Council Study Session	Council agenda published Web site project page updated & email bulletin sent	Mid 2014
<b><u>MILESTONE:</u> Prepare Final EIR, Final FIA and negotiate a draft Development Agreement</b>				
<b><u>MILESTONE:</u> Publish Final EIR and Final FIA for public review in the end of 2014 and advertise through public notice in newspaper and email bulletin</b>				
11.	<b>City Council</b> regular item to review business terms of development agreement	Late 2014	Council agenda published Web site project page updated & email bulletin sent	Late 2014

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**Public Outreach and Development Agreement Negotiation Process  
SRI Campus Modernization Project**

No.	Meeting Description	Notes / Timing	Method of Notification	Date Scheduled
<b><u>MILESTONE:</u> Mail notice advertising future meeting dates</b>				
13.	<b>Planning Commission</b> public hearing for recommendation on Final EIR, Final FIA, and requested land use entitlements and associated agreements	Approximately three (3) weeks after Council review of the business terms of the Development Agreement. Public comment on the Final EIR and Final FIA should be submitted before the Commission meeting in order for the comments to be considered prior to the Commission's recommendation.	Planning Commission agenda published Public Hearing Notice published and mailed to project distribution area Web site project page updated & email bulletin sent	Late 2014/Early 2015
14.	<b>City Council</b> public hearing for review of Final EIR, Final FIA, and requested land use entitlements and agreements	Approximately three (3) weeks after Planning Commission recommendation	Council agenda published Public Hearing Notice published and mailed to project distribution area Web site project page updated & email bulletin sent	Late 2014/Early 2015
15.	<b>City Council</b> second reading of the Development Agreement and Rezoning Ordinances (consent item)	Next available Council meeting after first reading	Council agenda published Web site project page updated & email bulletin sent	Late 2014/Early 2015

*Note: all dates tentative and subject to revision.*



June 4, 2013

Rachel Grossman  
City of Menlo Park Community Development Department  
701 Laurel Street  
Menlo Park, CA 94025

**SUBJECT: Proposal to Prepare the SRI Campus Modernization Project Environmental Impact Report (EIR) and Fiscal Impact Analysis (FIA)**

Dear Ms. Grossman:

Thank you for inviting ICF International (ICF) to submit a proposal to prepare the EIR for the proposed SRI Campus Modernization Project (Project). ICF has formed our team to help the City successfully and efficiently achieve compliance with the California Environmental Quality Act (CEQA). This proposal includes our Project Understanding, Scope of Work, Budget, and Schedule to prepare the EIR in accordance with CEQA. The proposed Project Manager is Erin Efner assisted by Kirsten Chapman as Deputy Project Manager. This scope of work reflects the Project information provided by Menlo Park staff, knowledge of the area, and prior experience with similar projects.

We will work closely with City staff to coordinate, direct, and review the work and deliverables included in this scope as well as work performed by other consultants contributing to the EIR. Our EIR team includes Bay Area Economics (BAE) for the fiscal impact analysis and W-Trans for the transportation analysis.

We look forward to working with you on this Project. If you have any questions related to this scope of services or cost estimate, please contact the Project Manager, Erin Efner, at (415) 677-7181 or [erin.efner@icif.com](mailto:erin.efner@icif.com).

Sincerely,

A handwritten signature in black ink that reads "Rahul T. Young".

Rahul Young  
Bay Area Branch Leader

Attachments

- A. ICF Scope of Work
- B. Cost Estimate
- C. Schedule
- D. BAE – Fiscal Impact Analysis Scope of Work
- E. W-Trans – Traffic Analysis Scope of Work



## Scope of Work

### Project Understanding and General Approach

ICF has reviewed the information provided by the City and SRI International (Project Sponsor). Based on our review, experience with similar projects, and other information, we understand that an EIR is needed. The SRI Campus Modernization Project (Project) would modernize the existing SRI campus in Menlo Park without increasing net campus gross floor area. Modernizing the campus is driven by four considerations: continuing SRI's research contributions, retaining and attracting talent, improving energy efficiency, and enhancing safety and security.

Currently, the SRI facilities include 38 buildings consisting of approximately 1.38 million square feet (sf) of office, research, amenities, and support spaces. The Project would retain five existing buildings comprising approximately 62,000 sf, demolish approximately 1.21 million sf of the existing buildings and construct 13 new buildings comprising the same area, resulting in no net increase. Currently, approximately 1,780 employees work at the Project site. Over the 25-year buildout period, the Project would add an additional approximately 1,200 employees, eventually reaching the proposed new employee cap of approximately 3,000. The campus would be designed to minimize visual effects, create flexible building design, provide enhanced amenity space, reduce the carbon footprint, improve bicycle/pedestrian/vehicular circulation, reduce onsite parking, and increase landscaping and trees.

In order to implement the Project, a General Plan Amendment and Zoning Ordinance Amendment would be required. A General Plan land use designation and new zoning district would be created to recognize existing onsite Floor Area Ratio (FAR) of approximately 0.51, and allow for redevelopment of the site to modernize the existing research campus. The General Plan land use designation and new zoning district would conditionally permit uses such as research and development (R&D), laboratories, offices, auditoriums, conference facilities, employee amenities, and associated accessory facilities. The Project would also require a rezoning, an amended and restated Conditional Development Permit (allowing a maximum FAR of approximately 0.51), lot merger or lot line adjustment, plan line abandonment, development agreement, and heritage tree removal permits. SRI has also requested that the City negotiate a Development Agreement.

The Project would be constructed gradually and conceptual designs illustrate the redevelopment occurring in four phases. For most CEQA topics, this scope assumes that the EIR will include an analysis of the Project at full build-out, with a qualitative analysis of the interim phases as needed. It is anticipated that the Transportation analysis will analyze a total of six scenarios, including



near and long-term scenarios. This approach will be discussed with the City and the Project Sponsor at the onset of the process. ICF will use information from the Project application and plan set, dated March 2013 (and any subsequent versions), during the preparation of the EIR. In addition, several supplemental studies have been prepared by the Project Sponsor, which will be peer reviewed by ICF and incorporated into the EIR, as described in more detail below.

The below scope includes the work that would be conducted by ICF. Additionally, ICF has included subconsultants for the following technical analyses: fiscal impact analysis (BAE) and transportation analysis (W-Trans). Although this work will be summarized below, complete scopes are included in Attachments D and E, respectively.

## Scope of Work

### Task 1. Project Initiation/Data Collection

The EIR will be initiated by discussing key issues, reviewing completed environmental documents, planning data collection efforts including a site visit, and refining the schedule for completion of individual tasks.

At the outset of the EIR process, ICF will meet with City of Menlo Park staff and the Project Sponsor team. At this meeting, the team will:

- Discuss data needs to complete the EIR.
- Confirm procedures for contacting the Project Sponsor team, City staff, and public agencies.
- Review and agree on schedules and deadlines.
- Discuss City preferences regarding EIR format and organization. The team will discuss how the proposed phasing will be presented and analyzed in the EIR.

The project initiation effort will also include a review of approaches to impact significance thresholds, mitigation techniques, and Project alternatives.

This task also assumes a thorough site reconnaissance to be conducted by key EIR preparers.

#### *Deliverables*

- Data request for the City and Project Sponsor
- Revised schedule
- Preliminary EIR format and outline



### *City Involvement*

Participation in EIR project initiation meeting and collection of requested information. Participation in site visit.

## **Task 2. EIR Project Description**

ICF will prepare the Project Description based on discussions with Project Sponsor team, input from City staff, site visit, data needs responses, and review of the Project application, plan set, and supplemental reports.

A clear and accurate Project Description is essential to the EIR analysis. Based on discussions with City staff and on the Project Sponsor's application and plans, ICF will prepare a Project Description that will incorporate the following topics:<sup>1</sup>

- Project Overview and Background
- Project Site Location
- Project Objectives
- Project Characteristics by including:
  - Site plan
  - Development area and uses
  - Employment levels
  - Site access, circulation, and parking
  - Transportation Demand Management (TDM) Program
  - Campus design, architectural themes, massing, building design, potential sustainable design features, and materials
  - Amenities such as landscaping, lighting, signage, courtyards, and gathering spaces
  - Utilities
  - Recycling and Waste
- Phasing and Construction Scenario
- Project Approvals and Entitlements

### *Deliverables*

- Electronic copies of the draft Project Description in MS Word and Adobe PDF format
- Electronic copies of the revised Project Description that incorporates comments from the City and the data needs responses from the Project Sponsor in MS Word and Adobe PDF format

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<sup>1</sup> Assumes that data needs outlined in ICF's data request have been fulfilled.



### *City Involvement*

Participate in Project Description meetings and information collection efforts. Review and comment on the Draft Project Description.

## **Task 3. EIR Scope Definition**

ICF will prepare the Notice of Preparation (NOP) and refine the scope of work based on discussions with staff (if necessary), input obtained from scoping sessions, and comments submitted on the NOP. The approach to this task is divided into three subtasks: NOP, Public Scoping, and Revised Scope of Work.

**Task 3.1 Draft and Issue Notice of Preparation.** An NOP will be prepared by ICF for City staff review. Our budget assumes that ICF will distribute to the State Clearinghouse and the County Clerk (for posting) and that the City will oversee mailing to other interested parties and public agencies.

**Task 3.2 Public Scoping.** ICF will attend and present at one scoping meeting (held as part of a regular Planning Commission meeting) and record comments received during the meeting. The principle objective of this scoping meeting will be to confirm or revise the list of critical environmental issues and the range of alternatives to be examined in the EIR.

**Task 3.3 Revised Scope of Work.** As a result of discussion at the project initiation meeting, public scoping meeting, and responses to the NOP, the ICF team will revise the scope of work for consideration by City staff, if necessary. The revised scope of work will fine-tune the data collection activities, refine impact methodologies and assumptions (e.g., number of locations for traffic counts, noise measurements, visual simulation locations, etc.), adjust significance criteria for key environmental and neighborhood issues, and affirm or revise expectations about the preparation process, schedule, and products. Accordingly, in consultation with City staff, a revised scope of work and budget may be prepared as part of this task.

### *Deliverables*

- Electronic copies of draft and revised NOP in MS Word and Adobe PDF format
- Electronic copies of the final NOP in MS Word and Adobe PDF format
- Fifteen hard copies of the final NOP to the State Clearinghouse
- Revised scope of work (if necessary)

### *City Involvement*

Coordinate, announce, and conduct scoping meeting; review and comment on draft NOP; review revised scope of work (if necessary); and identify additional revisions and supplementary work, as necessary.



## Task 4. Administrative Draft EIR

The purpose of this task is to prepare the Administrative Draft EIR. This task will synthesize background information for use in the existing setting, evaluate changes to those baseline conditions resulting from implementation of the Project to identify significant impacts, and identify mitigation measures to reduce potentially significant impacts to a less-than-significant level.

For this task, there will be four principal activities:

- Determine, by individual resource topic, the significance criteria to be used in the analysis.
- Present the analysis at full buildout of the Project.
- Perform the analysis and make determinations of impact significance.
- Recommend mitigation measures to reduce impacts, if needed.

The ICF team will collect the information necessary to define baseline conditions in the Project area. Based on our understanding of the project and discussions with City staff, baseline conditions will reflect the conditions at the time of the NOP release. This includes the staffing levels at the SRI campus at the time of the NOP release.

For each environmental topic, significance thresholds or criteria will be defined in consultation with the City so that it is clear how the EIR classifies an impact. These criteria will be based on CEQA Guidelines, Appendix G, standards used by the City, and our experience in developing performance standards and planning guidelines to minimize impacts.

The analysis will be based on standard methodologies and techniques, and will focus on the net changes anticipated at the Project site. The text will clearly link measures to impacts and indicate their effectiveness (i.e., ability to reduce an impact to a less-than-significant level), identify the responsible agency or party, and distinguish whether measures are proposed as part of the Project, are already being implemented (such as existing regulations), or are to be considered. This approach facilitates preparation of the Mitigation Monitoring and Reporting Program (MMRP) that follows certification of an EIR.

The Administrative Draft EIR will incorporate the baseline conditions data as well as impact analysis and mitigation measures, plus the alternatives and other CEQA considerations described in Task 5 (below). It is envisioned that the City's initial review of the document will consider content, accuracy, validity of assumptions, classification of impacts, feasibility of mitigation measures, and alternatives analyses. Because the impacts and mitigations are subject to revision based on staff review of the Administrative Draft EIR, the Executive Summary will be prepared only for the Screencheck Draft. The following task descriptions summarize the data to be



collected, impact assessment methodologies to be used, and types of mitigation measures to be considered, by environmental issue.

### Issues Anticipated to be Less Than Significant

To streamline the EIR process, ICF will “scope out” some environmental topics that do not require detailed discussion in the EIR. These topics will not be evaluated at the level of detail specified for the issues below, but at a level adequate to fully assess the potential effects, and, if necessary, to identify appropriate mitigation measures to reduce any potential impact to a level of non-significance. This discussion will be presented in the Impacts Found to be Less Than Significant chapter of the EIR.

Based on our preliminary review, the following environmental topics may be scoped out from detailed analysis in the EIR.

- **Agricultural and Forestry Resources.** ICF will describe existing conditions at the Project site, identify General Plan designation and zoning districts, and indicate lack of agricultural and forestry uses at the Project site.
- **Mineral Resources.** ICF will describe existing conditions at the Project site and identify the mineral resources zone classification for soils at the site. It is anticipated that the site does not contain significant mineral resources.

### Aesthetics

Visual simulations are included in the March 2013 Project application and plan set. These visual simulations will be utilized to facilitate the completion of the Aesthetics section and will be included in the EIR. ICF would conduct a peer review of the visual simulations to ensure their accuracy.

ICF will conduct the following tasks:

- Visit the project site and surroundings to identify and photodocument existing visual character and quality conditions, views to and from the project site, and other urban design features (included in Task 1).
- Based on scenic resources and views identified in the Menlo Park General Plan and visual simulations, analyze potential adverse aesthetic effects resulting from the Project. The surrounding sensitive viewer locations that could be affected by the proposed development include Burgess Park and the Civic Center Complex.
- Review existing General Plan goals and policies related to visual quality to determine conflicts with any relevant plans and policies.



- Using the visual simulations and field observations, analyze whether the Project would substantially degrade the existing visual character or quality of the Project site and its surroundings due to grading, height, bulk, massing, architectural style, and building materials, and other site alterations.
- Analyze potential degradation of views from roadways, adjacent uses (like residential uses in the Linfield Oaks neighborhood, City Hall, adjacent churches, and Menlo-Atherton High School), and other sensitive viewer locations.
- Analyze lighting and glare impacts created by the proposed buildings, focusing on motorists on Middlefield Road and Ravenswood Avenue (both identified in the General Plan as Minor Arterial Streets).

Shadows from the proposed buildings would increase over existing conditions due to the increase in building height (up to 64 feet). However, based on the direction of the sun, the public uses at Burgess Park would not be impacted by the increased shadows. As such, an analysis of shadow impacts is not included in this scope. If, based on further discussions with the City and Project Sponsor, as well as a thorough site reconnaissance, it is determined that shadow impacts should be evaluated in the EIR, then the scope and budget could be amended to prepare shadow diagrams.

### Air Quality

Sensitive receptors in the project vicinity include a residential subdivision to the southeast, the Menlo Children's Center (200 feet southwest), Menlo-Atherton High School (700 feet north), Burgess Park (400 feet south), Trinity Church (200 feet northwest), and First Church of Christ, Scientist (directly adjacent to the north). Additional sensitive receptors could be identified during the screening process. The Project would not include the construction of a childcare facility. The following tasks will be completed in compliance with the Bay Area Air Quality Management District (BAAQMD) CEQA Guidelines.

- Summarize regional and local meteorological conditions, ambient measurements from the nearest air monitoring station, and state and federal policy and regulatory framework for air quality planning.
- Estimate construction and demolition emissions of reactive organic gases (ROG), small particulate matter ( $PM_{10}$  and  $PM_{2.5}$ ) and oxides of nitrogen ( $NO_x$ , a precursor to ozone) based on the CalEEMod model, best available data on construction equipment use, and schedule from the Project developer. Results will be compared to BAAQMD's quantitative thresholds for significant construction impacts.



- Estimate net new motor vehicle emissions associated with Project trips (including increased trucks at loading docks) using the transportation study and CalEEMod. Results will be compared to BAAQMD's quantitative thresholds for significant impacts.
- Estimate area source (e.g., landscaping, heating, etc.) emissions associated with facility operations.
- Qualitatively evaluate project-related carbon monoxide hot-spot emissions using the BAAQMD's screening-level criteria. If the screening analysis indicates the need for a quantitative CO hot-spot analysis, we will use the CALINE-4 dispersion model, EMFAC2011 emissions model, and traffic data from the transportation analysis to estimate CO concentrations.
- Based on the age of the existing land uses on the Project site, it is assumed that the building is likely to contain asbestos used for insulation purposes and that asbestos may be uncovered and disturbed during demolition. The potential for asbestos exposure during demolition will be assessed in the air quality chapter. Potential mitigation for reducing exposure to asbestos will include the development and implementation of an asbestos compliance plan, consistent with BAAQMD Regulation 11, Rule 2; California Air Resources Board (ARB); and federal regulations.
- Utilize BAAQMD's screening methods for construction and operational health risks associated with diesel particulate matter (DPM)/PM<sub>2.5</sub> emissions to analyze potential health risks associated with the Project.

**Health Risk Assessment (HRA).** In addition to the above, ICF will evaluate the potential for adverse health effects associated with toxic air contaminant (TAC) exposures to sensitive receptors in the vicinity of the project site. A preliminary evaluation of TAC sources expected to contribute to local exposures include motor vehicles traveling on local roadways, truck deliveries to and from the site, and potential future onsite features operating under Air District permits.

For construction-related emissions, the determination of health risks is based predominantly on construction equipment exhaust. Typically construction activities considered in HRA assessments include project-related demolition, grading, excavation, infrastructure installation, and structure construction. Construction emissions for diesel-related exhaust as determined from the CalEEMod model will be used to evaluate health risks to nearby receptors from exposure to construction-related DPM and PM<sub>2.5</sub> exhaust emissions using the AERSCREEN dispersion model. These will be compared to the BAAQMD's thresholds of significance to determine Project-level impacts.

For operational emissions, the BAAQMD recommends that TAC exposure from existing sources be evaluated to determine health risks associated with locating sensitive receptors within 1,000 feet of existing sources or locating a potential source within 1,000 feet of an existing sensitive



receptor. Although no new sensitive receptors would be added to the site, 12 emergency generators would be located at the Project site, which is an increase of five net new generators. These new generators could potentially be located within 1,000 feet of a sensitive receptor. In addition, the Project would result in changes to the existing co-generation plant and chiller operations. ICF will perform a screening-level analysis to determine health risks to nearby existing sensitive receptors from these emergency generators. Should identified health risks exceed the BAAQMD's health risk thresholds, mitigation measures will be proposed to reduce anticipated risk. Airborne concentrations will be estimated for sources using the AERSCREEN dispersion model as recommended by BAAQMD in Recommended Methods for Screening and Modeling Local Risks and Hazards.

Based on the results of the screening level analysis for stationary and mobile sources, quantitative estimates will be determined for cumulative excess lifetime cancer risks, non-cancer HIs, and PM<sub>2.5</sub> concentrations associated with potential exposure for on-site and off-site receptors as applicable for each study area. Based on the analysis of risk from the operation of the onsite stationary sources (e.g., generators, co-generation plant, etc.) and mobile sources (e.g., trucks at loading docks), a representative off-site receptor will be chosen. This receptor will be the one associated with the highest potential risk resulting from the project operation. In order to determine the cumulative risk, the potential risk from all sources within 1,000 feet of the proposed project will be evaluate and compared to the significance thresholds.

The HRA will be prepared as a stand-alone report. The HRA will be summarized in the EIR with the full report included as an appendix.

### Biological Resources

The existing site is highly developed with buildings and surface parking lots. As such, natural biological resources are likely to be minimal. Nonetheless, over 1,200 trees currently exist on the campus, which could be protected and/or provide habitat for nesting birds. ICF will conduct the following tasks:

- Conduct background research to determine the biological resources that could be affected by the Project such as special-status species or protected trees. This research will include review of Menlo Park's tree ordinance, the use of the California Department of Fish and Game's Natural Diversity Database (CNDDB), the U.S. Fish and Wildlife Service's Special-Status Species Online Database, and the California Native Plant Society's online inventory. An aerial photograph of the project site will be reviewed to identify areas of habitat types that can later be confirmed through field verification.
- Conduct a site visit to characterize potential special-status plant and wildlife habitats that may be present (included in Task 1). A list of plant and wildlife species observed during



the survey will be collected and presented in the analysis. Given the developed nature of the project site, it is not expected that special-status species will be present; however a site visit will be required to make this determination. Although no species specific surveys are proposed for this scope, if any incidental sightings of special-status species occur during the survey, they will be recorded.

- Evaluate the Project's effects on the identified biological resources, and recommend mitigation as warranted. Based on prior experience in the region, and the disturbed nature of the site, we anticipate that the prominent issues for the Project will be limited to migratory birds and protected trees.

### Greenhouse Gas Emissions

ICF will prepare an analysis of climate change impacts. The climate change analysis will describe existing environmental and regulatory climate change quality conditions, followed by an analysis of the Project's construction and operational impacts. The climate change analysis will focus on the greenhouse gases (GHG) of greatest concern, carbon dioxide, (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) that will be generated by construction and operation of the Project. ICF climate change specialists will prepare a climate change analysis describing existing conditions, the Project's GHG impacts to climate change, and an informational discussion of impacts to the Project resulting from climate change, and mitigation measures designed to reduce the significance of Project-related climate change impacts.

- In the Project setting section, ICF will describe the key concepts of climate change, the GHGs of greatest concern and their contribution towards climate change, and the current climate change regulatory environment as it applies to this Project. If data is available, we will also summarize existing GHG levels in the project area.
- In the Project impacts section, ICF will evaluate the Project's contribution towards climate change. We will identify significant impacts using guidance provided by the BAAQMD and the ARB.
- For informational purposes only, ICF will discuss impacts to the Project from climate change. No CEQA significance conclusions will be drawn from this discussion.
- ICF will quantify construction-related emissions of CO<sub>2</sub> using the CalEEMod emissions model and construction data (i.e., anticipated construction schedule and equipment) provided by the Project Sponsor. Construction-related emissions of CH<sub>4</sub> and N<sub>2</sub>O will be based on factors provided by the Climate Registry.
- ICF will use the traffic data from the transportation and circulation analysis (i.e., trip generation rates) and the CalEEMod model to estimate CO<sub>2</sub> emissions from vehicular trips resulting from the proposed project, while emissions of CH<sub>4</sub> and N<sub>2</sub>O will be based



on factors provided by the Climate Action Registry. GHG emissions associated with operational area sources (i.e., hearth and landscaping), energy consumption (electricity, natural gas), water consumption, and waste and wastewater generation will be quantified using the CalEEMod model, as well as other accepted protocols, such as the Climate Registry's General Reporting Protocol. It is anticipated that there will no significant changes to vegetation and land cover associated with the Project; these emissions will not be quantified.

It is difficult to accurately quantify the effects of climate change on the Project area, as current tools and models do not have sufficient resolution to forecast localized changes in climate and resulting effects related to climate change. Consequently, we will present a qualitative evaluation of the consequences of climate change to the project area using studies published by, but not limited to, the ARB, California Department of Water Resources, California Energy Commission California Climate Change Center, and California Natural Resources Agency.

ICF will use significance criteria recommended by the BAAQMD CEQA Guidelines, to determine project significance. Despite current litigation, the City has elected to rely on the thresholds of significance outlined in the May 2011 BAAQMD CEQA Guidelines. Where significant impacts are identified, we will identify mitigation measures (including those recommended by the California Air Pollution Control Officer's Association and California Attorney General) designed to reduce the significance of project-related climate change impacts.

### Cultural Resources

There are 38 existing buildings at the Project site, with construction starting in the 1940s. The earliest structures were built as part of the Dibble Army Hospital in the 1940s, additional office and laboratory buildings were constructed in the 1960s and 1970s, and the more recent building expansions occurred over the last decade. Due to the age of several buildings onsite, it is important that a historian visit the site, conduct background research, and make a determination as to eligibility. It is our understanding that a previous historical assessment may have been prepared for the Dibble Army Hospital. If available, this report will be reviewed by ICF's historians summarized in the EIR. Once the report is provided and reviewed, our scope and budget can be adjusted accordingly. This scope assumes half of the existing buildings at the Project site are 50 years old or older and subject to consideration for eligibility to the California Register of Historical Resources (CRHR) and potentially "historic resources" for purposes of CEQA. In addition, the area is considered moderately sensitive for prehistoric remains paleontological resources. ICF will conduct the following tasks:



- Conduct records search of the Northwest Information Center (NWIC) to identify any previously recorded cultural resources and cultural resource investigations within half a mile of the Project site.
- Request a sacred lands search of the Native American Heritage Commission (NAHC) database to determine if any Native American cultural resources are present in the vicinity of the Project site. Local Native American organizations and individuals identified by NAHC will also be contracted regarding information on potential Native American resources in the Project vicinity. The EIR will summarize any responses related to this effort. We assume that no issues will arise.
- Prepare an Archaeological Survey Report (ASR) to assess probabilities and to evaluate potential adverse impacts to archaeological resources.
- Identify standard mitigation measures for paleontological resources.
- Site visit by architectural historian to record existing structures (included in Task 1).
- Conduct archival research on the development of Project site including the history of the architects and people associated with the campus and any buildings 50 years old or older.
- The scope assumes that half of the existing buildings are 50 years old or older. Therefore, for purposes of identification of assessed resources, up to 19 Primary Record DPR 523(a) forms will be developed to photograph and provide historical information on those buildings.
- The scope assumes five (5) of the above referenced 19 buildings may require further analysis to evaluate their eligibility to the CRHR. Therefore, five Building, Structure & Object DPR 523(b) forms will be developed to evaluate whether or not each building is an historic resource for purposes of CEQA. The identification and evaluation of building on the SRI campus will be recorded in a Historic Resources Evaluation Report (HRER).
- Identification of significant and unavoidable impacts to historic resources both to buildings on the Project site or indirect effects to offsite historic resources (e.g., the Barron-Latham-Hopkins Gate Lodge [Gatehouse] located approximately 300 feet southwest of the Project site) can trigger additional documentation and/or mitigation plans. It is unknown at this time whether the Project would result in such impacts. If significant impacts are identified, an additional scope and budget may be requested.

### Geology/Soils

ICF will prepare the Geology/Soils section of the EIR and will conduct the following tasks:

- A Geotechnical Report for the entire Project site will likely not be conducted prior to the CEQA process. However, for reference, ICF will use available Geotechnical Reports prepared for individual buildings and previous activities at the Project site as available.



- Report the type and magnitude of seismic activity typical in the San Francisco Bay Area, the standards to be met by proposed structures to resist damage during seismic events, and design features to be incorporated in the Project to comply with those standards.
- Evaluate the geohazard risks from development at the Project site, using available geologic and/or soils maps, published literature, and other information, reports, and/or plans. The main issue that will be analyzed is the seismic and geotechnical safety of the proposed buildings.
- Assess potential geohazard impacts of the Project in light of existing regulations and policies that would serve to minimize potential impacts. Pertinent regulatory requirements will be explicitly identified so that the nexus between regulations and minimized impacts is apparent. In general, construction of development similar to the Project has little or no effect on the geology of an area, but is still subject to seismic groundshaking and local soil conditions, including ground oscillation and long-term and differential settlement. Standard design and construction techniques and compliance with City standards (including applicable portions of the California Building Code and the National Pollutant Discharge Elimination System [NPDES]) typically eliminate or minimize seismic and geotechnical hazards.

### Hydrology/Water Quality

The March 2013 Project application includes a Stormwater Runoff Memo and a Stormwater Infiltration Memo prepared by BKF. ICF will review these memos and provide comments, if applicable. Once the memos are deemed sufficient for purposes of the CEQA analysis, ICF will prepare the Hydrology/Water Quality section of the EIR and will conduct the following tasks:

- Describe the existing regulatory environment, including, but not limited to, the Construction General Permit, Municipal Regional Permit for stormwater discharges (including how the project relates to C.3 requirements), the City of Menlo Park Municipal Code, and the California Building Code. These regulations require specific measures for reducing potential impacts on hydrology and water quality.
- Discuss the findings in the BKF memos.
- Assess potential Project hydrology and water quality impacts in light of existing regulations and policies that would serve to minimize potential impacts. Pertinent regulatory requirements will be explicitly identified so that the nexus between regulations and minimized impacts is apparent.
- Identify mitigation measures, where feasible, to minimize potentially significant or significant Project impacts.



## Hazards and Hazardous Materials

According to the Project application, SRI maintains a variety of hazardous materials used in research, maintenance and cleaning. The nature and type of these materials change over time based on changes in research occurring on the campus. SRI's Environmental Health & Safety department maintains a waste storage facility on the campus where SRI sorts materials for either offsite disposal or storage and recycling. The existing building that houses the campus hazardous waste processing facility would be retained under the Project. The EIR will discuss SRI's compliance with applicable laws designed to protect onsite and offsite populations. If hazardous materials use increases based on implementation of the Project, the EIR will also disclose whether any new regulatory requirements apply.

In addition, the applicant has prepared a Phase I Environmental Site Assessment (ESA) to assess the presence of hazardous materials at the Project site. Based on information provided in the Phase I ESA, ICF will conduct the following tasks:

- Identify potential exposure to hazardous materials or waste during construction activities and during long-term operation at the Project site.
- Describe applicable federal, state, and local regulations and how these regulations apply to the Project and reduce the potential for impact.
- Evaluate potential public health risks at the site from groundwater and soil contamination from prior land uses. In addition, the analysis will focus on any potentially poor hazardous materials "housekeeping" practices at the site or from nearby uses. This information will be augmented by the Phase I ESA.
- Include a discussion of the potential hazardous materials that could be used during the operation of the Project and any potential releases of these materials.
- Include a discussion of the potential public health risk from exposure to hazardous building components in the structures to be demolished at the Project site (e.g., asbestos, PCBs, etc.).

## Land Use

Land use and planning generally considers the compatibility of a proposed project with neighboring areas, change to, or displacement of existing uses, compliance with zoning regulations, and consistency of a proposed project with relevant local land use policies that have been adopted with the intent to mitigate or avoid an environmental effect. With respect to land use conflicts or compatibility issues, the magnitude of these impacts depends on how a proposed project affects the existing development pattern, development intensity, traffic circulation, noise, and visual setting in the immediately surrounding area, which are generally discussed in the



respective sections. The Project would require a restated and amended CDP, a new General Plan land use designation, and a zoning amendment/rezoning.

Our scope of work assumes that the Housing Element and other associated elements of the General Plan are adopted before the release of the Draft EIR and that the relevant goals and policies will be evaluated. ICF will conduct the following tasks:

- Describe existing land uses, intensities, and patterns in the vicinity of the Project site and the compatibility of the proposed land uses and zoning with current onsite and offsite development.
- Describe the Project's potential to divide an established community.
- Evaluate any potential conflicts between the proposed and current land uses that would result in environmental impacts. These conflicts could include a use that would create a nuisance for adjacent properties or result in incompatibility with surrounding land uses, such as differences in the physical scale of development, noise levels, traffic levels, or hours of operation.
- Evaluate the extent to which adopted City development standards or proposed design standards, as outlined in the Project application and master plan, would eliminate or minimize potential conflicts within the Project site, resulting in environmental impacts. The updated Menlo Park General Plan, Zoning Ordinance, and other applicable plans will be examined and the Project's consistency with applicable portions of these plans will be described.

## Noise

Primary noise sources in the project vicinity include roadway traffic. Noise-sensitive receptors in the project vicinity include recreational uses at Burgess Park and the Civic Center Complex (which includes a preschool) to the southwest, residential uses in the Linfield Oaks neighborhood to the southeast, church uses to the north and northwest, and Menlo-Atherton High School to the north. Other sensitive receptors could be identified during the screening process. ICF will assess the noise and vibration impacts associated with implementation of the proposed project and prepare the EIR noise chapter. Key noise issues to be addressed will include:

- Exposure of existing noise sensitive land uses to noise and vibration associated with construction activity.
- Exposure of existing noise sensitive land uses to Project-related changes in traffic noise.
- Exposure of existing noise sensitive land uses to operational noise from the Project site (mechanical equipment, parking lots, loading docks, etc.).
- Exposure of noise-sensitive uses on the Project site to noise.



Existing noise conditions in the project area will be described in the setting section. Noise sensitive land uses and noise sources in the Project area will be identified. Existing noise levels in the Project area will be quantified based on noise monitoring to be conducted at selected locations, data from previous studies, and traffic noise modeling, as follows:

- It is anticipated that short-term (15 minutes or less) noise monitoring will be conducted at up to six locations in the Project area. Continuous long-term monitoring (24 hours or more) will be conducted at up to two locations in the Project area. ICF will ensure that the locations chosen will sufficiently capture projected noise increases resulting from loading docks.
- Existing traffic noise conditions in the Project area will also be modeled using the FHWA Traffic Noise Model (TNM) version 2.5 and traffic data to be provided by the Project traffic engineer. Traffic noise along as many as 12 roadway segments will be modeled.
- Applicable noise standards from the City of Menlo Park General Plan Noise Element and noise ordinance will be described.

In the impact section CEQA significance thresholds will be established based on applicable City noise standards. Construction noise and vibration will be evaluated using methods recommended by the U.S. Department of Transportation and construction data to be provided by the Project Sponsor. If the mix of construction equipment is not known, ICF will assist with determining an appropriate scenario. Traffic noise will be evaluated under the conditions analyzed in the Transportation section.

Noise generated by facility operation including loading docks, parking lots, and mechanical equipment will be evaluated using standard acoustical modeling methods and operational data provided by the Project Sponsor. To the extent that any noise sensitive uses will be located on the Project site, impacts associated with the potential exposure of those sources to existing noise sources will be evaluated. ICF will confirm with the City and Project Sponsor whether vibration sensitive equipment is present onsite.

The significance of noise impacts will be evaluated using the significance thresholds. Where significant impacts are identified, mitigation measures to reduce impacts will be identified.

### Population/Housing

This section will examine the Project's effect on population and housing in the City and, to a lesser extent, in the region. The analysis will focus on the increase in population and the associated housing needed to accommodate the increased employment that would result from the Project (approximately 1,200 net new employees). ICF will undertake the following tasks:



- Discuss qualitatively the housing effect resulting from the Project in the context with the Association of Bay Area Governments (ABAG) regional household forecasts and fair share housing allocations. Discuss whether the City can accommodate the demand for additional housing as a result of the Project. If the City's Housing Element Update is approved and adopted before the Draft EIR is released, ICF will incorporate its findings into the document.
- Estimate the employment growth in the region from the "multiplier effect" due to increased employment, using ABAG's regional input-output factors.

### Public Services

Based on information received from various service providers, ICF will prepare the Public Services section of the EIR. BAE will conduct a FIA (Attachment D) and ICF will coordinate the FIA findings with the Public Services section to ensure that we are efficient in our requests for information from the public service providers. ICF will conduct the following tasks:

- As necessary, conduct interviews with the City's police department, fire department, park and recreation department, the school district, and the library to determine current service levels and capacity to serve increased demand. For efficiency, ICF will coordinate these interviews with BAE.
- Estimate Project-generated demand for public services based on existing operational standards obtained from the service providers. Other measures of demand will also be considered, such as the projected increase in the calls for service and the projected demand of recreational facilities and library services.
- In accordance with CEQA, evaluate the extent to which Project demands would trigger the need for new public facilities whose construction might result in physical environmental effects.

### Transportation/Traffic

Due to the level of technical detail in the transportation scope, the full text has been included as Attachment E. In summary, W-Trans has identified 40 study intersections and 17 roadway segments that will be considered in the analysis. W-Trans will also prepare the analysis in the format of a chapter to the EIR. All technical data will be appended to the EIR. The analysis will be prepared consistent with the City of Menlo Park and San Mateo County Congestion Management Program (CMP) requirements.

ICF, in conjunction with the City, will provide third party review of the TIA and the EIR chapter.



### Utilities/Service Systems

The Utilities/Services Systems section of the EIR will examine the Project's effect on water supply, wastewater treatment, solid waste disposal, and energy generation and transmission. ICF will describe the existing conditions (capacity and current consumption levels), the impacts (the effects of the demand calculations against infrastructure capacity), and work with the City and the utility providers to identify reasonable mitigation measures.

The March 2013 Project application includes a Water Demand Memo, a Sanitary Sewer Memo, and two Stormwater Memos prepared by BKF. The Project application also provides a summary of existing and proposed electricity demand, natural gas demand, water demand, wastewater generation, and solid waste generation. ICF will review this information and provide comments, if applicable. Once they are deemed to be sufficient for the purposes of the CEQA analysis, ICF will incorporate them into the EIR.

In addition, a Water Supply Assessment (WSA) will be prepared for the Project. ICF will review the WSA, provide comments (if necessary), and incorporate the WSA into the Administrative Draft EIR.

Based on technical information for the Project site, and information received from the utility providers, ICF will prepare the Utilities/Service Systems section of the EIR and will conduct the following tasks:

- Describe existing utility providers, system capacity, and improvement plans.
- Peer review the utility demand/generation calculations by Project Sponsor.
- Evaluate the net change in the demand for water, wastewater, solid waste, and energy, relative to existing and planned capacity for the utilities.
- Discuss whether implications of the Project trigger the expansion or construction of new infrastructure or facilities.

### Deliverables

- Five hard copies of Administrative Draft EIR
- One electronic copy of Administrative Draft EIR in MS Word
- One electronic copy of Administrative Draft EIR in Adobe PDF format

### City Involvement

Review and comment on the document.



## Task 5. Project Alternatives and Other CEQA Considerations

The purpose of this task is to complete drafts of the remaining sections (Alternatives and Other CEQA Considerations) of the EIR for City staff review. This task involves preparation of other required sections examining particular aspects of the Project's effects and the identification and comparison of project alternatives.

### Other CEQA Considerations

This task involves documenting unavoidable adverse impacts, growth-inducing effects, and cumulative effects of the Project:

- The unavoidable effects will be summarized from analyses performed in Task 4.
- Growth-inducing effects will be based on economic multipliers for the proposed uses (these multipliers provide information on direct and induced growth and were developed by the Association of Bay Area Governments for the regional input-output model), as well as comparisons with ABAG 2009 projections for the City. Growth inducement will be discussed in the context of population increases, utility and public services demands, infrastructure, and land use.
- Cumulative effects where relevant will be addressed in Task 4 and summarized as part of this section of the EIR. The future projects in the vicinity of the Project site will be considered as they relate to potential cumulative impacts. This scope assumes the City will help develop the approach for analyzing cumulative effects, typically a combination of using the General Plan and a list of reasonably foreseeable planned projects.

### Alternatives

The alternatives to the Project must serve to substantially reduce impacts identified for the Project while feasibly attaining most of the Project objectives. ICF assumes that one Reduced Project Alternative will be quantitatively analyzed and will be based on a sensitivity analysis to reduce identified impacts. The No Project Alternative will also be quantitatively analyzed since it would have higher employment levels than the Project. Up to two additional alternatives will be developed by ICF, the City, and/or the Project Sponsor and evaluated qualitatively. This scope assumes that the City/Project Sponsor will provide justification for dismissing offsite alternatives.

### Deliverables

- Other CEQA Considerations chapter to be submitted with Administrative Draft EIR
- Alternatives chapter to be submitted with Administrative Draft EIR



### *City Involvement*

Participate in discussions to develop list of projects for cumulative analysis and Project alternatives. Review and augment the alternatives analysis.

## **Task 6. Screencheck Draft**

The purpose of this task is to prepare the Screencheck Draft EIR for City staff review. ICF will prepare a Screencheck Draft EIR to respond to the City's and Project Sponsor's comments on the Administrative Draft EIR. This scope assumes that comments from multiple reviewers will be consolidated with any conflicting comments resolved, and that comments do not result in substantial revisions or additional analyses. The Screencheck Draft EIR will include an Executive Summary section, which will summarize the Project Description, impacts and mitigations, and alternatives. Impacts and mitigations will be presented in a table that identifies each impact, its significance, and proposed mitigation as well as the level of significance following adoption for the mitigation measures.

### *Deliverables*

- Five hard copies of Screencheck Draft EIR
- Electronic copies of Screencheck Draft EIR in MS Word and Adobe PDF format

### *City Involvement*

Review and comment on the document.

## **Task 7. Public Draft EIR**

The purpose of this task is to prepare and submit the Draft EIR to the City for distribution to the public. ICF will revise the Screencheck Draft to incorporate modifications identified by the City and Project Sponsor. The revised document will be a Draft EIR, fully in compliance with State CEQA Guidelines and City guidelines, and will be circulated among the public agencies and the general public as well as specific individuals, organizations, and agencies expressing an interest in receiving the document. During this task, ICF will also compile the appendices that will be distributed with the Draft EIR and produce a version of the full document that can be uploaded onto the City's website. ICF will also prepare a Notice of Completion (NOC) to accompany the copies that must be sent to the State Clearinghouse. This scope of work and budget assumes that ICF will send the required documents to the State Clearinghouse and that the City will distribute the Draft EIRs to all other recipients.

### *Deliverables*

- Thirty five hard copies of the Draft EIR



- Two unbound hard copies of the Draft EIR
- Electronic copies of the Draft EIR in MS Word and in Adobe PDF format
- Notice of Completion
- Fifteen hard copies of the Executive Summary, along with 15 electronic copies of the entire Draft EIR on CD, for the State Clearinghouse

### *City Involvement*

Review the Notice of Completion. Prepare and file the Notice of Availability with the County Clerk. Distribute the NOA and Draft EIRs (other than to the State Clearinghouse), and handle any additional noticing (e.g., newspaper, posting at site).

## **Task 8. Public Review and Hearing**

The City will provide a 45-day review period during which the public will have an opportunity to review and comment on the Draft EIR. During the 45-day review period, the City will hold a public hearing to receive comments on the Draft EIR. ICF key team members will attend and participate as requested. This scope of work does not include preparing meeting materials (e.g., PowerPoint presentations and handouts) or providing meeting transcript/minutes; but the scope can be amended to include these items.

### *City Involvement*

Coordinate the public hearing – prepare and distribute any meeting materials, accept comments, and hold public meeting.

## **Task 9. Draft Responses to Comments and Administrative Final EIR**

The purpose of this task is to prepare responses to the comments received on the Draft EIR and incorporate these responses into an Administrative Final EIR for City review. The Administrative Final EIR will include:

- Comments received on the Draft EIR, including a list of all commentors and the full comment letters and public meeting transcripts with individual comments marked and numbered;
- Responses to all comments; and
- Revisions to the Draft EIR in errata format as necessary in response to comments.

All substantive comments for each written and oral comment will be reviewed, bracketed, and coded for a response. Prior to preparing responses, ICF will meet with staff to review the comments and suggest strategies for preparing responses. This step is desirable to ensure that all substantive comments are being addressed and that the appropriate level of response will be



prepared. This scope of work and budget assumes ICF will prepare responses for up to 100 substantive discrete, non-repeating comments and will coordinate integrating the responses prepared by other consultants. However, the number and content of public comments is unknown at this time. Therefore, following the close of the Draft EIR public review period and receipt of all public comments, ICF will meet with the City to revisit the budget associated with this effort to determine if additional hours are needed. Very roughly, each additional substantive discrete comment may cost an additional \$200.

Frequently raised comments of a substantive nature may be responded to in a Master Response, which allows for a comprehensive response to be presented upfront for all interested commentors. ICF will identify and recommend possible Master Responses for City consideration during the initial meeting to discuss strategies for preparing responses.

Following the strategy session, ICF will prepare Master Responses (as appropriate) and individual responses to the bracketed and coded comments. Individual responses to each comment letter will be placed immediately after the comment letter. As necessary, responses may indicate text revisions, in addition to clarifications and explanations. All text changes stemming from the responses to the comments, as well as those suggested by City staff, will be compiled into an errata included as part of the Final EIR.

Following City's review of the Administrative Final EIR, ICF will address all comments received and prepare a Screencheck Final EIR for City review to ensure that all comments on the Draft were adequately addressed.

### *Deliverables*

- Five hard copies of the Administrative Final EIR
- Electronic copies Administrative Final EIR in MS Word and in Adobe PDF format
- Five hard copies of the Screencheck Final EIR
- Electronic copies of the Screencheck Final EIR in MS Word and in Adobe PDF format

### *City Involvement*

Participate in strategy session to provide guidance on the responses to comments. Assist with response to comments on process, procedures, and City policy. Review and comment on the Administrative Final EIR and Screencheck Final EIR.

## **Task 10. Final EIR**

Based on comments received from City staff, the Screencheck Responses to Comments will be revised and appropriate revisions to the Draft EIR will be noted. The Final EIR will then consist of the Draft EIR and the Responses to Comments document. Revisions to the Draft EIR will be



presented as a separate chapter in the Final EIR. The revised Responses to Comments document will be submitted to the City for discussion by the Planning Commission and subsequent certification by the City Council.

### *Deliverables*

- Twenty hard copies of the Final EIR
- Electronic copies of the Final EIR in MS Word and Adobe PDF format

## **Task 11. Certification Hearings, MMRP, Statement of Overriding Considerations, and Administrative Record**

The purpose of this task is to attend meetings to certify the EIR. Team members will attend and participate in up to three meetings to certify the EIR. If requested by City staff, ICF will present the conclusions of the EIR and a summary of the comments and responses.

As part of this task, ICF will also prepare a draft and final MMRP for the project, as required by Section 15097 of the State CEQA Guidelines. The MMRP will be in a tabular format and include:

- The mitigation measures to be implemented
- The entity responsible for implementing a particular measure
- The entity responsible for verifying that a particular measure has been completed
- A monitoring milestone(s) or action(s) to mark implementation/completion of the mitigation measure

In addition, ICF will prepare the Statement of Overriding Considerations pursuant to Section 15093 of the CEQA Guidelines. CEQA requires the decision-making agency to balance the economic, legal, social, and technological benefits of a proposed project against its unavoidable environmental impacts. The Statement of Overriding Considerations includes the specific reasons to support its action based on the Final EIR and other information in the record.

ICF will also compile the Administrative Record, assembling background documents, e-mail records, correspondence or telephone notes that are cited as sources in the EIR.

### *Deliverables*

- Electronic copies of the Draft MMRP in MS Word and Adobe PDF format
- Five hard copies of the Final MMRP
- Electronic copies of the Final MMRP in MS Word and Adobe PDF format
- One electronic copy (on CD or DVD) of the Administrative Record (submitted at the Draft EIR phase and the Final EIR phase)



### *City Involvement*

Review and comment on the draft Mitigation and Monitoring and Reporting Program. Coordinate any meetings. Prepare the Notice of Determination and Findings of Fact.

## **Task 12. Meetings**

The purpose of this task is to attend meetings to accomplish the above tasks. Team members will attend and participate in meetings on an as-needed basis. For purposes of the cost estimates, ICF has assumed four City staff and/or Project Sponsor face-to-face meetings, up to three meetings (including public hearings), and 10 phone conference calls. Additional meetings may be appropriate during the course of this effort, and will be invoiced on a time-and-materials basis. The estimated cost for additional meetings is included in the discussion of the project budget.

### *City Involvement*

Organize, announce, conduct, and prepare any materials for public meetings.

## **Task 13. Project Management**

The purpose of this task is to effectively manage the above tasks, and maintain communication with City staff. ICF project management will be responsible for coordination activities, will maintain QA/QC requirements for document preparation, and will monitor schedule and performance for all EIR work tasks. Project management subtasks also include maintaining internal communications among ICF staff and subconsultants and with City staff and other team members through emails and frequent phone contact, as well as the preparation of all correspondence. The Project Manager will coordinate internal staff, project guidance, and analysis criteria.

### *City Involvement*

Coordination with ICF Project Manager.

## **Cost**

The cost estimate to prepare the EIR and associated technical studies is \$471,406 as detailed in Attachment B.

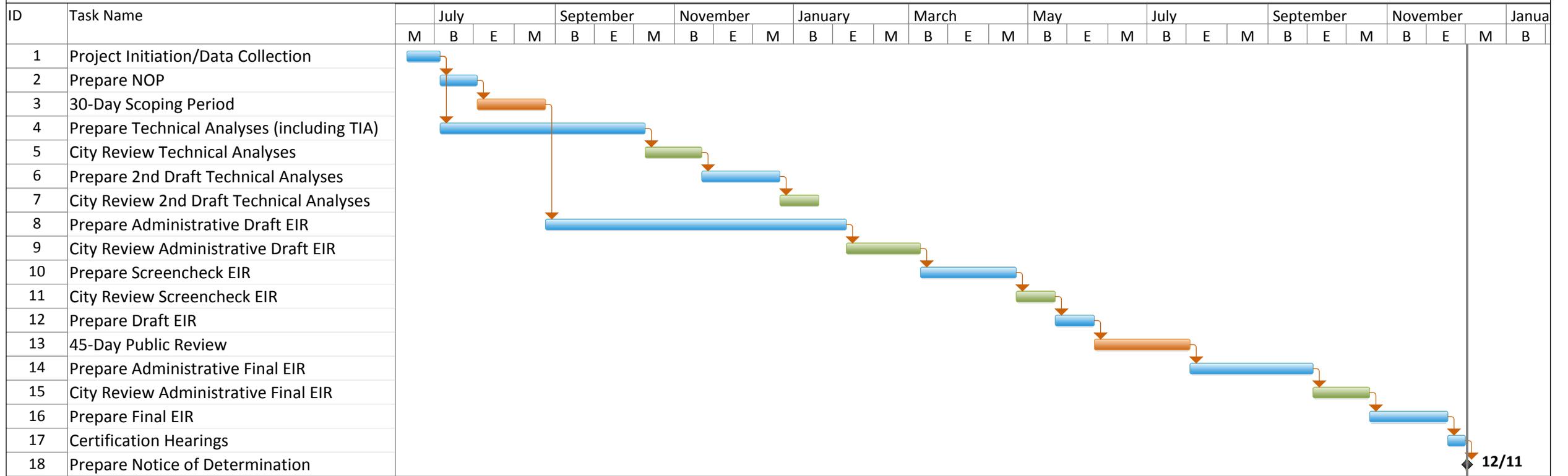
## **Schedule**

A schedule for the EIR is included as Attachment C. This schedule assumes that the start date will correspond with contract approval and will need to be revised once a more definitive timeline is established.

**Attachment B: SRI Campus Modernization Project EIR Cost Estimate**

Task	Employee Name	Subcontractor													Production Staff			Labor Total	Direct Expenses	Total Price				
		Walter Ric	Efner Eri	Chapman Kir	Burns Jil	Edell, Tor	Yarbrough Edw	Grant Joa	La Plante Ale	Kuo Kai	Hatcher Sha	Barrera Mar	Buehler Dav	Messick Tim	W-Trans	BAE					Greenman Jen			
		Project Director	Project Manager	Deputy PM	Planner	Biologist	Historian	Archaeologist	Hydrologist	Traffic, AQ, Noise	AQ, GHG	HazMat/Geo	Noise	Graphics	TIA	FIA	Subtotal				Editor	Pub Spec	Subtotal	
Project Role	Mng	Sr Consult	Assoc Consult II	Sr Consult I	Sr Consult II	Sr Consult I	Sr Consult I	Sr Consult II	Mng	Sr Consult I	Proj Dir	Assoc Consult III	Subtotal	TIA	FIA	Subtotal	Editor	Pub Spec	Subtotal	Labor Total	Direct Expenses	Total Price		
Task 1. Project Initiation/Data Collection		5	6	12	8	4	4									\$5,131			\$0		\$0	\$5,131		
Task 2. EIR Project Description		1	3	16	8								5			\$3,711			\$0		\$190	\$3,901		
Task 3. EIR Scope Definition		2	12	20	10								2			\$5,870			\$0		\$95	\$5,965		
Task 4. Administrative Draft EIR																\$0			\$0	16	10	\$2,470	\$2,470	
Impacts Found to be Less Than Significant			2		8											\$896			\$0			\$0	\$896	
Aesthetics (incl peer review of visual sims)			4	60									5			\$7,888			\$0			\$0	\$7,888	
Air Quality (includes HRA)	1	4	4						140	46			2			\$25,849			\$0			\$0	\$25,849	
Biological Resources			2	2		24										\$2,808			\$0			\$0	\$2,808	
Cultural Resources			2	2			80	16								\$13,000			\$0			\$0	\$13,000	
Geology and Soils			2	2								24				\$3,192			\$0			\$0	\$3,192	
Greenhouse Gas Emissions	3	4							80	10						\$12,723			\$0			\$0	\$12,723	
Hazards and Hazardous Materials			4									55				\$6,708			\$0			\$0	\$6,708	
Hydrology and Water Quality	2	2							50							\$7,194			\$0			\$0	\$7,194	
Land Use and Planning		4	32	16									5			\$5,888			\$0			\$0	\$5,888	
Noise		4							120				20	4		\$20,540			\$0			\$0	\$20,540	
Population and Housing		2	28													\$3,408			\$0			\$0	\$3,408	
Public Services/Recreation		1	8	40												\$3,616			\$0			\$0	\$47,666	
Transportation/Traffic		4							24				6			\$4,368	\$129,955		\$129,955			\$0	\$134,323	
Utilities and Service Systems		2	8	40									2			\$4,064			\$0			\$0	\$4,064	
Production	6	10	14	30									3			\$7,266			\$0	30	15	\$4,275	\$11,541	
Task 5. Project Alternatives and Other CEQA Considerations	2	8	32	18	2	2	2	2	32	3	4	4	4			\$13,337			\$0			\$0	\$13,337	
Task 6. Screencheck Draft EIR	2	24	40	40	6	6			16	4	8		2	10		\$19,340			\$0	16	8	\$2,280	\$21,620	
Task 7. Prepare Draft EIR	2	8	16	24					8							\$6,254			\$0	10	5	\$1,425	\$7,679	
Task 8. Public Review and Hearing	4	6	8													\$3,036			\$0			\$0	\$3,036	
Task 9. Draft Responses and Comments/Administrative Final EIR	4	32	56	56	4	4	2	4	40	2	6	1				\$24,399			\$0	40	8	\$4,560	\$28,959	
Task 10. Final EIR	10	10	24	32												\$6,560			\$0	20	10	\$2,850	\$9,410	
Task 11. Certification Hearings, MMRP, SOC, Admin Record	4	12	24	30												\$7,836			\$0	2		\$190	\$8,026	
Task 12. Meetings	8	16	16													\$6,840			\$0			\$0	\$6,840	
Task 13. Project Management	8	56	32													\$16,248			\$0			\$0	\$16,248	
Total hours		54	246	452	360	40	96	20	62	460	65	97	27	44						137	56			
ICF E&P 2013 Billing Rates		\$255	\$192	\$108	\$64	\$92	\$132	\$115	\$126	\$118	\$175	\$108	\$255	\$128						\$95	\$95			
Subtotals		\$13,770	\$47,232	\$48,816	\$23,040	\$3,680	\$12,672	\$2,300	\$7,812	\$54,280	\$11,375	\$10,476	\$6,885	\$5,632		\$247,970	\$129,955	\$44,050	\$174,005	\$13,015	\$5,320	\$18,335	\$440,310	
<b>Direct Expenses</b>																								
523.02 Reproductions																								\$10,000
523.04 Postage and Delivery																								\$1,000
523.05 Travel, Auto, incld. Mileage at current IRS rate (.555/mile)																								\$250
523.07 Surveys and Reports																								\$1,200
Mark up on all non-labor costs and subcontractors: 10%																								\$18,646
Direct expense subtotal																								\$31,096
Total price																								\$471,406

Attachment C: SRI Campus Modernization Project EIR Schedule



Project: Schedule  
Date: Mon 6/3/13

Public Review Period [Orange bar] City Task [Green bar] ICF Task [Blue bar]

# bae urban economics

## SCOPE OF SERVICES – SRI CAMPUS MODERNIZATION FIA

This section outlines BAE's proposed work program, including deliverables.

### **Task 1: Meet with City Staff and Review Background Materials**

**Task 1.1: Meet with City staff and review project sites.** BAE will meet with City staff to review the scope of services, methodologies, proposed schedule, and deliverables. BAE will also tour the SRI Campus site to identify unique characteristics that may affect service costs.

**Task 1.2: Review key financial, planning, and environmental documents.** This task will include a review of relevant documents and plans pertaining to the proposed project including the General Plan, Specific Plans, the Zoning Ordinance, the project Draft Environmental Impact Report, and City staff reports. BAE will also review the City budget anticipated to be released in June 2013, the Comprehensive Annual Financial Report, City fee ordinances, and other financial documents from the City and affected special districts including fire, sanitation, and school districts.

### **Task 2: Analyze Fiscal Impacts**

This analysis will consider revenue and cost implications for City, Menlo Park Fire Protection District (either fiscal impact analysis or application of development impact fee), and affected school districts of the proposed project and alternative land use programs as identified in the DEIR. The school district analysis will be limited to a calculation of new revenues from the Project and Alternatives, as they are not anticipated to include residential development (nor with the pending adoption of a Housing Element Update, there will be no third-party analysis of induced housing demand).

This analysis will be done for a total of four scenarios (including no project) for two discrete time periods (baseline and buildout), with a single set of assumptions for development program (build-out) and uses and development product types provided to BAE by the City, based on information from the applicant. Additional scenarios would represent an addition to this scope of work and additional budget, as described in Task 4.

Revenue items considered will include sales tax, property tax, property transfer tax, transient occupancy tax, business license revenue, franchise fees, and any other applicable taxes. *Note that this will not include estimation of in-lieu sales tax from alternative tenancy at the site, as*

**San Francisco**  
1285 66<sup>th</sup> Street  
Second Floor  
Emeryville, CA 94608  
510.547.9380

**Sacramento**  
803 2<sup>nd</sup> Street  
Suite A  
Davis, CA 95616  
530.750.2195

**Los Angeles**  
5405 Wilshire Blvd.  
Suite 291  
Los Angeles, CA 90036  
213.471.2666

**Washington DC**  
1436 U Street NW  
Suite 403  
Washington, DC 20009  
202.588.8945

**New York City**  
121 West 27<sup>th</sup> Street  
Suite 705  
New York, NY 10001  
212.683.4486

*SRI already owns and occupies the site and is understood to not generate significant sales or use tax revenues from its business activities.* Also considered will be one-time revenue sources including impact fees (with any assumptions on impact fee increases due to increased facilities provided by City staff), construction period sales taxes. For key revenues subject to potential variation, (e.g., transient occupancy taxes from lodging demand) BAE will estimate revenues within an expected low to high range. The analysis will not include any projections with respect to the value of other public benefits that would be provided by future development agreements associated with major projects, including in-lieu payments, one-time infrastructure contributions, potential fiscal impact offsets, or any other payments.

Cost items considered will include police, fire, public works, recreation and library programs and services provided to the public, and general government services for both the City and Special Districts. The cost analysis will, whenever feasible, study the marginal cost of providing additional service, as well as the need for new facilities. As part of this process, BAE will contact local public service providers including the police department and fire district to assess existing service capacity and the potential impact of the proposed project. For police, BAE will work with the local department to examine the current beat structure and determine how this may need to be altered to serve the new development. Any new patrol officers and/or equipment would also be analyzed on a marginal basis. For fire, BAE will consult with the City as to whether to base the analysis on a future fire services development impact fee, or study existing capacity at the stations that would serve the proposed project, and assess any additional labor or equipment costs that the stations would incur. Cost impacts for other city departments and school districts would also be analyzed.

Fiscal impacts will be presented in current dollars on a net annual and cumulative basis over a 20-year period present in constant 2013 dollars. BAE will prepare a fiscal impact model based on the City's FY2013-2014 budget. The timing for redevelopment activities will be based on assumptions to be provided to BAE by the City.

### **Task 3: Prepare Fiscal and Economic Impact Report**

**Task 3.1: Prepare Administrative Draft Fiscal and Economic Impact Analysis report.** BAE will prepare and submit an Administrative Draft Fiscal and Economic Impact report to City staff. The report will include a concise and highly-accessible executive summary, including a summary of the methodology and key findings from Tasks 1 and 2.

**Task 3.2: Review Administrative Draft Report with Staff, Respond to Comments.** Staff will provide one round of consolidated comments to BAE regarding the Administrative Draft. BAE will address all comments and make modifications as needed.

**Task 3.3: Prepare Public Review Draft Report.** BAE will prepare a Public Review Draft Report. This will be formatted so that it can be uploaded to the project page on the City's website, with the City to provide a link for submittal of comments by email. After closure of the public review period, Staff will provide BAE with a written record of comments regarding the Public Review Draft.

**Task 3.4: Prepare Public Review and Final Draft report.** Staff will provide substantive written comments to BAE regarding the Public Review Draft. BAE will address all comments with staff and make modifications as needed. BAE will then submit a Final Draft for staff to review.

## **Task 4: Attend Meetings and Prepare Presentation**

BAE will attend up to two public meetings or presentations, as selected by the City, to present the results of the fiscal impact analysis and answer questions. This allowance includes preparation of a PowerPoint presentation summarizing BAE's work and findings for use at the meetings. Additional meetings would be charged as an additional task at the fee as shown in the budget.

## **DATA NEEDS**

In order to complete this analysis BAE will require access to various City and Special District staff to conduct brief interviews and confirm methodologies and assumptions. This budget assumes that City and Special District staff will be available on a single-day in order to allow us to conduct all interviews on that same day. In particular, BAE would need to speak with most department/district heads, or their designees, as well as the City Finance Director. BAE would work with the finance department to obtain electronic copies of relevant budget files.

BAE will need additional details about the proposed project and the scenarios from the City's environmental consultant, based on information provided to it by the applicant.

## **BUDGET AND FEES**

BAE would complete all basic work for the tasks as identified in the Scope of Services for the not-to-exceed amount of \$44,050, including expenses, pursuant to the detailed budget worksheet. This amount does not include any hours for attendance at additional public meetings/hearings beyond those identified in the scope, which, if required, would be billed separately against the contingency amount. All hours will be billed according to the following rates as listed below:

Managing Principal	\$290/hour
Principal	\$250/hour
Vice President	\$195/hour
Senior Associate	\$160/hour
Associate	\$135/hour
Analyst	\$95/hour

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**Proposed BAE Budget: SRI Campus Modernization Fiscal Impact Analysis**


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Task	Hours by Staff			Budget (a)
	Principal Golem	Associate Hagar	Analyst Weissman	
<b>Task 1: Start-Up Meeting and Review of Background Materials</b>				
1.1: Meet with City staff and tour project sites.	4	4	4	\$1,920
1.2: Review key financial, planning, and environmental documents	8	16	0	\$4,160
<b>Task 2: Fiscal and Economic Impact Analysis</b>				
Analyze the fiscal impact of the proposed project/alternatives (total of 4)	20	44	16	\$12,460
<b>Task 3: Prepare Fiscal and Economic Impact report</b>				
3.1: Prepare Administrative Draft Report	16	40	8	\$10,160
3.2: Review Administrative Draft with staff, respond to comments	10	16	4	\$5,040
3.3: Prepare Public Review Draft Report	4	8	4	\$2,460
3.4: Review public comments, prepare Final Report	4	8	4	\$2,460
<b>Task 4: Meetings / Presentations</b>				
Allowance for 2 Public Meetings, Prepare Presentation	<u>18</u>	<u>4</u>	<u>0</u>	<u>\$5,040</u>
Subtotal Labor	84	140	40	\$43,700
Expenses (projections data, travel, etc.) (b)				<u>\$350</u>
<b>TOTAL PROJECT BUDGET</b>				<b><u>\$44,050</u></b>

Attendance at Additional Public Meetings/Hearings - Each

\$1,500 + hourly rate for meetings over 4 hours

## Notes:

(a) Based on BAE 2013 hourly rates:

(b) Includes travel to Menlo Park for meetings.

Principal	Associate	Analyst
\$250	\$135	\$95

## SRI EIR – Transportation Workscope

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The following tasks will provide a transportation impact analysis report that meets current City of Menlo Park and San Mateo County Congestion Management Program (CMP) requirements, and provide focused information on the proposed SRI Campus Modernization project.

### **Task 1: Data Collection and Field Reconnaissance**

There are 40 study intersections and 17 roadway segments assumed in this analysis. These are:

#### Intersections:

1. Marsh Road at SB-101 Off-Ramp
2. Marsh Road at Scott Drive/Rolison Drive
3. Marsh Road at Bohannon Avenue/Florence Avenue
4. Marsh Road at Bay Road
5. Marsh Road at Middlefield Road
6. Middlefield Road at Encinal Avenue
7. Middlefield Road at Glenwood Avenue (Unsignalized) \*
8. Middlefield Road at Oak Grove Avenue
9. Middlefield Road at Ravenswood Avenue
10. Middlefield Road at Ringwood Avenue
11. Middlefield Road at Seminary Drive (Unsignalized) \*
12. Middlefield Road at Linfield Drive (Unsignalized) \*
13. Middlefield Road at Lytton Avenue
14. Middlefield Road at University Avenue \*
15. University Avenue at Bayfront Expressway
16. Willow Road at Bayfront Expressway
17. Willow Road at Hamilton Avenue
18. Willow Road at Ivy Drive
19. Willow Road at O'Brien Drive
20. Willow Road at Newbridge Avenue
21. Willow Road at Bay Road
22. Willow Road at Durham Street
23. Willow Road at Coleman Avenue
24. Willow Road at Gilbert Avenue
25. Willow Road at Middlefield Road
26. Ravenswood Avenue at Laurel Street
27. Ravenswood Avenue at Alma Street
28. Oak Grove Avenue at Laurel Street
29. El Camino Real at Encinal Avenue
30. El Camino Real at Valparaiso Avenue/Glenwood Avenue
31. El Camino Real at Oak Grove Avenue
32. El Camino Real at Santa Cruz Avenue

## SRI EIR – Transportation Workslope

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33. El Camino Real at Ravenswood Avenue
34. El Camino Real at Roble Avenue
35. El Camino Real at Middle Avenue
36. El Camino Real at Cambridge Avenue
37. El Camino Real at Sand Hill Road
38. Santa Cruz Avenue at University Drive (South)
39. Santa Cruz Avenue at Sand Hill Road
40. Bay Road at Ringwood Avenue/Sonoma Avenue (Unsignalized) \*

\*New a.m. and p.m. intersection turning movements will be conducted under a separate contract at these five intersections; all data for the other 35 intersections will be provided by City of Menlo Park staff.

### Residential and Non-Residential Roadway Segments:

1. Marsh Road between SB 101 Off-Ramp and Bay Road
2. Bay Road between Marsh Road and Ringwood Avenue \*
3. Bay Road between Willow Road and Ringwood Avenue \*
4. Willow Road between Bayfront Expressway and Middlefield Road
5. Willow Road between Middlefield Road and Laurel Street
6. Middlefield Road between Willow Road and Ravenswood Avenue
7. Ravenswood Avenue between Middlefield Road and El Camino Real
8. Linfield Drive between Middlefield Road and Waverly Street
9. Waverly Street between Linfield Drive and Laurel Street\*
10. Laurel Street between Waverly Street and Ravenswood Avenue
11. Laurel Street between Ravenswood Avenue and Encinal Avenue
12. Oak Grove Avenue between El Camino Real and Laurel Street
13. Encinal Avenue between Laurel Street and City Limit (East) \*
14. Menlo Avenue between El Camino Real and University Drive
15. University Drive between Menlo Avenue and Santa Cruz Avenue
16. Santa Cruz Avenue between University Drive and Avy Avenue/Orange Avenue
17. Marcussen Drive between Oak Grove Avenue and Ravenswood Avenue \*

\*New 24-hour roadway segment counts will be conducted under a separate contract on these five streets; all data for the other 12 roadway segments will be provided by City of Menlo Park staff.

### **Field Reconnaissance**

W-Trans staff will conduct field visits during the AM and PM peak periods on a typical weekday (Tuesday, Wednesday or Thursday). W-Trans will observe:

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## SRI EIR – Transportation Workscope

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- Traffic patterns and circulation in the site vicinity
- Study intersection lane geometrics
- Traffic control
- Pedestrian circulation and facilities/amenities
- Proximity of public transit service
- Sight distance issues at study intersections
- Potential access issues

### **Task 2: Transportation Impact Analysis**

#### **Project Trip Generation and Distribution**

- A. W-Trans will review project specific trip generation rates per an analysis prepared by the applicant. These rates and the trip generation projection will be compared to the trips from scenario B.
- B. W-Trans will estimate vehicle trip generation for the proposed project based on standard trip generation rates published in the most recent edition of the Institute of Transportation Engineers (ITE) *Trip Generation Manual*, or as approved by the City of Menlo Park. The distribution and assignment of the project trips will be based on the assumptions used in the City of Menlo Park's TIA Guidelines as well as recently conducted traffic studies, the prevailing travel patterns on the adjacent roadway network, abutting land uses, travel time characteristics and our knowledge of the study area.
- C. Following a comparison of trip generation scenarios A and B, W-Trans will make a recommendation regarding which trip generation estimate will provide the most conservative analysis for the EIR. Pending concurrence by City of Menlo Park staff, W-Trans will proceed with one selected trip generation scenario for the EIR analysis.

#### **Near-Term Trip Generation and Distribution**

Near-term traffic will be based on a list (and the traffic studies if possible) of pending and approved projects that will be provided by City of Menlo Park staff. We will also ask City of Menlo Park staff to provide a list (and the traffic studies if possible) of any pending and approved projects from the cities of Palo Alto, East Palo Alto, and Redwood City, and the Town of Atherton that should be included in the near-term transportation analysis.

#### **Study Intersection Traffic Analysis**

The AM and PM peak hour operational Levels of Service (LOS) will be analyzed at the study intersections. The analysis will include the following scenarios:

- a. Existing Conditions
  - b. Existing [a] + Project Conditions
  - c. Near Term Conditions (Existing [a] + Approved and Pending Projects, without any background growth)
  - d. Near Term [c] + Project Conditions
  - e. Cumulative Conditions (based on C\CAG 2040 Travel Forecast Model projections)
  - f. Cumulative [e] + Project Conditions (based on proposed project full build out)
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## SRI EIR – Transportation Workscope

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All study intersections will be evaluated during the AM and PM peak hours using the TRAFFIX software and the 2000 Highway Capacity Manual methodology. This traffic analysis will include estimates of average vehicle delays on all approaches. For any impact found to be significant, we will determine the traffic contribution from the proposed project. The suggested mitigation measures for other development projects in Menlo Park, as detailed in the EIRs prepared for those projects, will also be included if they are within the jurisdiction of Menlo Park.

### **Arterial and Collector Streets Assessment**

W-Trans will estimate the daily traffic on nearby minor arterials and collector streets and estimate whether the proposed project will result in a significant impact under the City's significance criteria. There are 17 roadway segments identified for inclusion in the daily traffic analysis. For any study intersections or roadway segments not in Menlo Park, W-Trans will apply the local agency's adopted analysis methods and significance criteria.

### **Site Plan and Parking Evaluation**

To the extent that the site plan has been developed, W-Trans will review the site plans for the project site, and access locations with respect to on-site traffic circulation, proposed site access and operational safety conditions. Particular attention will be given to the spacing of traffic signals and access intersections, parking layout, and queuing at all access points on public roads from Ravenswood Avenue, Middlefield Road and Burgess Drive.

We will also review the proposed parking supply in light of the anticipated demand based on ITE Parking Generation rates. Because the project's parking requirement would be established as part of the Conditional Development Permit, we will not compare the parking supply or demand figures to the requirements of the City of Menlo Park Parking Code. Feasible circulation and parking modifications, if needed, will be evaluated and suggested in the EIR transportation study.

### **Circulation Element Conformance**

W-Trans will review the proposed project with respect to the existing General Plan Circulation Element polices.

### **Pedestrian Conditions, Bicycle Access and Transit Impacts Analysis**

W-Trans will review the proposed project with respect to the potential effects on pedestrian and bicyclist facilities. This includes sidewalks, bicycle lanes, and amenities to promote the safe use of alternate modes of transportation, and connections to the existing bicycle and pedestrian network. The analysis will consider the project's proposed elements with respect to the City's Bicycle Plan and Sidewalk Master Plan. W-Trans will estimate the potential number of additional transit riders that may be generated by the proposed project, and qualitatively assess whether they would constitute an impact on transit load factors.

### **San Mateo County CMP Analysis**

The proposed project will be subject to review by the San Mateo County Congestion Management Program (CMP) and its requirements. As such, W-Trans will evaluate the following Routes of Regional Significance:

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## SRI EIR – Transportation Workscope

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1. SR 84 Willow Road to University Avenue
2. SR 84 University Avenue to County Line
3. SR 114 US 101 to Bayfront Expressway
4. SR 82 north of Ravenswood Avenue
5. SR 82 south of Ravenswood Avenue
6. US 101 North of Marsh Road
7. US 101 Marsh Road to Willow Road
8. US 101 Willow Road to University Avenue
9. US 101 South of University Avenue

The identification of the potential impacts of adding project-generated trips to these routes will be examined. This will include the volume of project-generated traffic added to the US 101/Willow Road interchange ramps and adjacent freeway segments. Evaluation of the CMP routes will be based on the most recently approved CMP Traffic Impact Analysis guidelines in the Land Use section of the CMP.

### **Planned Transportation Improvements**

W-Trans will incorporate any planned transportation improvements as part of the EIR analysis. We will consider the timing and funding for any improvements prior to its inclusion in the analysis.

### **Development of Mitigation Measures**

W-Trans will discuss specific mitigation measures to address project traffic impacts. We will provide a table comparing analysis results before and after mitigation, and follow the TIA guidelines for mitigation measure preparation. While a TDM program may be recommended as a mitigation measure, a detailed TDM program is not part of the EIR report. Should significant impacts be identified, W-Trans will recommend the mitigation measures needed to alleviate such impacts and improve operational conditions. Potential impacts may include those to intersections, roadways, on-site circulation and access, as well as parking, bicyclist, pedestrian and transit operations. The analysis shall first concentrate on short-term strategies that can be implemented by the applicant, and then longer-term joint effort strategies. Mitigation measures identification and selection process will be coordinated with City staff. As part of this task, W-Trans will provide conceptual drawings and corresponding construction cost estimates for recommended improvement measures, up to the budget resources available.

### **No Project Alternative**

W-Trans will prepare a quantitative analysis of a No Project Alternative using ITE trip generation rates. The No Project Alternative has higher employment levels than the proposed project, and this will be reflected in the No Project Alternative analysis. The alternative assessment will include the following scenarios:

1. Existing [a] + No Project Alternative Conditions
2. Near Term [c] + No Project Alternative Conditions
3. Cumulative [e] + No Project Alternative Conditions

A comparison of No Project Alternative trip generation to the proposed project trip generation will be provided. Also, an assessment of potential intersection, roadway segment and regional roadway impacts, along with associated mitigation measures, will be included in the No Project Alternative analysis.

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## SRI EIR – Transportation Workscope

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### Sensitivity Analysis

W-Trans will conduct a sensitivity analysis for project increments to be determined. The purpose of the sensitivity analysis is to identify a possible trigger point for impacts and mitigation measures. We will adjust the trip generation for three possible scenarios and re-run the analysis to provide comparative level of service tables.

We have assumed that the sensitivity analysis will lead to one additional scenario for the EIR. This additional scenario will be analyzed in the same level of detail as the other scenarios and included in the EIR transportation study. We will then quantitatively analyze the following scenarios:

1. Existing [a] + Sensitivity Project Conditions
2. Near Term [c] + Sensitivity Project Conditions
3. Cumulative [e] + Sensitivity Project Conditions

Also, an assessment of potential intersection, roadway segment and regional roadway impacts, along with associated mitigation measures, will be included in the analysis.

### **Task 3: Two (2) Administrative Draft EIR Chapters**

W-Trans will document all work assumptions, analysis procedures, findings, graphics, impacts and recommendations in an Administrative Draft EIR Chapter for review and comments by City staff and the environmental consultant. The Chapter will also include:

- Description of new or planned changes to the street system serving the site, including changes in driveway location and traffic control, if any
- Future Project Condition Volumes (ADTs, a.m. peak hour, p.m. peak hour)
- Project trip generation rates
- Project trip distribution
- Discussion of impact of project trips on study intersections
- Levels of service discussion and table for each study scenario
- Comparison table of Project Condition and Existing LOS along with average delay and percent increases at intersections
- Impacts of additional traffic volumes on city streets
- Intersection level of service calculation sheets (electronic and hard copy format)

We have assumed preparation of two Administrative Drafts of the EIR Transportation Chapter.

W-Trans will respond to one set of consolidated comments on the first Administrative Draft Report. The text, graphics and analysis will be modified as needed. The second Administrative Draft Report will then be prepared. W-Trans will coordinate with the environmental consultant and provide both pdf and WORD versions of the EIR Transportation Chapter to the environmental consultant, as well as intersection and roadway segment traffic data for use in air and noise analysis.

The environmental consultant will provide W-Trans with an outline of the format to be used for the EIR

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## SRI EIR – Transportation Workscope

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Transportation Chapter. To support the EIR Transportation Chapter, W-Trans will provide a technical appendix. The appendix may include more detailed transportation analysis such as level of service calculations, technical memoranda that were developed as part of this proposal, and other supporting materials. To expedite the review process, and if requested, W-Trans will provide a separate copy of the EIR Transportation Chapter with its appendix to City staff for their review.

*Deliverable: Electronic Copy of Administrative Draft EIR Transportation Chapter (pdf, WORD)*

### **Task 4: Draft EIR Transportation Chapter**

W-Trans will respond to one set of consolidated comments on the second Administrative Draft EIR Transportation Chapter. The text, graphics and analysis will be modified as needed. The Draft EIR Transportation Chapter will then be prepared.

*Deliverable: Electronic Copy of Draft EIR Transportation Chapter (pdf, WORD)*

### **Task 5: Final EIR - Response to Comments**

W-Trans will respond in writing to comments received on the Draft EIR Transportation Chapter. We have assumed preparation of comment responses as well as revisions to the responses based on City staff review.

*Deliverable: Electronic Copy of Comments and Responses Memo [and Comments and Responses Matrix if requested] (pdf, WORD)*

### **Task 6: Meetings (10)**

This work scope includes up to ten meetings related to this project. These could be with project team members, public hearings or other formal meetings.

#### Exclusions:

- City staff shall provide recent traffic data (intersection and roadway segment counts, CSA and other data);
- All study scenarios will be evaluated based on existing intersection geometrics. Should significant impacts be determined with the proposed project development, mitigation measures which may include changes to the intersection geometrics will be recommended;
- Any material modifications to the site plan, driveway locations or project description once W-Trans has begun the traffic analysis may constitute a change in work scope and/or budget;
- Should analysis of additional phases, scenarios, intersections, or roadway segments be requested, or additional meetings, a modification to this scope and budget will be requested;
- Should additional time be necessary to prepare the Final EIR beyond the budgeted hours (as it is unknown how many comments or the level of effort that will be required to respond to Draft EIR comments) we will request additional budget at that time, and proceed only after receiving written authorization for additional services;

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- Any services not explicitly identified above are excluded.