



COMMUNITY DEVELOPMENT DEPARTMENT

Council Meeting Date: June 17, 2014
Staff Report #: 14-117

Agenda Item #: F-2

REGULAR BUSINESS: Authorize the City Manager to Enter into a Contract with PlaceWorks in an Amount not to Exceed \$1,650,000 for the General Plan Update and M-2 Area Zoning Update and Authorize the Formation of a General Plan Advisory Committee

RECOMMENDATION

Staff recommends that the City Council authorize the City Manager to enter into a contract with PlaceWorks in an amount not to exceed \$1,650,000 for the General Plan Update and M-2 Area Zoning Update and authorize the formation of General Plan Advisory Committee.

ANALYSIS

Previous staff reports available on the City website describe the process to date to prepare a request for proposals (RFP), review proposals and make a recommendation to partner with PlaceWorks and its team of consultants on the General Plan Update and M-2 Area Zoning Update. As mentioned in the June 3, 2014 City Council staff report, the recommendation of PlaceWorks reflected a consensus of the Consultant Selection Advisory Panel comprised of Council members, Planning Commissioners and staff.

On Friday, June 6, 2014, the City released the draft scope of work for public comment (Attachment A). The scope includes a graphic representation of the schedule with a two-year timeframe to complete the work as directed by Council in the RFP. This “stretch goal” is predicated on this project being a high priority for the City as a whole and the ability to fill/backfill vacant or soon to be vacant positions in Community Development and Public Works. The work cannot be completed in a timely fashion if there are competing City priorities or if there are vacant staff positions.

As of Wednesday, June 10, the City received five pieces of correspondence regarding the scope (Attachment C). Staff and the consultant have reviewed the comments. For the most part, staff and the consultant appreciate and agree with the sentiment behind many of the comments. Staff does not believe that any of the comments necessitate a change to the scope of work or cost estimate at this stage. Staff and the consultant team will be cognizant of many of these suggestions while pursuing the work program and encourage the commenters to stay involved and help the City in achieving some of the common objectives regarding outreach to ensure an inclusive process.

There are a couple of comments that staff would like to highlight. One comment is related to a request to evaluate a variety of transportation metrics. The scope of work envisions the use of both the current vehicle Level of Services (LOS) analysis and new Multi-Modal Level of Service analysis in order to provide a means of comparison that will allow the community to evaluate the differences between the two metrics and understand the implications of a potential change to City-adopted standards.

Staff would like to address a few points raised in correspondence from John Kadvany. In regard to community character, the scope of work does not include work on residential design guidelines. The Community Character report is meant to *begin* the process of documenting existing physical conditions in the various neighborhoods that define the character of Menlo Park. The exact content of the report will be determined as the process unfolds, but given the update of the Circulation Element, the initial focus of the Community Character report may be on various types of frontage improvements (e.g., vertical curb/gutter, rolled curb, valley gutter, sidewalks, parking strips, etc.).

In regard to M-2 land use vs the citywide transportation, it will be important to maintain a citywide focus on issues such as connectivity (e.g., across the freeway, across the railroad tracks, across El Camino Real, etc.) even though the focus of any potential land use changes would be in the M-2 area. Materials that will be produced will strive to show this relationship.

In regard to water policy, staff is in the process of determining the best way to address this issue based on feedback from the City Council at the recent study session on June 3, 2014. The General Plan Update and the update to the Urban Water Management Plan, which has a State-mandated deadline for adoption by the end of 2015, provide two established frameworks for addressing aspects of this important topic.

Formation of a General Plan Advisory Committee

Section 2.8 of the Scope of Services calls for the creation of a General Plan Advisory Committee (GPAC) comprised of 11 members, with five members appointed by the City Council and one member appointed by each of the following six Commissions that participated in the preparation of the Request for Proposals (RFP):

- Bicycle
- Environmental Quality
- Housing
- Parks & Recreation
- Planning
- Transportation

The basic mission of the GPAC would be as follows:

- (1) Serve as liaison to their respective body or community group.

- (2) Serve as an ambassador of the project and encourage people to participate in the process.
- (3) Guide the process and provide policy direction and feedback for staff.
- (4) Keep the process on track to comply with the following key milestones:
 - Fall of 2014: Conduct community workshops;
 - Spring of 2015: Complete the visioning phase;
 - Fall of 2015: Complete the draft versions of the Land Use and Circulation Elements, Zoning Ordinance Updates;
 - Summer 2016: Adopt an updated General Plan and Zoning changes.

The Advisory Committee would be a Brown Act body and is expected to have eight meetings between August 2014 and July 2015. In addition, GPAC members would be expected to attend mobile workshops and other public events. The projected timeframe of meetings is summarized at the end of Attachment A in the graphic schedule.

Staff recommends that the City solicit applications for the five Council member appointments while the six commissions appoint their respective members. Recruitment could begin at the end of June with a closing date of Monday, August 11, 2014. The following table summarizes the upcoming schedule of Commission meetings:

Commission	Projected Meeting Date*
Parks & Recreation	Wednesday, June 25 or July 23 at 6:30 p.m.
Environmental Quality	Wednesday, June 25 or July 23 at 6:30 p.m.
Planning	Monday, July 7 or 21 at 7:00 p.m.
Transportation	Wednesday, July 9 at 7:00 p.m.
Bicycle	Monday, July 14 at 7:00 p.m.
Housing	Wednesday, August 6 at 5:30 p.m.
<i>*Note: Actual meeting dates, times, and locations are subject to change. Please check agendas on the City website.</i>	

By adhering to this schedule, all of the Commission appointments would be known prior to the application deadline for the five Council appointments. If more than one commissioner is interested in serving, then he or she could apply for one of the Council appointments. Each member appointed by a commission will be asked to complete an application form so that the City Council will have equal information about all potential members. The standard Commission application form would be used plus a supplemental form with a few additional questions in order to gauge a person's interests and ability to fulfill the mission of the GPAC. The packet of applications would be posted on the website and distributed to the City Council. The appointments would be scheduled for the August 19, 2014 City Council meeting.

On January 14, 2014, the City Council appointed Mayor Mueller and Council Member Ohtaki to the General Plan Update Subcommittee. The Subcommittee would meet as necessary to provide guidance to staff as an ad hoc committee. If the Council believes

that Council members should be part of the GPAC, then staff would recommend that the Council members take one or two of the five Council appointed slots. Staff does not recommend the formation of a group with more than 11 members as it relates to logistical issues and efficient meeting management.

IMPACT ON CITY RESOURCES

The proposed work program would require both staff resources dedicated to the project, as well consultant services. The cost estimate in the Scope of Services is approximately \$1.5 million, and staff is recommending a 10% contingency, which would bring the total contract amount to \$1,650,000. The Council has budgeted \$2,000,000 for Fiscal Year 2013-14 for the General Plan Update for consultant assistance and staff time. Dependent on future Council directed refinements to the scope of the work program, additional funding may be necessary in future years. Similar to the El Camino Real/Downtown Specific Plan, staff will explore options for a potential fee that could be imposed as a way to reimburse the City for the expenditure related to a specific geographic area. In addition, staff will explore a General Plan maintenance fee in order to achieve cost recovery for the cost of updating and maintaining the General Plan Citywide over the long term.

POLICY ISSUES

The General Plan and M-2 Zoning update process will consider a number of policy issues.

ENVIRONMENTAL REVIEW

The General Plan and M-2 Zoning update is subject to the California Environmental Quality Act (CEQA) and an Environmental Impact Report (EIR) will be prepared at the appropriate time in the process.

PUBLIC NOTICE

Public notification was achieved by posting the agenda, at least 72 hours prior to the meeting, with this agenda item being listed. In addition, the City sent an email update to subscribers of the General Plan Update project page. This page provides up-to-date information about the project, allowing interested parties to stay informed of its progress and allow users to sign up for automatic email bulletins, notifying them when content is updated or meetings are scheduled. The page is currently available at the following location: <http://www.menlopark.org/739/General-Plan-Update>.

ATTACHMENTS

- A. Menlo Park General Plan and M-2 Area Zoning Update Scope of Services, dated June 6, 2014

B. Correspondence

- Ellen Barton, San Mateo C/CAG, dated June 9, 2014
- John Kadvany, Menlo Park Planning Commissioner , dated June 9, 2014
- Michele Beasley, Greenbelt Alliance, dated June 10, 2014
- Emma Shlaes, Silicon Valley Bicycle Coalition, dated June 11, 2014
- Maeve Johnston, San Mateo County Health System, dated June 11, 2014

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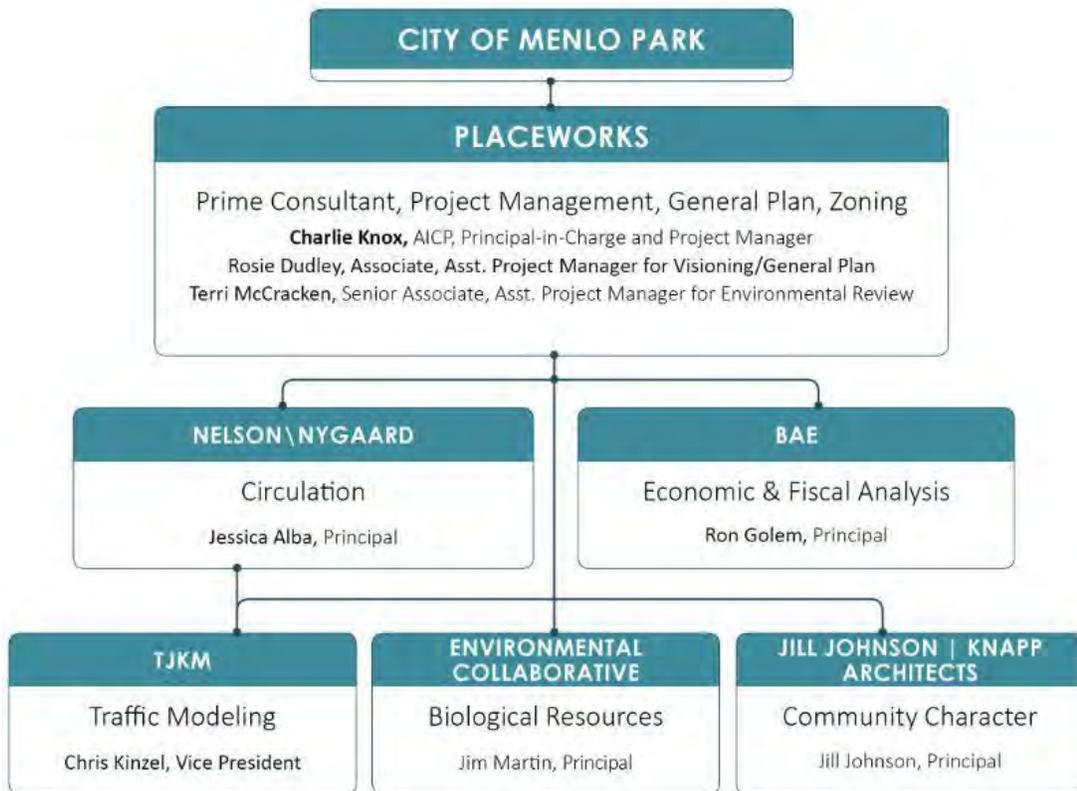
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Exhibit A
Menlo Park General Plan and M-2 Area Zoning Update
Scope of Services

June 6, 2014

This Work Program describes the scope of services that the PlaceWorks team will provide for the Menlo Park General Plan (Land Use and Circulation) Update and M-2 Area Zoning Update. The project tasks are presented in the order listed in the Request for Proposals, and the Environmental Review tasks are blended into a format that ensures compliance with the California Environmental Quality Act. The schedule at the end of this Scope of Services shows the chronological order of project tasks.

The chart below shows the firms that comprise the consultant team and the key personnel involved in the project. The table on the next page lists the project tasks detailed in this scope of services.



WORK PROGRAM SUMMARY

Task 1: Project Start-Up & Background Material Review

1.1 Review Background Information	1.3 Kick-Off Meeting & City Tour
1.2 Assemble GIS Data & Prepare Base Map	

Task 2: M-2 Area & General Plan Visioning

2.1 Kick-Off Event – Community Workshop 1: Guiding Principles	2.8 General Plan Advisory Committee
2.2 Educational Speaker Series	2.9 Digital Engagement
2.3 Community Workshops 2-4	2.10 Newsletter
2.4 Mobile Workshops	2.11 City Council Outreach
2.5 Focus Groups	2.12 Commission Outreach
2.6 Stakeholder Interviews	2.13 Discussion & Coordination with Major M-2 Property Owners
2.7 Survey	

Task 3: Development of Draft General Plan Update, Draft M-2 Area Zoning Ordinance Update, Draft EIR, and Fiscal Impact Analysis

3.1 Circulation Element Update	3.5 M-2 Area Zoning Ordinance Update
3.2 Land Use Element Update	3.6 Environmental Review
3.3 General Plan Consistency Updates	3.7 Fiscal Analysis & Economic/Financial/Market Reports
3.4 Community Character Report	

Task 4: Project Management

Task 1. Project Start-Up and Background Material Review

During this phase, the project scope will be reviewed. The PlaceWorks team will review background material relevant to the General Plan Update, M-2 Area Zoning Update, and Environmental Impact Report (EIR) and prepare a base map of the city.

1.1 Review Background Information

PlaceWorks will review background materials for the project, including the:

- Existing General Plan Elements
- 1994 General Plan EIR
- Housing Element and General Plan Consistency Update Environmental Assessment
- Zoning Ordinance and Commercial Zoning Ordinance Update
- Recent project specific EIRs
- El Camino Real/Downtown Specific Plan
- Community Engagement Model
- Comprehensive Bicycle Plan
- Climate Action Plan, as Updated in 2014
- Urban Water Management Plans
- Transportation Impact Analysis (TIA) Guidelines
- Willow Business Area Charrette
- 5-Year Capital Improvement Plan
- San Francisco Bay Municipal Regional Stormwater Permit
- Other relevant planning and environmental review documents

We also will study the @Home and SAFER Bay efforts to gain a deeper sense of the Menlo Park community.

1.2 Assemble GIS Data and Prepare Base Map

PlaceWorks will work with the City to obtain existing City GIS data and review City mapping protocol and requirements. PlaceWorks will use ArcView-compatible shapefiles and/or geodatabases from the City for the development of the project's base map and subsequent thematic maps. All maps will be produced in ArcView and exported in PDF format, and will identify the City boundary, Sphere of Influence, and Planning Area. After creating the initial base map, PlaceWorks will provide a copy to the City for review and approval prior to use for subsequent mapping work. At the conclusion of the project, PlaceWorks will provide a CD to the City containing all original data as well as project-specific data layers modified or created by PlaceWorks, along with pertinent metadata documentation. Online-accessible versions of the maps will utilize KML format for ease of interface and navigation by the public.

1.3 Kick-Off Meeting and City Tour

PlaceWorks will meet with City staff to begin the project; identify the project goals, opportunities, and constraints; and refine roles and responsibilities and expectations for schedule, process, and work products. At this meeting, we will review existing background data and identify ways in which City staff and PlaceWorks can most effectively work together as a team, including possible opportunities to streamline the process and implementation. The meeting will provide an opportunity to refine the work program and make any needed changes to the scope of services. We will also discuss how the General Plan and M-2 Area Zoning Update and EIR processes will be integrated and coordinated with other ongoing initiatives, such as the Urban Water Management Plan and South Bay Salt Pond Restoration project.

PlaceWorks will discuss the public engagement strategy with City staff to ensure that a diverse group of community members and organizations participate in the General Plan and Zoning Update process in a meaningful way through the use of the project's online presence, innovative graphics, and multiple means of input.

As part of this initial kick-off meeting, City staff and the PlaceWorks team will tour Menlo Park to identify and photograph existing conditions at key locations in the city. We will visit areas of the city that will be subject to special attention in the General Plan Update, including the area covered by the M-2 Zoning Update, areas affected by sea level rise, traffic congestion, or impacted by the recently completed Housing Element, the El Camino Real/Downtown Specific Plan, or other recent planning efforts.

Task 2. M-2 Area and General Plan Visioning

PlaceWorks will create and conduct an innovative, detailed, and focused program to ensure broad public participation in the General Plan and M-2 Area Update process. This program will engage the community through public meetings, workshops, focus groups, and other methods to share and receive information from the public.

2.1 Kick-Off Event – Community Workshop 1: Guiding Principles

Public involvement in the project will begin with a community workshop that encourages all Menlo Park community members to share their visions for the city and the M-2 Area in

particular. The workshop will include interactive visioning exercises that encourage participation, brainstorming, and meaningful dialogue about the future of Menlo Park.

PlaceWorks will prepare materials in English and Spanish to promote the workshop as well as Workshops 2, 3, and 4, and events and participation opportunities throughout the General Plan and M-2 Area Zoning Update. Materials will include email and text message updates, fliers and posters, newspapers ads, and posting to a variety of outlets, including Menlo Focus and the City's website, Twitter feed, Facebook page and Open Town Hall service. Draft materials will be provided for City staff review before producing final versions.

Each of Workshops 1, 2, and 3 will be held once at a key location in the M-2 Area and repeated at another place in Menlo Park. Workshop 1 will be designed to gather information regarding the community's vision for the future and issues to be addressed in the updates, to be established in the form of Guiding Principles.

The workshop is expected to begin with an icebreaker exercise for participants as they enter and sign in. For example, participants may be asked to post cards on which they list things they love about Menlo Park and, separately, features they wish Menlo Park had (which the PlaceWorks team could then highlight to help suggest common themes for the Guiding Principles).

Following introductions of and welcome by City officials, PlaceWorks senior staff will offer a brief presentation about the General Plan and M-2 Area Zoning Update and why it is important, and answer questions about the update process. Participants will then assemble in small groups facilitated by PlaceWorks staff to craft suggestions for the Guiding Principles that will lead to General Plan goals, policies, and programs, as well as updated Zoning Ordinance provisions. The Guiding Principles will address issues such as jobs and economy, public health, resource preservation, and circulation, mobility, and transportation. The small groups will report their ideas to the full assembly, and PlaceWorks staff will then summarize the areas of similarity among the suggestions.

Following the workshop, PlaceWorks will compile, consolidate and post the suggested Guiding Principles online for additional public input, before refining and presenting them at a General Plan Advisory Committee Meeting (See Section 2.8) for the Committee's review and recommendation to the Planning Commission and City Council for acceptance.

2.2 Educational Speaker Series

Following the kick-off workshop, PlaceWorks will coordinate two symposia with multiple speakers to provide stakeholders of the General Plan and M-2 Zoning Update an opportunity to gain a better understanding of the topics addressed during the project and best practices in these areas.

Symposium 1 will involve a detailed discussion of key issues and opportunities relating to sustainability, growth management, and appropriate development and design in Menlo Park. Expert practitioners will offer a broad perspective on successful growth management strategies from a variety of places.

Symposium 2 will address traffic, transportation, circulation, and mobility. It will include a description of case studies to be performed by the PlaceWorks team in Menlo Park to

increase understanding of the various ways to measure traffic impacts, including conventional intersection Level of Service (LOS), roadway segment LOS, and Multi-Modal LOS, and offer guidance on which may be best suited for Menlo Park.

2.3 Community Workshops 2 and 3

a. Community Workshop 2: Alternatives

Community Workshop 2 will build on the Guiding Principles, input from the mobile workshops (see Section 2.4), interviews with City officials, stakeholders, and property owners (see Sections 2.5, 2.6, 2.11, and 2.13), and feedback received through the variety of multimedia outlets. Through discussions with City staff and public review by the General Plan Advisory Committee, the Planning Commission, and the City Council, the PlaceWorks team will synthesize all of this input into three distinct draft alternatives for future land use and circulation in the M-2 Area. Each of the alternatives will conform to the Guiding Principles, but they may differ in locations, and types and intensity of future land uses.

As at Workshop 1, participants will assemble in small, facilitated groups, this time with the charge of examining the alternatives to determine which they prefer and why, and whether that preference includes any modifications to the draft alternatives as initially presented. As with Workshop 1, groups will report their findings to the full assembly, and PlaceWorks staff will coalesce and post the results online for additional comment. The online posting is expected to include a new tool being developed for this project (at no cost to the City) that will allow online users to view the potential development associated with each alternative in both two- and three-dimensional formats with a variety of indicators that will assist viewers in comparing and determining which features of the alternatives they may or may not prefer.

b. Community Workshop 3: Preferred Alternative

Based on the results of Workshop 2 and additional community online consultation, PlaceWorks will frame a Preferred Alternative to present to City staff for refinement, and then for public review by the General Plan Advisory Committee, the Planning Commission, and the City Council. The purpose of Workshop 3 will be to present the Draft Preferred Alternative to the public for additional comments before seeking formal approval by the City.

The format for Workshop 3 will be left open for agreement among the PlaceWorks team and City representatives, but one option is to have a series of stations depicting key areas of change and preservation by subject, such as transportation network, natural resources, and commercial activity areas. Workshop 3 and its online complement will gather detailed input to assist City officials in directing staff and consultants to finalize the Preferred Alternative so that drafting can occur of supporting General Plan goals, policies, and programs and Zoning Ordinance regulations to implement those. (The PlaceWorks team will begin drafting preliminary General Plan provisions prior to Workshop 3, and discussing them with the General Plan Advisory Committee, in order to expedite City review following approval of the Preferred Alternative.)

2.4 Mobile Workshops

PlaceWorks will hold two separate mobile workshops, one focused on learning from existing conditions within Menlo Park, the other from examples in nearby communities.

These workshops will be open to the public, and General Plan Advisory Committee Members will be encouraged to attend. Principals and other senior level team staff will offer narration during travel and lead interactive discussions on the ground at each site. To add to the draw and enjoyment for participants, we plan to use a double-decker bus with an open-air top deck and microphone functionality so all can hear the narration.

The tours will build on lessons learned and topics covered in the Speaker Series and allow participants to see first-hand examples of projects that have worked well in Menlo Park and the region. Cameras will be available, and participants will be encouraged to take photographs and offer brief descriptions of the significance of the scenes depicted. As appropriate, we will also use these photos in presentations as the project progresses to illustrate ideas raised by community members. The findings of the tours will be incorporated into the summary of Community Workshop 2.

a. Tour of Key Areas in Menlo Park

In collaboration with City staff, PlaceWorks will design an efficient, three-hour bus tour with stops at locations in the M-2 Area, the El Camino Real/Downtown area, and several other sites in Menlo Park that present pressing land use, circulation, or other issues to be addressed in the General Plan and M-2 Area Zoning Update.

PlaceWorks will provide an online survey and tour for those who cannot attend the Mobile Workshops. Participants can download the tour route and go on a self-guided tour to record observations at their own convenience and respond to place-based questions about circulation, land use, and character. The survey will include a map of the Plan Area for participants to mark specific locations.

b. Tour of Nearby Areas

PlaceWorks will also coordinate a three-hour tour of nearby employment districts/business parks to investigate best practices that could be appropriate for Menlo Park. Emphasis will be placed on comparing varying examples of design, infrastructure, and mobility treatments and options. Candidate locations include the North Bayshore area of Mountain View and Peery Park in Sunnyvale.

2.5 Focus Groups

Following the Mobile Workshops, PlaceWorks will facilitate two focus group meetings with Menlo Park community members that correspond to the symposia topics of (1) growth management and (2) circulation. These group meetings will provide participants with opportunities to hear about the decisions the City is weighing and provide detailed feedback about issues the community is facing. The PlaceWorks team will coordinate the focus groups during the same time period as Stakeholder Interviews (see Section 2.6) and the M-2 Area Property Owner Interviews (see Section 2.13).

2.6 Stakeholder Interviews

PlaceWorks will conduct a series of small roundtable interviews with groups of stakeholders to gather information about key issues for the General Plan and M-2 Area Zoning Update. These groups will likely include business owners, commercial developers, real estate brokers, housing developers, housing advocates, and environmental organizations.

2.7 Survey

To obtain feedback from community members who do not attend in-person meetings, PlaceWorks will create an online survey to help identify the most important issues for the General Plan Update. This survey will be used to compile input on what community members value most about Menlo Park and changes they would like to see in the community over time. The format of the survey will allow easy incorporation of the findings into Community Workshop 2.

2.8 General Plan Advisory Committee

PlaceWorks will attend a series of eight General Plan Advisory Committee (GPAC) meetings through the life of the project. The City may wish to hold additional GPAC meetings to achieve interim progress at times when a work product is not being presented and guidance to the consultant team can occur efficiently without our attendance. Prior to each GPAC meeting we attend, PlaceWorks will assist City staff in preparing the agenda and packet materials.

The GPAC will consist of 11 members (with no alternates): five Menlo Park community members appointed by the City Council, and one member from and appointed by each of the following six City commissions: Bicycle, Environmental Quality, Housing, Parks and Recreation, Planning, and Transportation. Community members who have multiple interests (i.e., business owner, alternative transportation user, neighborhood group leader, etc.) are usually effective choices to fill the at-large positions. This membership will allow commission appointees to report back to their groups efficiently and ensure that a wide range of the community is well represented.

As the GPAC meetings are strategically scheduled to advance key work products to the Planning Commission and City Council, the Committee will focus on guiding the consultant team and City staff in the preparation and refinement of Alternatives. (The Committee is not authorized to modify the update process approved by the City Council.)

The GPAC meetings are organized as follows:

1. Establish relationship with staff/consultant team; clarify roles and responsibilities; review materials for Workshop 1
2. Review findings from Interviews, Symposia, and Mobile workshops
3. Review materials for Workshop 2 – Alternatives
4. Review findings from Workshop 2 and recommend modifications
5. Review materials for Workshop 3 – Preferred Alternative
6. Review findings from Workshop 3 and recommend modifications
7. Review Draft General Plan Goals, Policies, and Implementing Programs and recommend modifications; review Consistency Analysis for the Open Space/ Conservation, Noise, and Safety Elements; review preliminary updated Zoning Ordinance provisions
8. Review revised Draft General Plan Goals, Policies, and Implementing Programs, and recommend modifications; review draft updated Zoning Ordinance provisions

One of the functions of the General Plan Advisory Committee will be to serve as ambassadors to the community and communicate information about the General Plan and M-2 Area Update to other Menlo Park community members. To facilitate this outreach, PlaceWorks will provide GPAC members with materials inviting public participation to hand out to neighbors, family, friends, and co-workers.

2.9 Digital Engagement

a. Project Website

PlaceWorks will create a website for the General Plan and M-2 Area Zoning Update. The website will offer a variety of information about the project, including a description of the public participation process, meeting dates, and project updates as major milestones are achieved. The website will also include information about community meetings, GPAC meetings, and Planning Commission and City Council Hearings and Study Sessions. Project documents available to the public will be posted in PDF format.

b. Online Tools

As one component of the project website, PlaceWorks will establish multiple means for community members to connect with the project whenever, wherever, and however they choose; encourage them to remain involved; and inspire them to invite other community members to get involved.

PlaceWorks will design and implement a simple, compelling message that invites people to participate in the project via short urls, QR codes, and SMS phone numbers that point to a page where community members can subscribe using email, text phone numbers, and/or social media accounts via single sign-on buttons.

Once participants have subscribed, they will receive three types of topic-specific messages drafted and distributed by PlaceWorks, upon approval by the City, including:

- Invitations to participate in online exercises and face-to-face workshops (frequently designed to be concurrent).
- Announcements of significant updates to topics in progress.
- Closeout announcements, which describe decisions made or actions taken as a result of the public input, as well as next steps. By describing how public input was incorporated into the decision process, participants will be encouraged to remain engaged with the project, and to invite others to become involved. Standard social media share buttons will enable participants to send invites with a single click.

c. Mobile App

PlaceWorks will provide an app that can run on all mobile devices that will be a tool for both grassroots information gathering from the community as well as outreach to the public. The app will be a useful, interactive tool that citizens can download onto a smart phone or handheld device to use when on the go. Functionality of the app will be customized to best serve different stages of the update process.

The app will recognize the location of the user and enable uploading of photos, comments, and ideas for inclusion in the project on the spot. Digital outreach will encourage people to use the app to post examples of places/conditions that they want to see addressed using geo-referencing. Examples can then be identified on maps and accompanied by photos and detailed descriptions. These posts will build a collection of community preferences for land use, urban design, streetscape, transportation, and environmental treatments. Subscribers will also receive notices and updates about workshops and project milestones, as well as be able to make comments and provide feedback.

2.10 Newsletter

PlaceWorks will prepare up to four newsletters to provide the public with information on the General Plan and M-2 Area Zoning Update and related project tasks. Newsletters will be formatted for electronic transmittal and posting, and can be designed for printing by the City on one folded 11" x 17" page (four faces when folded).

2.11 City Council Outreach

a. Council Member Interviews

At the outset of the General Plan and M-2 Area Zoning Update process, senior staff from the PlaceWorks team will meet one-on-one with the Mayor and each of the Council Members to hear their individual hopes and concerns for the process and the issues they believe the project should address. In addition, we will request their advice on reaching a cross-section of their constituents and enlist their support in raising awareness within the community about the project and the visioning process. City staff also will frequently update the City Council subcommittee for the project, which can then inform the full Council periodically.

b. Regular Meetings and Study Sessions

The PlaceWorks team will be available to attend ten meetings involving the City Council and/or Planning Commission. Of the nine meetings shown on the project schedule, (and another may be added by the City as needed), the City Council will be involved in the following:

1. Study Session with the Planning Commission to provide guidance regarding drafting of alternatives
2. Study Session with the Planning Commission to provide guidance regarding GPAC recommended alternatives
3. Joint meeting with the Planning Commission to accept the preferred alternative
5. Regular meeting to review Draft General Plan and Zoning Ordinance Updates
9. Consideration of EIR Certification and Approval of the General Plan (Land Use and Circulation) and M-2 Area Zoning Update

Although the project schedule calls for consultant attendance only for City Council and Planning Commission involvement at decision-making steps in the process, City staff will need to update the Council and Planning Commission more frequently. Accordingly, the PlaceWorks team expects to support City staff efforts to prepare for any interim meetings or updates.

2.12 Commission Outreach

a. Planning Commission Meetings

Senior staff of the PlaceWorks team will attend three Planning Commission regular meetings as shown on the project schedule within the total of 10 meetings specified in Section 2.11.b, as follows

1. Study Session with the City Council to provide guidance regarding drafting of alternatives
2. Study Session with the City Council to provide guidance regarding GPAC recommended alternatives
3. Joint meeting with the City Council to accept the preferred alternative

4. Recommendation to the City Council regarding Draft General Plan and Zoning Ordinance Updates
6. EIR Scoping
7. Provide comments on the EIR
8. Recommendation to the City Council regarding EIR Certification and Project Approval

b. Other Commissions

The inclusion of liaison members on the GPAC from the Bicycle, Environmental Quality, Housing, Parks and Recreation, and Transportation Commissions will allow for regular updates to those commissions without creating additional process that might confuse the roles of those commissions versus that of the Planning Commission in the General Plan and M-2 Area Zoning Update process.

2.13 Discussion and Coordination with Major M-2 Property Owners

Understanding and addressing the needs of the Bohannon Organization, Facebook, Prologis, TE, and Tarlton Properties/Menlo Business Park will be vital to the success of the General Plan and M-2 Area Zoning Update process. Not only do these five entities own about two-thirds of M-2 Area land, but they also collectively represent a major part of Menlo Park’s growing positive image as a great place to do business and be employed, both inside and outside the city. Senior members of the PlaceWorks team will first meet with the major M-2 property owners individually, determine a set of commonalities among them, and then meet with them as a group to confirm an accurate understanding of their interests, and finally provide a summary report of the discussions to compile with the public input materials that will guide the visioning process and the refinement of the Guiding Principles.

Task 3. Development of Draft General Plan Update, Draft M-2 Area Zoning Ordinance Update, Draft EIR, and Fiscal Impact Analysis

3.1 Circulation Element Update

a. Existing Conditions Report

i. Existing Intersection Usage and Level of Service

TJKM will work with City staff to determine the list of study intersections that will be included in the Level of Service (LOS) analysis. TJKM will conduct morning and evening peak hour intersection LOS analysis based on updated traffic counts provided by the City, conducted in the fall of 2014. Based on feedback regarding case studies presented during the Educational Speaker Series, Nelson\Nygaard will recommend whether and where use of Multi-Modal LOS (MMLoS) may be appropriate. The case studies will evaluate two intersections and two roadway segments using a variety of metrics to provide a comparison necessary to understand the trade-offs of the different methods.

ii. Existing Roadway Usage and Level of Service

TJKM will work with City staff to determine the list of roadway/freeway segments that will be included in the LOS analysis. TJKM will conduct the roadway/freeway segment LOS

analysis based on updated average daily traffic counts provided by the City, conducted in the fall of 2014.

iii. Existing Transit Lines

Nelson\Nygaard will collect information on all existing public and private transit options in the City (i.e., stop locations, frequency of service, etc.) and prepare a color map showing bus, shuttle, and train routes within the City. Nelson\Nygaard will work with City staff to determine existing issues and constraints of existing transit routes.

iv. Existing Pedestrian and Bicycle Facilities

Nelson\Nygaard will prepare a map showing existing Class I, II, and III bikeways and will qualitatively describe the pedestrian and bicycle circulation conditions within the city limits, and other routes used by community members, such as Ringwood Avenue between Middlefield Road and Bay Road.

v. Document Existing Conditions

Nelson\Nygaard and TJKM will document existing street traffic, transit, pedestrian, and bicycle conditions. LOS analysis will be conducted for weekday AM and PM peak hour for study intersections using the updated Vistro City Circulation System Assessment Model. Existing regional travel patterns, including travel to, from and through the city will be summarized based on the refined Santa Clara Valley Transportation Authority (VTA)/City/County Association of Governments (CCAG) model.

b. VTA/CCAG Model Update and Forecasting Model Development

TJKM will work closely with City staff, City/County Association of Governments (CCAG) staff, and the VTA model consultant to refine the updated CCAG model, which has consistent land use with Plan Bay Area and will be released around October 2014. This process will coincide with the ongoing update of the CCAG/VTA model, expected to be completed in December 2014. The model refinement work will focus on developing the following:

- **Update/Refine Traffic Analysis Zones.** TJKM will evaluate the Traffic Analysis Zone (TAZ) boundaries of the CCAG model within the City of Menlo Park and determine the refinement needed for General Plan and M-2 Area Zoning Update project purposes. If any TAZ boundary changes are needed, TJKM will provide the information to CCAG staff.
- **Update/Refine Land Use Data.** TJKM will evaluate the latest land use data in the CCAG model in the City of Menlo Park and compare it with the proposed General Plan and M-2 Area Zoning Update to determine the refinement needed for the land use data update purposes. TJKM will provide this information to CCAG staff.
- **Update/Refine Roadway Network.** TJKM will review the roadway network in the CCAG model including the number of lanes, capacities, speeds, and facility types in the city area, as indicated in future plans for the city. TJKM does not anticipate any refinement will be needed for the roadway network, but if needed, TJKM will provide that information to CCAG staff.
- **Non-Auto Travel.** Develop forecasting methods for non-auto travel.
- **Trip Distribution Patterns.** Develop methodology/assumptions for trip distribution patterns to refine or replace the Circulation System Assessment-survey based data.

- **Vehicle Miles Traveled.** Develop a standard process for calculating vehicle miles traveled (VMT).
- **Determine Growth Rate.** TJKM will determine an annual compound growth rate or other appropriate forecasting method for the City's Circulation System Assessment Model use, based on the travel demand from the refined VTA/CCAG Travel Demand Model.

c. Menlo Park Circulation System Assessment Model Update

TJKM will work with City staff to confirm the pending/approved projects that will be included in the model.

TJKM will update the City's Circulation System Assessment Model based on the Vistro model currently being prepared for the SRI Campus Modernization project. The City will provide the current model for TJKM's use and updating as part of this task. The model will include the following scenarios:

- **Existing Conditions.**
- **Near-Term 2016 Conditions.** The annual compound growth rate or other appropriate forecasting method developed from the refined VTA/CCAG model is assumed for the increase in the traffic volumes within 2 years; in addition, this scenario adds traffic generated by the pending/approved projects within Menlo Park.
- **Near-Term 2016 + M-2 Zoning Update Conditions.** This scenario adds traffic volumes generated by the new M-2 Area to the previous scenario.
- **Cumulative 2040 Conditions.** The annual compound growth rate or other appropriate forecasting method developed from the refined VTA/CCAG model is assumed for the increase in the traffic volumes within 26 years; in addition, this scenario adds traffic generated by the pending/approved projects within Menlo Park.
- **Cumulative 2040 + M-2 Zoning Update Conditions.** This scenario adds traffic volumes generated by the M-2 Zoning Update to the previous scenario.

d. Traffic Projections

Nelson\Nygaard and TJKM will prepare traffic projections for Near-Term 2016 conditions, as well as Near-Term 2016 plus M-2 Zoning Update Conditions, using the updated City's Circulation System Assessment Model.

e. 2040 Circulation Network Assessment

TJKM will assess future year circulation networks for deficiencies using the updated City Circulation System Assessment Model.

f. Plan Line Evaluation and Future ROW Extension/Widening Assessment

TJKM will review the current paper files of Plan Lines and identify those outdated and no longer necessary versus those needed to create missing connections or accommodate desired improvements. TJKM will also assess the current paper files of Future Reserved right-of-way and suggest other locations in the City where future rights-of-way may be needed.

g. Comprehensive Bicycle and Pedestrian Plan Assessment

Nelson\Nygaard will assess the Comprehensive Bicycle Development Plan, the Sidewalk Master Plan, El Camino Real/Downtown Specific Plan, and other relevant County and Regional bike, pedestrian and trail plans relevant to Menlo Park, and include recommendations for updating the City's Bicycle Plan and developing a Pedestrian Plan as an implementation program.

h. Comprehensive Regional Transit Plan Assessment

Nelson\Nygaard will estimate the growth in transit ridership demand within the City based on the General Plan and M-2 Area Zoning Update. Transit ridership changes will be discussed qualitatively and compared to transit capacity. Based on these, Nelson\Nygaard will develop recommendations for the City's future transit network, including potential expansion of the City's Shuttle Program and integration with Dumbarton Rail, Caltrain electrification, and High Speed Rail, consistent with the City's expressed goals and policies for each system.

i. Intersection Operational Analysis

TJKM will assess detailed right-of-way needs at up to 10 signalized intersections to account for existing deficiencies in lane geometry and alignment, as well as future operating needs. This task will consider future vehicle and bicycle and pedestrian facility needs, peak hour queuing, and turning lane lengths, as well as intersection jurisdiction, control and maintenance. The analysis will be based on the multi-modal analysis method that the City decides to use. Example intersections to be evaluated include:

- Laurel Street/Ravenswood Avenue
- Willow Road/Gilbert Street
- Bay Road/Marsh Road
- Sand Hill Road/Sand Hill Circle
- Willow Road/Newbridge Street
- Marsh Road/Bohannon Drive-Florence Street
- Middlefield Road/Ravenswood Avenue
- Middlefield Road/Willow Road

j. Right-of-Way Data Preparation

TJKM will prepare right-of-way data (e.g., back of right-of-way, inside curb, outside curb, etc.) and cross-sections for any potential transportation improvements (bike lanes and/or sidewalks) along the following corridors:

- Marsh Road from Bay Road to Bayfront Expressway
- Chilco Street from Bayfront Expressway to the Dumbarton Rail Corridor
- O'Brien Drive from Willow Road to University Avenue
- Willow Road from Bay Road to O'Keefe Street
- Middlefield Road from Willow Road to Palo Alto Avenue

k. Update to Goals, Policies and Programs

Nelson\Nygaard will draft updated policies for the Circulation Element that will address, (among other subjects) mobility strategies, Transportation Impact Assessment requirements, Complete Streets, Transportation Demand Management, and Traffic Management.

It is important to note that a Complete Streets approach – in which bicycle, pedestrian and transit usage are considered in evaluating the effectiveness and performance of a

street or intersection – does not assume that all modes of travel can be well accommodated on every street, nor that sidewalks are appropriate in residential neighborhoods where they do not currently exist.

l. Implementation Program Assessment and Recommendations

Nelson\Nygaard will develop a list of proposed circulation network improvements for evaluation concurrently with development of land use alternatives for incorporation into the travel demand forecasting and operational assessment. Nelson\Nygaard will examine the need for physical improvements (such as future ROW modifications), service improvements (such as transit service or TDM programs), and/or regulatory changes (such as changes to parking standards) and provide a summary description of needed improvements and implementation mechanisms for updating the 2009 Transportation Impact Fee Nexus Study as an implementation program. Nelson\Nygaard will collaborate with the project team to provide recommendations concerning development of a Transportation Management Association (TMA) Policy and Implementation Program for up to two (2) geographic areas within the City.

m. M-2 Area Parking Policies and Requirements

Nelson\Nygaard will evaluate current off-street and on-street parking policies and requirements in the M-2 Area as it relates to providing an appropriate supply of parking and regulating the intensity of land uses. The parking impacts associated with the M-2 Area Zoning Update will be discussed qualitatively based on the proposed parking requirements.

n. Circulation Diagram

Nelson\Nygaard will develop an updated Circulation Plan diagram and associated Roadway Classification System, with the option upon City approval of substituting a Street Typology Map for the traditional diagram based on feedback including public input from Symposium 2 and the Circulation Focus Group meeting. In addition, recommended bicycle, pedestrian, and transit maps will be developed.

3.2 Land Use Element Update

a. Existing Conditions Analysis

Informed by the Visioning phase of the project and Existing Conditions work, PlaceWorks will review the existing Land Use Element and note the major changes and shifts that have occurred over the past years. PlaceWorks will review the type, location, and intensity of land uses in Menlo Park today and summarize them. PlaceWorks will analyze recent land use patterns, land use conflicts and compatibility issues, and development trends in the City.

PlaceWorks will prepare a Land Use Existing Conditions Report that includes:

- An assessment of the status of current Land Use Element implementing programs
- A summary of progress and growth since the 1994 Land Use Element was adopted
- A land use inventory, with development and land use projections that will inform and appear in the EIR (but will not be listed in the updated Land Use Element so as not to render it static)
- Identification of locations in the M-2 Area (and nowhere else in the city) where alternative land use and growth scenarios may be considered

b. Goals

PlaceWorks will apply the Guiding Principles to update the goals related to land use to reflect the community input from Task 2 and integrate them into the Administrative, Draft and Final Land Use Element Update.

c. Policies

PlaceWorks will draft policies related to land use as appropriate to integrate them into the Administrative, Draft and Final Land Use Element Update. PlaceWorks will identify recommendations and policies in response to legislative and legal changes that have occurred since the 1994 General Plan adoption and ensure that the updated Land Use Element adheres to current laws and legislation. PlaceWorks will analyze emerging factors in Menlo Park that need to be addressed and will provide recommendations for integrating these factors into the Land Use Element Update. These factors will include potential effects of climate change (e.g., sea level rise, water availability), transition to renewable energy provision, enhancement of urban forestry, changes in workplace and commuting attributes, clean and sustainable business needs, and healthy lifestyle attributes, as well as many others expected to be identified as community preferences during the Visioning process.

d. Implementing Programs

PlaceWorks will assess issues that impact the success of implementation programs and will provide strategies to resolve them and expedite implementation. PlaceWorks will identify strategies for streamlining City processes. Our recommendations and strategies will be integrated into program language where appropriate.

e. Land Use Map

PlaceWorks will review the City's existing combined Land Use and Zoning Map, note the major changes, and update the map for inclusion in the Administrative and Draft Land Use Element and revise it, if necessary, for the Final Land Use Element.

3.3 General Plan Consistency Updates

a. Updates to General Plan Elements

PlaceWorks will work with City staff to determine whether any updates are necessary to the recently adopted Open Space/Conservation, Noise, and Safety Elements (OSCNS) to reflect forthcoming changes to General Plan policy or Zoning Ordinance regulations.

b. General Plan Structure and Integration

PlaceWorks will integrate the OSCNS with the updated Land Use and Circulation Elements as a single comprehensive General Plan document (excepting the Housing Element). We also will explore issues related to the content and format of the new General Plan, including:

- Any changes to the structure of Plan elements.
- Plan format and graphic template changes.
- Potential for new topic areas (sustainability, sea level rise, climate, Complete Streets, transportation management associations, etc.).
- The extent to which Plan summaries, foldout maps, and other supplemental products are desired.

PlaceWorks will provide the City with a Consistency Analysis report with recommendations for any revisions to OSCNS and will incorporate the updated OSCNS into the updated General Plan.

3.4 Community Character Report

Johnson/Knapp and PlaceWorks will prepare a report that describes the physical form of Menlo Park's neighborhoods and commercial and industrial districts. This existing conditions report will lead to policies in the Land Use Element intended to preserve community character and define desired types of preservation and potential change in nonresidential areas. In addition to streetscape features and architecture, the report will document key events and people (such as primary innovations at USGS and Raychem), as well as cultural resources.

San Mateo County property map and GIS data will be used to prepare a base map to inform a field survey of potentially significant properties and thematic groupings of structures and buildings. Research will be conducted in City, local, Bay Area, and State archives to gather historical information and develop historic and cultural themes. An illustrated report will be prepared that highlights historic and culturally important properties and districts, and that includes a digital version of field mapping.

The PlaceWorks team will craft goals, policies, and implementation programs in the Land Use Element to reflect community preferences regarding aesthetics, urban design, and neighborhood character, as well preservation and treatment of historic and cultural resources. The PlaceWorks team will offer any appropriate recommendations regarding streamlining of land use reviews for properties with buildings more than 50 years old. The policy language related to community character will also assist in informing the preparation of design standards for the M-2 Area Zoning Update.

3.5 M-2 Area Zoning Ordinance Update

a. Purpose Statement

In conformance with the Guiding Principles developed during and after the first Community Workshop, and to implement the updated General Plan policies developed to reflect the Community's vision for a preferred land use alternative, PlaceWorks will refine the purpose statements for the existing and any new zoning districts within the M-2 Area to reflect community preferences obtained through the Visioning process and ongoing online community consultation. These districts include M2, M2(X), M3(X), C4, C4(X), C2S, C2B, FP, and U.

b. Land Use Assessment and Recommendations

PlaceWorks will assess the appropriateness of existing and proposed land uses, the intensity of uses, development standards, project review procedures, and allowances for the use of hazardous materials, and recommend appropriate regulatory provisions for the M-2 Area Zoning Update. These amendments will also include any needed revisions to the Zoning Map to be consistent with the concurrent update of the General Plan Land Use Map.

c. Parking Requirement Assessment and Recommendations

PlaceWorks will assess the appropriateness of existing and proposed parking requirements and recommend adjustments to off-street parking standards.

d. Hazardous Materials Assessment and Recommendations

PlaceWorks will assess the regulation of the use, storage, and transport of hazardous materials and waste and recommend changes to conform to community preferences established during the Visioning process through the Guiding Principles, as well as in compliance with all applicable OSCNS provisions.

e. Other District Assessment

PlaceWorks will assess zoning updates that may be necessary in other zoning districts, including but not limited to the M2, M2(X), M3(X), C4, C4(X), C2S, C2B, FP, and U zoning districts. We will recommend modifications to standards if needed to implement forthcoming updated General Plan provisions, or to reflect changed conditions, recent changes in State law, or community preferences that have come to light during the General Plan and M-2 Area Zoning Update process.

f. Development Standards

To implement the Guiding Principles and/or forthcoming General Plan, PlaceWorks will provide revised development standards that inform and regulate permitted land uses, vehicular access and parking, streetscape and landscaping, aesthetics and views, floor area ratio (FAR), and other regulating provisions of the zoning code.

g. M-2 Area Design Standards

To implement the Guiding Principles and/or forthcoming General Plan policy, PlaceWorks will draft design standards that inform and regulate permitted land uses, vehicular access and parking, streetscape and landscaping, FAR, setbacks, step-backs, building heights and other regulating provisions of the zoning code. These standards will include quantitative restrictions on the aforementioned subjects.

3.6 Environmental Review

The PlaceWorks team will prepare the EIR for the General Plan and M-2 Area Zoning Update. The EIR will comprehensively evaluate potential impacts in all of the relevant environmental issue areas. Issues related to transportation, air quality, greenhouse gas emissions, noise, and biology are expected to be heavily emphasized to understand the potential trade-offs for additional growth and change in the M-2 Area. Where possible, PlaceWorks will recommend General Plan policies and programs to guide growth and change and to minimize potential impacts (e.g., requirements for setbacks for upper building stories and site-specific shadow-casting studies). The PlaceWorks team will develop recommended “uniformly applicable development standards” to guide future development in the city. In addition, the EIR will explain, where feasible, how future development that complies with the updated General Plan and Zoning provisions will need minimal or no additional environmental review pursuant to the California Environmental Quality Act (CEQA).

a. Kick-Off Meeting

The PlaceWorks team will attend a kick-off meeting with City staff to discuss expectations and concerns, and to review key issues, information needs, work products, and delivery schedule. The methodology to be used for traffic modeling and impact analysis will also be reviewed at this meeting to ensure it is fully aligned with that used on other ongoing projects in Menlo Park and/or desired by the City Council.

b. Initial Study and Notice of Preparation

PlaceWorks will draft an Initial Study and Notice of Preparation (NOP) of an EIR pursuant to CEQA Section 15082 (to be provided in both Word and pdf formats). The NOP will include an environmental scoping study with a brief project history and a description of the topics to be analyzed in the EIR. For any environmental issues found not to require additional analysis, such as agricultural and forestry lands, source references will be provided. PlaceWorks will be responsible for circulation to the State Clearinghouse.

c. Public Scoping Meeting

During the 30-day comment period on the NOP, the Planning Commission will devote a regular meeting to receiving public comment as part of the scoping process for the EIR. The PlaceWorks team will attend the meeting and will prepare an overview of the General Plan and M-2 Area Zoning Update process to date, how input received during the visioning and outreach components was integrated into the Draft General Plan and Zoning provisions, and key issues for each topic of the EIR. PlaceWorks will prepare a written summary of the environmental issues raised at the scoping meeting for inclusion in the Draft EIR.

d. Project Description

PlaceWorks will work with City staff to draft and refine a Project Description based on the General Plan preferred land use alternative and the draft Zoning Ordinance update provisions. Upon approval by City staff, the Project Description will be distributed to the PlaceWorks team for reference.

e. Environmental Analysis

PlaceWorks will prepare an EIR that focuses on CEQA resource categories where substantial evidence of a potentially significant environmental impact exists, while scoping out environmental issues on which it can be seen with certainty that the project would have no significant negative impact on the basis of existing documentation and regulation.

The “setting” (existing conditions) section for each subject area of the EIR will build on the Environmental Assessment and Initial Study/Mitigated Negative Declaration work done in 2012-2014 by the PlaceWorks team for the Housing Element Update, General Plan Consistency Update, and associated Zoning Ordinance Amendments. Additional work related to new traffic counting and analysis will go into the Air Quality and Community Health Risk, Greenhouse Gas, and Traffic/Transportation sections, and additional analysis is expected to be needed for the Biological Resources section due to the presence of wetlands in the M-2 area.

In keeping with the requirements of CEQA, environmental review of the General Plan and the M-2 Zoning Area Update will include a detailed analysis to determine the environmental impacts for the following resource categories:

i. Aesthetics

The aesthetics analysis will review General Plan Update and M-2 Zoning Area Update policies and programs that may impact scenic vistas and other resources, as defined in the General Plan and M-2 Area Zoning Update, such as views of the hills or the Bay. This section will describe existing visual resources within Menlo Park, including descriptions of scenic views and corridors within and adjacent to the city. Each resource will be

described, photographed, and mapped to provide context for the reviewer. Based on the aesthetic resource significance criteria, PlaceWorks will assess potential significant aesthetic impacts, such as impacts on scenic views and corridors, as well as solar and sky-view access, shadowing, light and glare, and visual character of the M-2 area.

ii. Air Quality and Greenhouse Gas Emissions

PlaceWorks will prepare an air quality, community risk and hazards, and GHG emissions analysis to support the General Plan Update and EIR. The impact analysis for the EIR will be based on the current methodology of the Bay Area Air Quality Management District (BAAQMD). The technical analysis will be integrated within the EIR and modeling datasheets will be included as an appendix.

Air Quality: In accordance with the BAAQMD's CEQA Guidelines, a Plan-level analysis will be prepared. This section will include the current air quality within the San Francisco Bay Area Air Basin (SFBAAB or Air Basin) in the vicinity of the City and a summary of regulations adopted for the purpose of reducing health-based impacts associated with poor air quality. Existing levels of criteria air pollutants available from the nearest air quality monitoring station will be incorporated.

The air quality analysis will include a qualitative analysis of criteria air pollutants and precursors generated from buildout of the proposed land uses plan. Buildout of the General Plan would generate emissions from an increase in trips and vehicle miles traveled (VMT) associated with land uses within the City. The Program-level air quality analysis will include a consistency evaluation of the General Plan to the BAAQMD's land use and transportation control measures within the air quality management plan. The SFBAAB is in nonattainment for particulate matter and for ozone. The potential increase in VMT provided by TJKM from an increase in development intensity within the City will be discussed in relation to the projected increase in residents and jobs. The air quality impact analysis will also describe land uses within the city that have the potential to generate nuisance odors. Buffer distances and/or control measures for odor sources listed in the BAAQMD's guidelines will be incorporated.

Community Risk and Hazards: The air quality section of the EIR would include an assessment of air quality compatibility based on guidance within BAAQMD's draft *Community Risk Reduction Plans for Toxic Air Contaminants (TAC) and Fine Particulate Matter (PM_{2.5}): Community Development Guidelines*. The community risk and hazards evaluation will include a discussion of potential health risks from TACs and PM_{2.5} in the project vicinity based on BAAQMD's guidance. BAAQMD does not require site-specific health risk assessments as part of the Plan-level evaluation for the General Plan. PlaceWorks recently mapped major sources of air pollutant emissions for the City as part of the Environmental Assessment for the Housing Element Update, General Plan Consistency Update, and associated Zoning Ordinance Amendments. PlaceWorks will update this inventory based on the updated traffic analysis and BAAQMD data. Recommended measures specified in the BAAQMD's Guidelines for future sensitive land uses within the areas mapped will be considered. For land uses within areas mapped as having elevated risk, the EIR will summarize the proposed General Plan policies requiring future development to reduce risk from exposure to significant concentrations of PM_{2.5} and TACs. Recommendations to reduce risk associated with placement of new sensitive land uses associated with the General Plan adjacent to major sources of air pollution will be based on the recommended buffer distances based on BAAQMD screening tools,

CARB guidance, and the California Air Pollution Control Officer's Association (CAPCOA) guidance.

Greenhouse Gas Emissions: Implementation of the City's General Plan Update would result in an increase in GHG emissions from energy use (natural gas and electricity), transportation sources, water use and wastewater generation, and solid waste disposal. The analysis will draw upon past inventories conducted for the City. The General Plan EIR will summarize the most recent community GHG emissions inventory for existing (CEQA baseline) environmental conditions and forecast GHG emissions at the General Plan Horizon year. The GHG inventory for CEQA baseline and buildout will be modeled using the latest modeling tools (EMFAC, CalEEMod, and OFFROAD). The boundaries of the community-wide GHG emissions inventories will be based on a combination of sectors over which the city has geographic and jurisdiction control. For example, the transportation sector will be based on VMT generated by trips that start or end in the City and exclude trips that pass through the City based on data provided by TJKM. The EIR will evaluate the impact from the change in GHG emissions in the City compared to CEQA baseline conditions pursuant to BAAQMD's thresholds.

The GHG section in the EIR will also discuss the City's commitment to reducing GHG emissions in accordance with the GHG reduction goals of Assembly Bill 32 (AB 32) and Senate Bill 375 (SB 375). Project consistency within the California Air Resources Board's *2008 Scoping Plan* and *2013 Scoping Plan Update* and the Metropolitan Transportation Commission (MTC) and Association of Bay Area Government's (ABAG) *Plan Bay Area* will also be reviewed. The City of Menlo Park has a Climate Action Plan (CAP). The City of Menlo Park has prepared and updated its community-wide GHG emissions inventory several times since the release of the City's *2005 Greenhouse Gas Emissions Analysis*. The latest update to the City's CAP was conducted in 2011, *Climate Action Plan Assessment Report*. To meet AB 32 goals based on the City's current emission inventory and forecast for 2020, the City in 2013 established a GHG reduction target of 27 percent below the 2005 level by 2020. The EIR will include a consistency evaluation with the GHG reduction measures identified in the Menlo Park CAP.

iii. Biological Resources

Environmental Collaborative will provide a programmatic evaluation of biological resources in Menlo Park, with particular focus on the resources in the M-2 Area. The City limits extend from I-280 on the west to the baylands around the Dumbarton Bridge on the east (including the Don Edwards San Francisco Bay National Wildlife Refuge), and include grassland, woodland, urban forest, riparian, freshwater wetland, and salt marsh habitats. Even though the city is mostly a built environment, it still contains sensitive habitat and wildlife corridors. Special-status species to be aware of in updating the General Plan include those in San Francisquito Creek (steelhead, California red-legged frog, western pond turtle), those in the baylands (saltmarsh harvest mouse, saltmarsh wandering shrew, California clapper rail, snowy plover, least tern, western burrowing owl, saltmarsh common yellowthroat, Alameda song sparrow, California black rail, Congdon's tarplant), and those in oak woodland (San Francisco dusky-footed woodrat, Cooper's hawk, and other nesting raptors). (The consulting team is aware of the presence of the fox population in the M-2 area and will characterize any significant potential effects to their habitat to aid in community understanding of the wildlife/human interface.)

Environmental Collaborative will utilize mapping done by the PlaceWorks team for the Housing Element Environmental Assessment to provide a table of the special-status species that potentially occur in the planning area, indicating their status and characteristic habitat types. Environmental Collaborative will explain the laws and regulations that apply to these species so that this can be taken into account when making decisions about changes to the General Plan. This information will be used to describe the biological setting of the Planning Area.

Environmental Collaborative will provide a focused evaluation of the biological resource issues in the M-2 Area. A field reconnaissance survey will be performed, focusing on areas of remaining natural habitat in the M-2 Area. No detailed wetland delineation or systematic surveys are proposed as part of this task; instead, Environmental Collaborative will review available wetland delineation information, such as the 2010 Us Army Corps of Engineers Carnduff Property Jurisdictional Determination done for the undeveloped 14-acre parcel at 1500 Adams Drive.

In addition to the habitat map, special-status species analysis, and regulatory analysis, Environmental Collaborative will identify ways to manage and improve the interface between the built environment and the natural environment in the M-2 Area. Environmental Collaborative will informally consult the State and federal wildlife agencies to understand their concerns, as well as other environmental advocacy stakeholders. Environmental Collaborative will provide input regarding whether potential development could result in significant impacts to biological resources.

iv. Cultural and Archeological Resources

PlaceWorks will utilize the findings of the Community Character Report prepared by Johnson/Knapp to describe any potential impacts to cultural resources and pre-historic and historic sub-surface cultural resources, and ensure that impacts are either avoided or adequately mitigated if unavoidable.

v. Geology, Soils, and Mineral Resources

In this section PlaceWorks will describe potential impacts related to seismic shaking, liquefaction, erosion, expansive soils, and subsidence. Additionally, potential impacts related to geotechnical soil properties, such as erosion, expansive soils, and subsidence will be described. PlaceWorks will review the draft General Plan policies pertaining to geology, soils, and seismicity, and suggest revisions to these policies or new policies, if necessary, in order to mitigate potential geotechnical impacts.

vi. Hazards and Hazardous Materials

In this section, PlaceWorks will identify sites with leaking underground storage tanks and other toxins, and summarize the existing framework of federal, State, County, and local regulations governing the use, storage, transport, and disposal of hazardous materials.

vii. Hydrology and Water Quality

PlaceWorks will prepare the setting section and then assess impacts and identify whether any mitigation measures are need to supplement the General Plan and Zoning provisions. Development under the General Plan Update may change impervious surface areas and alter drainage patterns. Based on a review of available information, it is anticipated that impacts relating to hydrology and water quality may include an increase in stormwater runoff volume and resultant degradation of water quality unless appropriate mitigation

measures are implemented. This potential impact will be described qualitatively. Potential impacts associated with the discharge of urban pollutants (petroleum hydrocarbons and heavy metals associated with automobile use) will also be described. Regulations and policies to reduce storm water pollution during the construction and operational phases of future projects will be described in detail.

viii. Noise

PlaceWorks will prepare a noise analysis in support of the General Plan and M-2 Area Zoning Update and EIR that will identify the impacts on sensitive land uses from the comprehensive update of the General Plan. The EIR will discuss relevant standards and criteria for noise exposure; the assessment of impacts will be based on federal, state, and local ordinances, policies, and standards, including those in the City of Menlo Park's General Plan Noise Element and Municipal Code.

As part of the planning process, technical noise staff will review the goals and policies regarding noise in the General Plan; provide input to the process, including technical support and research; and make recommendations to meet the City's long-term goals.

Transportation Noise: Noise from vehicular traffic will be assessed using a version of the US Federal Highway Administration (FHWA) Traffic Noise Model; these contours will rely on traffic forecasts provided in the traffic impact analyses (provided by Nelson\Nygaard) for the General Plan and M-2 Plan efforts. These analyses will identify areas along freeway and roadway segments that would be exposed to noise increases above criteria included in the City's General Plan Noise Element. In addition, the noise analysis will identify potential noise and vibration impacts to sensitive uses in the City and in the M-2 Area from railways.

Stationary Noise: Noise impacts from non-transportation sources such as major retail and commercial/ industrial uses will be discussed in terms of potential impacts to nearby noise-sensitive receptors. For the M-2 Area, future ambient noise and land use compatibility will be discussed for the proposed uses in the Plan area; noise mitigation will be provided to reduce potential impacts to future sensitive land uses related to noise, if applicable.

Noise and Land Use Compatibility: An analysis will be prepared to assess noise and land use compatibility for focused areas in the City that could be affected by land use changes or by changes in traffic patterns. Potential land use conflicts within the city will be identified based on the results of the noise monitoring and modeling results (which then can help inform City decision-making about selection of a preferred land use alternative).

Construction Noise and Vibration: Construction impacts with implementation of the project will be evaluated at a programmatic level for the General Plan. In addition, a focused analysis will be prepared for potential temporary impacts during construction of the M-2 Area due to the potential need for pile driving and demolition activity that may occur with future development in the area. Future noise and vibration effects from construction activities will be discussed in terms of accepted standards from the US Federal Transit Administration (FTA). Feasible provisions will be developed for Uniformly Applicable Development Standards to guide construction in the M-2 Area.

Noise Section: Potential land use conflicts within the City will be identified based on the results of the noise monitoring and modeling results. The results of this analysis will be

summarized in the EIR noise section and pertinent calculation details will be provided in an Appendix.

ix. Population and Housing

This section will focus on the potential for displacement of people or housing and for substantial population growth that could result from implementation of the General Plan. PlaceWorks will describe existing population and housing conditions and summarize the relevant State and local regulatory framework including the City's Regional Housing Needs Association (RHNA) and the current Housing Element. Based on the population and housing significance criteria, PlaceWorks will assess potential population and housing impacts.

x. Public Services

This section will evaluate potential impacts on public services, including fire/emergency medical services (EMS), police services, and schools. PlaceWorks will describe existing public services within the city. The setting will include a description of each public service provider, including current and projected capacity. Based on the public services significance criteria, PlaceWorks will assess potential impacts. If necessary, mitigation measures to reduce impacts to less-than-significant levels in the form of policy recommendations will be identified. Interviews and data gathering for the Fiscal Impact Analysis (see Section 3.7 b.) will be coordinated with preparation of this EIR section to ensure consistency.

xi. Parks and Recreation

PlaceWorks will describe the existing recreation setting within the city and evaluate any potential impacts on existing park and recreation facilities. This section will draw on standards and objectives described in City documents, including any master plans for existing City or regional parks.

xii. Traffic/Transportation

In developing the traffic study for the General Plan and M-2 Area Update EIR, TJKM will utilize and adhere to the City's current and proposed Transportation Impact Assessment (TIA) standards that may be established through the General Plan update process. TJKM will work closely with PlaceWorks to adapt the TIA contents of the Administrative Draft Circulation Element into an appropriate CEQA approach and format. Aside from the General Plan and M-2 Area Update EIR TIA, Nelson\Nygaard will separately address issues related to the Update itself, primarily background investigations on policy recommendations for the Circulation Element Update.

xiii. Utilities and Service Systems

The Utilities analysis will utilize the findings of the data collection and analysis and assess potential impacts of the General Plan Update on utility services. This will include a description of existing utility and service systems within the city, including current operations, capacity, and facility locations. Based on the utility and service systems significance criteria, PlaceWorks will assess potential impacts. If necessary, new or modified General Plan policies requiring developer provision of infrastructure will be recommended to reduce impacts to a less-than-significant level. As a Water Supply Assessment is not required in conjunction with the General Plan and M-2 Area Zoning update, one is not being prepared as part of this project.

f. Alternatives Analysis

PlaceWorks and TJKM will evaluate up to three alternatives to the proposed project, one of which will be the CEQA-required No Project Alternative. The alternatives will be based in part on the various land use scenarios the City considers as part of the General Plan Update process. CEQA Guidelines allow the alternatives to be evaluated in less detail than the project, but they still will need adequate metrics to allow comparison. Accordingly, PlaceWorks and TJKM will utilize one or more appropriate metric (e.g., vehicle miles traveled [VMT]) to compare and differentiate the potential effects of the land use alternative. Based on this analysis, the Environmentally Superior Alternative will be identified (as required by CEQA).

g. CEQA Required Assessment Conclusions

PlaceWorks will prepare the appropriate conclusions to fulfill CEQA requirements by providing an assessment of unavoidable significant environmental impacts; significant irreversible environmental changes; relationship between local short-term uses of the environment and long-term productivity; and effects found not to be significant.

h. Draft EIR

Following the completion of the above tasks, PlaceWorks will compile the information into a Draft EIR. Four iterations of the document would be prepared:

- Two **Administrative Drafts** will be prepared for City review and comment.
- Upon receipt of City comments on the Administrative Drafts, PlaceWorks will prepare a **Screencheck Draft EIR**.
- PlaceWorks will make any necessary revisions to the Screencheck Draft, prepare the **Public Review Draft EIR** for publication, and route it to the State Clearinghouse. (Technical appendices and background reports will be provided electronically for all drafts.)

i. Final EIR

Immediately following the completion of the 45-day public review period, PlaceWorks will meet with City staff to discuss any comments received during the public review period and the approach to responding to the comments. PlaceWorks will incorporate public and/or agency comments received on the Draft EIR and the responses to these comments, as appropriate, into an Administrative Draft Response to Comments document. Other members of the consulting team will also participate as needed. The project budget includes up to 40 hours for PlaceWorks to respond to comments, which is commensurate with the anticipated level of effort. (Reanalysis is not included in this Scope of Services.)

If necessary, PlaceWorks will also prepare a Mitigation Monitoring and Reporting Program (MMRP) for the General Plan. We anticipate that most mitigation measures will take the form of policy amendments to the General Plan Update. As a result, detailed monitoring may not be necessary. PlaceWorks will prepare certification findings, and will provide findings, if necessary, to justify a Statement of Overriding Considerations to be prepared by City staff. Production of the **Final EIR** will include:

- **Administrative Final EIR**, including the Responses to Comments and other components as described above.
- **Screencheck Final EIR**, incorporating changes based on City comments.
- **Final EIR** revised to incorporate all comments from the City.

3.7 Fiscal Analysis and Economic/Financial/Market Reports

a. Public Benefits Study

BAE will prepare a development trends and opportunities report that addresses market and development feasibility issues, emphasizing public benefits. This development feasibility analysis will highlight how project scale options can generate return and provide a basis for evaluating public benefits that developers could provide in return for increased development potential.

The report will identify current market trends and demand for various types of uses in the Peninsula and Silicon Valley market, potential development activity in the M-2 Area, and the development economics and feasibility trends that drive demand for various types of projects. This report will provide insight into how much demand there is for office/research and development (R&D), hotel, and residential, how much can be captured in the M-2 Area, and what mix of uses (including ancillary retail and retention of industrial) will best provide the amenitized mixed-use environment sought by high-tech firms for 21st century workplaces. It will include development feasibility assessments through prototype pro forma modeling for up to five different project types. The pro formas will illustrate the scale necessary for new development to be feasible, and why the market produces different types of buildings in the region (e.g., 3-story Class A office buildings in one location and 5-story Class A buildings in another). This report will inform the consultant team's development of the plan, as well as serve to inform GPAC and Community Workshop discussions of these items.

b. Current Fiscal Analysis

BAE will first analyze current fiscal conditions, and provide a summary to complement the other Existing Conditions Reports, and then prepare a Fiscal Impact Analysis (FIA) for the General Plan that shows projected net increase in annual General Fund fiscal revenues, annual General Fund expenditures, and one-time revenues from development impact fees and other sources for all development pursuant to the General Plan, including the current Housing Element. This will be done for the alternatives defined in the EIR. The same level of analysis will be done for Special Districts serving Menlo Park. This work will be coordinated with the EIR to ensure maximum consistency. The analysis will use a marginal cost approach to the extent possible, supported by a service population average cost approach, consistent with BAE's approach to previous FIA work for the City.

c. M-2 Area Zoning Update Fiscal and Economic Analysis

BAE will analyze the current fiscal conditions and prepare a Fiscal Impact Analysis (FIA) for the M-2 Area Zoning Update similar to that outlined in Task 3.7a. BAE will analyze additional topics, including projections for potential business-to-business taxable sales and resulting revenues to the City; new retail spending; and new lodging demand and resulting transient occupancy tax revenues. Existing conditions information will be compiled with existing fiscal conditions for ease of review by the public, General Plan Advisory Committee, Planning Commission and City Council.

BAE will prepare an Administrative Draft FIA, a Screencheck Draft FIA, and a Public Review Draft FIA. BAE will attend a Planning Commission and City Council meeting to present the findings of the FIA. Following conclusion of the public Draft EIR/Draft FIA comment period, BAE will produce a final FIA report that addresses all submitted comments.

Task 4. Project Management

Principal-in-Charge Charlie Knox and senior staff at PlaceWorks will coordinate regularly with City staff to assure the quality and timeliness of all processes and products included in the project. PlaceWorks senior staff will also communicate frequently with City staff regarding any emerging issues involving the project. In addition, PlaceWorks senior staff will work closely with all staff on the consultant team to ensure that all deadlines and City expectations and needs are met.

COST ESTIMATE

The estimated not-to-exceed cost to complete the scope of work described in this proposal is \$1,499,559.

This scope of work and cost estimate assumes that:

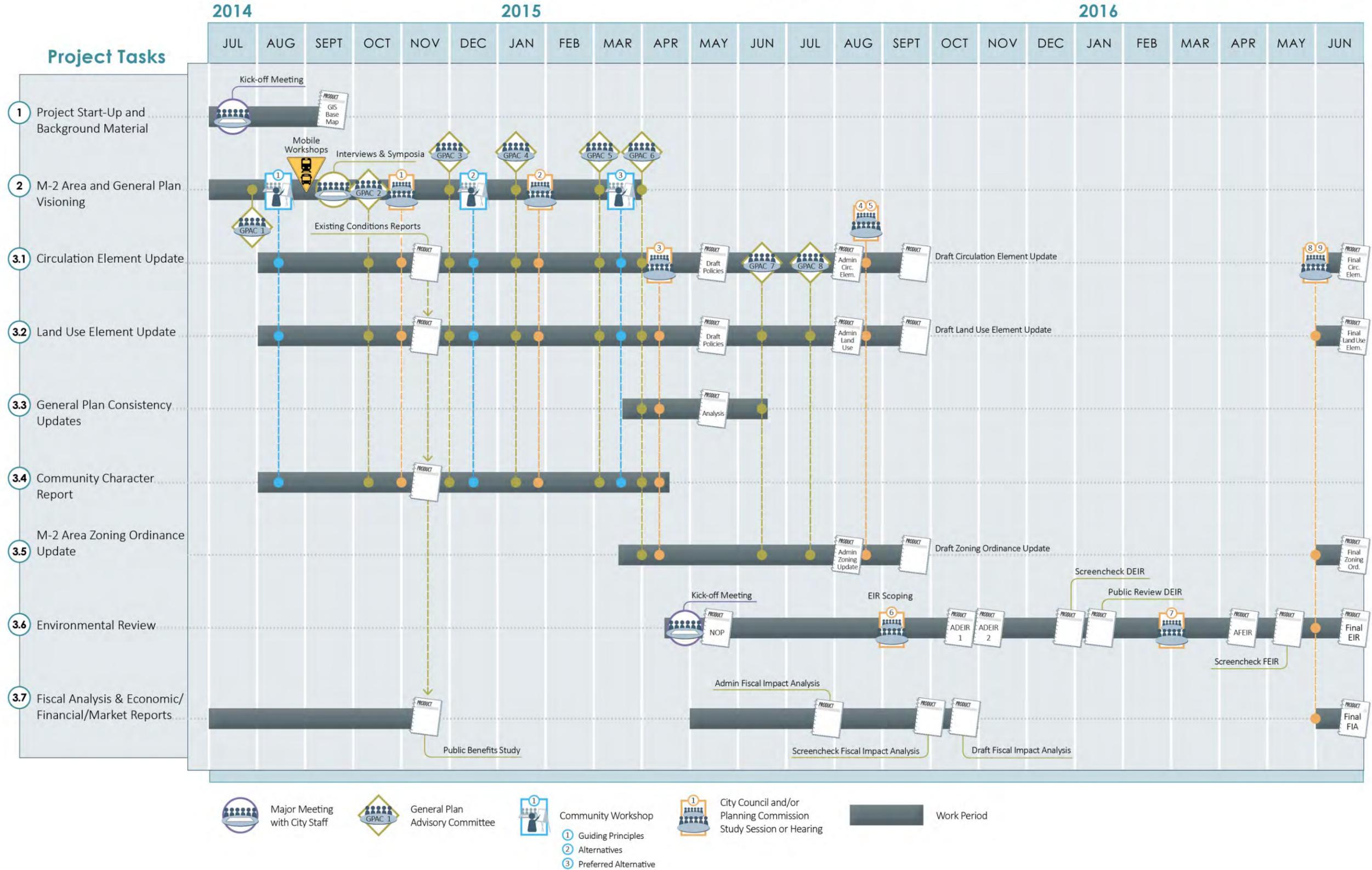
- PlaceWorks will bill the City on a time-and-materials basis monthly. Billing rates for the project are guaranteed through December 2016. Billing rates would be subject to an increase of up to 6 percent on January 1, 2017, and in each subsequent year thereafter.
- Principal-in-Charge Charlie Knox will attend interviews, community workshops, and General Plan Advisory Committee, Planning Commission and City Council meetings, except in the case of an emergency.
- PlaceWorks staff can spend up to 40 hours responding to comments on the Draft EIR.
- The City will be responsible for postage costs for any mailings, including newsletters, as well as meeting logistics, including schedule coordination, document production, notices, mailing costs, room reservations, room set-up and take-down, and refreshments.
- For each deliverable product requiring City review, City staff will compile and consolidate all City comments into one transmittal listing revisions to be made by the PlaceWorks team.
- All products will be submitted to the City in electronic (PDF) format for printing by the City.

Cost Estimate

Hours per Task	PlaceWorks							BAE			Nelson\Nygaard			TJKM			Env. Collab.	Johnson/Knapp		Labor Cost per Task
	Knox, Principal	Assoc. Principal	McCracken, Sr Assoc	Dudley, Associate	Project Planner	Planner/ GIS / Scientist	Graphics/WP	Principal	Senior Associate	Analyst	Principal	Associate Principal	Associate	Vice President	Senior Associate	Engineer	Principal	Principal	Architect	
1. Project Start-Up and Background Material	50	-	42	58	16	40	24	8	8	-	16	-	-	16	-	-	16	-	-	45,170
1.1. Review Background Information	30	-	24	36	-	-	-	4	4	-	8	-	-	8	-	-	8	-	-	21,560
1.2. Assemble GIS Data and Prepare Base Map	4	-	2	6	-	40	24	-	-	-	-	-	-	-	-	-	-	-	7,290	
1.3. Kick-Off Meeting and City Tour	16	-	16	16	16	-	-	4	4	-	8	-	-	8	-	-	8	-	-	16,320
2. M-2 Area and General Plan Visioning	1,056	-	232	1,176	1,036	396	512	64	-	-	56	-	-	20	-	-	-	-	-	634,920
2.1. Kick-Off Event: Community Workshop 1	36	-	16	60	74	16	74	-	-	-	8	-	-	-	-	-	-	-	-	25,860
2.2. Educational Speaker Series	80	-	40	80	80	48	48	-	-	-	24	-	-	8	-	-	-	-	-	57,840
2.3. Community Workshops 2 & 3	96	-	-	104	108	80	56	16	-	-	-	-	-	-	-	-	-	-	-	60,820
2.4. Mobile Workshops	56	-	16	72	80	64	74	12	-	-	12	-	-	12	-	-	-	-	-	48,560
2.5. Focus Groups	80	-	-	96	104	-	20	-	-	-	-	-	-	-	-	-	-	-	-	42,280
2.6. Stakeholder Interviews	96	-	-	104	116	-	-	-	-	-	-	-	-	-	-	-	-	-	-	46,380
2.7. Surveys	74	-	-	80	96	60	74	-	-	-	-	-	-	-	-	-	-	-	-	32,940
2.8. General Plan Advisory Committee	196	-	80	120	60	-	60	16	-	-	12	-	-	-	-	-	-	-	-	88,020
2.9. Digital Engagement	80	-	-	108	120	56	120	-	-	-	-	-	-	-	-	-	-	-	-	58,340
2.10. Newsletter	96	-	-	96	120	72	96	-	-	-	-	-	-	-	-	-	-	-	-	59,520
2.11. City Council Outreach	120	-	80	144	80	-	40	-	-	-	-	-	-	-	-	-	-	-	-	69,040
2.12. Commission Outreach	48	-	-	48	48	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,600
2.13. Discussion & Coordination with Major M-2 Property Owners	48	-	-	64	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-	23,720
3. General Plan, Zoning Update & Fiscal Analysis	524	156	292	436	624	640	248	96	200	160	156	200	200	32	52	284	52	256	90	650,230
3.1. Circulation Element Update	104	8	32	36	40	-	-	-	-	-	156	200	200	12	40	220	-	-	-	163,520
3.2. Land Use Element Update	112	-	-	120	144	144	48	-	-	-	-	-	-	-	-	-	-	-	-	70,920
3.3. General Plan Consistency Updates	60	-	-	88	112	144	40	-	-	-	-	-	-	-	-	-	4	-	-	52,240
3.4. Community Character Report	56	-	-	56	60	20	40	-	-	-	-	-	-	-	-	-	-	160	80	64,520
3.5. M-2 Area Zoning Ordinance Update	72	148	-	96	160	60	72	-	-	-	-	-	-	-	-	-	-	-	-	80,160
3.6. Environmental Review	96	-	260	-	108	272	48	-	-	-	-	-	-	20	12	64	48	96	10	139,230
3.7. Fiscal Analysis & Economic/Financial/Market Reports	24	-	-	40	-	-	-	96	200	172	-	-	-	-	-	-	-	-	-	80,780
4. Project Management	320	-	80	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	96,200
Hours	1,950	156	646	1,790	1,676	1,076	784	168	208	160	228	200	200	68	52	284	68	256	90	
Billing Rate	\$210	\$165	\$160	\$135	\$105	\$85	\$80	\$250	\$150	\$95	\$230	\$130	\$105	\$250	\$210	\$145	\$140	\$150	\$125	
Labor Cost	\$409,500	\$25,740	\$103,360	\$241,650	\$175,980	\$91,460	\$62,720	\$42,000	\$31,200	\$15,200	\$52,440	\$26,000	\$21,000	\$17,000	\$10,920	\$41,180	\$9,520	\$38,400	\$11,250	\$1,426,520
Total Project Hours	10,060																			
Total Firm Labor Cost							\$1,110,410		\$88,400			\$99,440		\$69,100	\$9,520		\$49,650			
EXPENSES																				
Mileage (@ \$0.565 per mile)							4,400		600			400		900	400		400		400	
Deliveries							250													
Subconsultant Management (10%)							31,981													
Office Expenses (Phone, Fax, Copies, etc. @ 2% of Labor)							22,208													
Market Data Purchase									1,000											
Bus and Equipment Rental							10,500													
Total Expenses							\$69,339		\$1,600			\$400		\$900	\$400		\$400		\$400	
TOTAL							\$1,179,749		\$90,000			\$99,840		\$70,000	\$9,920		\$50,050			
GRAND TOTAL							\$1,499,559													

Schedule

City of Menlo Park General Plan and M-2 Area Zoning Update Schedule



From: [Ellen Barton](#)
To: [Murphy, Justin J C](#)
Subject: General Plan scope of work
Date: Monday, June 09, 2014 11:35:46 AM

Hello, Justin,
Thank you for the opportunity to review the scope of work for the General Plan update.

If I may comment on the task element related to Level of Service: I suggest asking the consultant to include a review of different new ways that Level of Service of service is being measured to be more inclusive of multiple modes. The City of San Mateo may have some examples, I understand.

The intersection at Sand Hill and Alpine is one that has been of concern for cyclists and may be worth adding to the list of "up to 10" intersections for detailed review.

These are merely suggestions.

--

Ellen Barton
Active Transportation Coordinator
San Mateo C/CAG
(650) 599-1420



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From: [John Kadvary](#)
To: [Murphy, Justin I C](#)
Cc: [Kadvany, John](#)
Subject: General Plan scope comments
Date: Monday, June 09, 2014 9:52:24 AM

Dear Justin:

Here are some thoughts concerning the General Plan draft scope of work with Placeworks as the selected consultant. Thanks for getting this all going and moving the process along.

- I'm very glad to see the qualification about 'complete streets' that no assumptions are to be made assuming the intrinsic value of sidewalks in all neighborhoods.

- On the Community Character scope, I'm unclear what the purpose of the survey/data collection is to be, and so how Placeworks will know how to design their collection level of effort, detail and survey direction. I think there should be a clearer statement of possible uses of the data to guide its purpose. I think some of the language regarding community aesthetics and so forth do not reflect, at least in a residential context, the realities of new building or remodeling choices and transitional growth. Only by 'working backward' from the intended application will it start to be clear what kind and how much data should be collected in what ways. Even the term 'Community Character' is not clear in terms of how much emphasis is on residential vs. non-residential areas.

The Community Character base budget of \$50K is also not clearly allocated (unless I missed something) between the survey task and process development, and I'm concerned that there is or will not be sufficient resources to do a very good job on the latter. In terms of data usage, again, only with a sense of how detailed the eventual guidance products are to be, and focusing on what kinds of issues and contexts (Planning Commission only? Neighbors of new buildings? Commercial and residential?), can Placeworks know what they are about. For comparison, Burlingame's residential guidelines are almost one hundred pages (not my preference), Palo Alto's is a few dozen (my preference), and both are well-illustrated with stereotyped examples of 'good/bad' design - will we have budget to even outline the latter? And I'm not even quite sure, from the scope description, if residential guidelines are really a target. I'm also sure that there are plenty of confusions among residents and CC that 'guidelines' can be advisory or stronger, and could be enacted in all kinds of ways by different neighborhoods. So this part of the scope, and its budget, could stand some filling in.

- I understand the overall goal of combining the M-2 focus in the context of our GP process. I don't think those two competing goals are at all clearly spelled out. The idea that a kick-off meeting might include generic 'what you like/dislike about MP' activities strikes me as misleading because the process is, as directed by CC, to focus on the M-2. I'm also wondering about the goal of developing 'Guiding Principles' from what sounds like just a single workshop. I don't think that can occur unless Placeworks 'preloads' a suite of valued outcomes to help people along - but then it's a much more directed process than 'let's find out what the public cares about', there just isn't the time. I'd also like to see what 'public benefit' is intended to be, or possibly be, given the challenges in the past of defining and implementing it.

Revenues are mentioned, but the term remains obscure, and there is a basic question of what M-2 development is for. I also don't think we should spend a lot of time with generic enumerations of benefits; what's important are concrete value chains and how the city can control or benefit from them.

- Finally, in terms of general GP scope, I'm personally concerned that the city is dragging its heels on its water policy, an infrastructure issue which to me seems suited to the GP. I listened to the recent CC discussion on water and am concerned how the topic of water supply and demand is being addressed in a seemingly ad hoc manner and without a coherent organizing framework for residents and CC as decision-makers. This is especially frustrating given the simplicity of our water supply (Hetch Hetchy + groundwater) and the few neighboring cities participating in our groundwater commons. When I raised this issue at the final GP consultant selection meeting, Chip Taylor advised that water policy would be addressed through the other studies going on and to be discussed at the CC meeting, but what I heard was insufficient. As the city manager, at the CC meeting, expressed concern about not having sufficient resources to pursue a more detailed water policy analysis, the use of the GP process to do just that also seems appropriate.

I hope that helps. Please let me know if I've misunderstood or missed anything, I realize the scope cannot spell out everything in total detail, and there may be ideas implicit in city discussions with Placeworks. In any case, I look forward to the GP process going ahead.

Sincerely,
John Kadvany / Menlo Park Planning Commissioner

San Jose Office
111 W. St. John St., Suite 420
San Jose, CA 95113
(408) 983-0856

June 10, 2014

Justin Murphy, Development Services Manager
Community Development Department
City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025

Dear Mr. Murphy,

Greenbelt Alliance appreciates the opportunity to provide feedback on the Draft Scope of Services for the Menlo Park General Plan Update and M-2 Area Zoning Update. Greenbelt Alliance is the champion of the places that make the Bay Area special and we bring people together to ensure the right development happens in the right place and leads to healthy, thriving communities. Menlo Park's General Plan update will set the tone for development over the next several decades.

The Draft Scope of Services looks fairly comprehensive and we look forward to seeing how this planning process unfolds. Please accept the following comments as ways to strengthen the community engagement and data collection process.

1. It is noted and appreciated that workshop promotional materials will be in English and Spanish. It will be important to provide translated materials and translation services at every meeting in English and Spanish and likely in other Asian and Pacific Islander languages.
2. In addition to providing materials and interpretation in other languages, it will be helpful to offer childcare so working families can attend and provide valuable input. Oftentimes, the need to find a babysitter prevents parents from attending evening meetings. At one meeting in San Jose where children were welcome, attendance amongst the Latino population grew from 8 parents to forty. If this is offered, it should be promoted in meeting announcements.
3. The input survey should be available online as well as in other ways to ensure lower-income communities have equal opportunity to comment. Please provide a paper copy and plan for how you will outreach to people with low access to technology. The survey can be available at community centers, libraries and schools.
4. Stakeholder groups and the General Plan Advisory Committee must include more historically underserved communities such as renters and immigrant populations.

5. In the Circulation Element Update, Nelson Nygaard should also collect data on bike and pedestrian counts.
6. In the Circulation Element Update, Nelson Nygaard and the City of Menlo Park should consider something other than Level of Service (LOS), such as multi-modal accessibility modeling, so as to promote a mode shift from single occupancy vehicles to walking, cycling and public transportation use.

Greenbelt Alliance appreciates your consideration of our comments and suggestions. Please keep us apprised of all meetings and reports.

Sincerely,

A handwritten signature in black ink that reads "Michele Beasley".

Michele Beasley
Regional Director

From: [Emma Shlaes](#)
To: [Murphy, Justin I C](#)
Cc: [Colin Heyne](#); [Corinne Winter](#)
Subject: SVBC comments on Draft Scope of Services for Menlo Park General Plan
Date: Wednesday, June 11, 2014 3:52:38 PM

Dear Mr. Murphy:

Thank you for the opportunity for the Silicon Valley Bicycle Coalition (SVBC) to comment on the Draft Scope of Services for the Menlo Park General Plan Update and M-2 Area Zoning Update. We feel it is very comprehensive. Please accept the following comments from SVBC to strengthen some elements of the process:

Circulation Element

1. Please include bicycle and pedestrian counts in the data collection period. This is very important to understanding the full range of existing transportation modes and preferences and establishing a baseline.
2. The Circulation Element should set transportation goals that support statewide carbon reduction goals, namely those in AB 32, the Global Warming Solutions Act of 2006, which set greenhouse gas emissions reductions targets for 2020 and SB 375, the Sustainable Communities and Climate Protection Act of 2008. This can be accomplished through strategies to reduce vehicle miles traveled and single-occupancy vehicle trips while increasing active transportation through bicycling, walking, and public transit.
3. We recognize that Menlo Park adopted a Complete Streets Policy in 2013 and hope that the revised General Plan reflects this commitment to complete streets implementation by ensuring that modes of travel other than cars are considered on city streets.
4. To this end, the consultants and city should use the multimodal level of service analysis (MMLoS) instead of traditional level of service (LOS) for all roadway and intersections analyzed.

Community Engagement

1. Thank you for including Spanish language materials in addition to English ones. We would also urge you to consider providing translation services at public meetings in both languages as well as Asian and Pacific Island languages.
2. Please provide a paper copy and distribution and outreach plan for the input survey as many residents may not have access to the internet and thus unequal opportunity to comment on the important plan for their community.
3. We advise you to ensure that historically underserved communities such as renters and immigrant populations are included in the stakeholder group

interviews.

Let me know if you have any questions.

Sincerely,

Emma Shlaes

--

Emma Shlaes

Advocacy Coordinator

Silicon Valley Bicycle Coalition

96 N. Third Street, Suite 375

San Jose, CA 95112

Office: 408-287-7259 Ext. 228

Cell: 650-703-1191

<http://bikesiliconvalley.org>

Working to make bicycling safe, convenient, and fun



San Mateo County Health System

June 11, 2014

Justin Murphy
Development Services Manager
Community Development Department
City of Menlo Park
701 Laurel St
Menlo Park, CA 94025

SUBJECT: General Plan Update and M-2 Area Zoning Update Draft Scope of Services

Dear Mr. Murphy,

On behalf of the San Mateo County Health System, thank you for the opportunity to comment on the Scope of Services for Menlo Park's General Plan Update. The Health System's mission is to improve the quality and longevity of our residents' lives. To further our mission we support and engage in environmental and policy change efforts that contribute to the overall health, social equity, and vibrancy of San Mateo County communities. The plan update calls for meaningful public participation and application of relevant data to ensure the most inclusive process and successful plan. Please consider the following comments. We look forward to staying engaged throughout Menlo Park's General Plan Update process.

Outreach

There are opportunities for significant outreach to and engagement of communities that are not always included in planning processes, but who are inevitably affected by long-range land use planning.

- Section 2.1 of the Scope of Work indicates Placeworks will provide outreach materials for public meetings in Spanish. In addition to outreach materials, the consultant should provide language interpretation services during public meetings for individuals with limited English proficiency. The Health System would gladly support this effort by lending our interpretation equipment for events.
- In addition to Spanish language materials and interpretation, other languages should be considered for inclusion in aspects of the plan process. Residents who speak Asian and Pacific Island languages make up 23% of the linguistically isolated population in Menlo Park¹. Additional research on linguistic needs is appropriate to ensure all community members are able to participate in the process equally.
- Section 2.6 describes targeted stakeholder interviews. These interviews are an opportunity to engage vulnerable populations which have been historically under-engaged in community planning processes, to assess their needs, concerns and aspirations. We urge you to interview stakeholder groups including but not limited to renters, affordable housing residents, people of color, residents and business owners with limited English proficiency, and service employees. Focus groups may also be a good opportunity to gather input. Plans to prioritize these groups should be proactive and include outreach at places of worship, schools, community centers and clinics.
- Section 2.7 describes an online survey to gather input from individuals who are unable to attend meetings in person. This survey should be made available in paper form as well as online to capture input from community members without access to the web. All surveys must be available in appropriate languages. Beyond the survey, city staff and consultant should also outline plans for

¹ 2008-2012 American Community Survey

225 37th Avenue, San Mateo, CA 94403

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Health System Chief • Jean S. Fraser

soliciting input at appropriate points in the process from community members on the other side of the “digital divide”.

- The Scope outlines the composition of the General Plan Advisory Committee. Please provide clarity in the scope of work on how a robust public call for advisory committee members will be handled and how the selection process will be conducted for the positions appointed by City Council members. We encourage you to ensure the process not only allows for but prioritizes those often marginalized in planning processes to fully participate in the advisory body.

Data

Gathering and reporting applicable data will be a foundational step in crafting a General Plan that meets the needs of all Menlo Park residents.

- Section 3.1 details the Circulation Element Update. If regular bicycle and pedestrian counts have not been conducted since Menlo Park’s 2005 Comprehensive Bicycle Development Plan, updated counts will help ensure the Circulation Element benefits all road users. At a minimum, counts should be conducted at intersections selected for study in exploring alternatives to Level of Service (LOS).

It is excellent that the City is exploring alternatives to Level of Service (LOS) for transportation performance measures, including Multimodal Level of Service. The City should also explore other alternative metrics, including Vehicle Miles Traveled and Person Delay, which are currently under study by Caltrans. The Health System can provide more details on this if needed.

- Multiple tasks in the Scope involve gathering and compiling information on current conditions in Menlo Park. A comprehensive report bringing together all data gathered as well as data from recent planning efforts is crucial in identifying needs and opportunities for the General Plan Update. A comprehensive Existing Conditions Report should include demographic and health data and should identify disparities in health and other socioeconomic factors. The consultant should use these indicators to target outreach to vulnerable communities and shape proactive policies to reduce these disparities through implementation of the General Plan. These population-based indicators should be evaluated and reported to City Council on an ongoing basis at least every three years.

East Palo Alto’s [Existing Conditions Report](#) is a good example of comprehensive data on demographics, socioeconomic characteristics, and housing conditions and needs.

- Data gathering should also include an analysis of existing or potential displacement, and specifically examine residential, commercial, and multi-sector job vulnerability.

Thank you again for the opportunity to comment on Menlo Park’s Scope of Work for the General Plan Update. We are happy to assist with health data and look forward to participating throughout the update process. Please contact me with any questions at mjohnston@smcgov.org or 650.573.2415.

Sincerely,

Maeve Johnston
Community Health Planner
San Mateo County Health System

225 37th Avenue, San Mateo, CA 94403

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Health System Chief • Jean S. Fraser

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