SPECIAL MEETING MEETING
Date: 10/16/2020
Time: 2:45 p.m.
Special Meeting Location: Joinwebinar.com **– ID# 284-115-803**
Closed Session: Teleconference

Special Meeting (Joinwebinar.com – ID# 284-115-803)

A. Call To Order

Mayor Taylor called the meeting to order at 2:51 p.m.

B. Roll Call

Present: Carlton, Combs, Mueller, Nash, Taylor
Absent: None
Staff: City Manager Starla Jerome-Robinson, Interim City Attorney Cara Silver, Deputy City Clerk Neetu Salwan

C. Regular Business – no staff presentation

C1. Authorize the city manager to enter into a contract with Dudek to prepare an environmental impact report and housing needs analysis for the proposed mixed-use project at 123 Independence Drive for the amount of $251,701 and future augments as may be necessary to complete the environmental review and housing needs assessment for the proposed project (Staff Report #20-226-CC) **– continued from 10/13**

Senior Planner Tom Smith introduced the item.

ACTION: Motion and second (Combs/ Carlton), to authorize the city manager to enter into a contract with Dudek to prepare an environmental impact report and housing needs analysis for the proposed mixed-use project at 123 Independence Drive for the amount of $251,701 and future augments as may be necessary to complete the environmental review and housing needs assessment for the proposed project, passed 4-0-1 (Nash absent).

Mayor Taylor adjourned the regular meeting at 3:01 p.m. and called the closed session to order.

D. Closed Session

Present: Carlton, Combs, Mueller, Taylor
Absent: Nash
Staff: City Manager Starla Jerome-Robinson

D1. Public employment (Gov. Code section 54957.) City attorney recruitment

E. Adjournment

Neetu Salwan, Deputy City Clerk

These minutes were approved at the City Council meeting of October 27, 2020.

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE

On March 19, 2020, the Governor ordered a statewide stay-at-home order calling on all individuals living in the State of California to stay at home or at their place of residence to slow the spread of the COVID-19 virus. Additionally, the Governor has temporarily suspended certain requirements of the Brown Act. For the duration of the shelter in place order, the following public meeting protocols will apply.

Teleconference meeting: All members of the City Council, city staff, applicants, and members of the public will be participating by teleconference. To promote social distancing while allowing essential governmental functions to continue, the Governor has temporarily waived portions of the open meetings act and rules pertaining to teleconference meetings. This meeting is conducted in compliance with the Governor's Executive Order N-25-20 issued March 12, 2020, and supplemental Executive Order N-29-20 issued March 17, 2020.

- How to participate in the meeting •
  - Submit a written comment online:
    menlopark.org/publiccommentOctober16*

- Record a comment or request a call-back when an agenda topic is under consideration:
  Dial 650-474-5071*
  *Written and recorded public comments and call-back requests are accepted up to 1-hour before the meeting start time. Written and recorded messages are provided to the City Council at the appropriate time in their meeting. Recorded messages may be transcribed using a voice-to-text tool.

- Access the special meeting real-time online at:
  joinwebinar.com – Special Meeting ID # 284-115-803

Subject to Change: Given the current public health emergency and the rapidly evolving federal, state, county and local orders, the format of this meeting may be altered or the meeting may be canceled. You may check on the status of the meeting by visiting the City's website www.menlopark.org. The instructions for logging on to the webinar and/or the access code is subject to change. If you have difficulty accessing the webinar, please check the latest online edition of the posted agenda for updated information (menlopark.org/agenda).

STAFF REPORT

City Council
Meeting Date: ~~**10/13/2020**~~ **10/16/2020**
Staff Report Number: **20-226-CC**

Regular Business: **Authorize the city manager to enter into a contract with Dudek to prepare an environmental impact report and housing needs analysis for the proposed mixed-use project at 123 Independence Drive for the amount of $251,701 and future augments as may be necessary to complete the environmental review and housing needs assessment for the proposed project**

Recommendation

Staff recommends that the City Council authorize the city manager to execute a contract with Dudek for the amount of $251,701 and future augments as may be necessary to complete the environmental review and housing needs assessment (HNA) for the proposed 123 Independence Drive mixed-use project based on the proposed scope and budget (Attachment A.)

Policy Issues

City Council Resolution No. 6479 authorizes the city manager to execute agreements necessary to conduct City business up to a stated award authority level which adjusts annually based on changes in the construction cost index. The current award authority is $78,000. While the project applicant is responsible for the full cost of preparing any required environmental impact report (EIR) for a submitted project, and no taxpayer funds are being used for said purpose, the City Council retains discretion for all agreements exceeding the award authority delegated to the city manager.

The City Council would be the final decision making body for the proposed project because it includes a major subdivision to allow the creation of for-sale condominium units. The City Council will ultimately need to consider the adequacy of the environmental review and the merits of the proposed project, including the request for bonus level development and the associated community amenities provided through the proposed project. Authorizing the city manager to enter into a contract with Dudek would allow the City to conduct the environmental review and the HNA for the project proposal. A separate fiscal impact analysis (FIA) which would likely not exceed $78,000 and could be authorized under the city manager's authority, will be prepared to provide the public and City Council with information related to the fiscal impacts of the project. Approval of the environmental review contract does not imply an endorsement of a project, but rather initiates the process to identify potential environmental impacts of the project for consideration during entitlement review. The policy implications of the project proposal are considered on a case-by-case basis, and will be informed by additional analysis as the project review proceeds.

Background

On January 29, the Sobrato Organization (Project Applicant) submitted a preliminary application under the provisions of Senate Bill 330 (SB 330), the Housing Crisis Act of 2019. SB 330 establishes a two-step

process by which the applicant can "lock in" applicable fees and development regulations by submitting a preliminary application and then have up to 180 days to submit a complete development permit application including, but not limited to, all the required materials necessary to process the permit after the preliminary application. On July 22, the City received a development application for the 123 Independence Drive project, which was deemed incomplete because Recology review of the proposal had not been finalized. On September 30, the City received a complete development permit application, which occurred within the 90-day response period to complete the development application under SB 330. City staff is evaluating the proposed project for consistency with the general plan and the zoning ordinance. If consistent, the project would move forward and City decision-makers can hold up to five hearings to consider the project. Consideration of the EIR contract does not count as one of the five hearings under SB 330.

The applicant proposes to demolish five existing industrial and office buildings across five parcels located at 119, 123-125 and 127 Independence Drive, 130 Constitution Drive and 1205 Chrysler Drive (collectively referred to as 123 Independence Drive.) The proposed mixed-use project would be comprised of three components: 67 for-sale, three-story townhomes along Independence Drive, a five-story, 316-unit apartment building along Constitution Drive, and an 88,750-square-foot office building at the corner of Independence and Chrysler Drives. The proposed project would also include a midblock paseo connecting Independence Drive and Constitution Drive through the project site. The proposed development is located in the R-MU-B (residential mixed use, bonus) zoning district, and includes a request for an increase in height, density and floor area ratio (FAR) under the bonus level development allowance, subject to obtaining a use permit and providing one or more community amenities. The project is not proposing any additional units through City or State density bonus allowances, but would comply with the City's below market rate (BMR) requirement of providing 15 percent of the total number of units, or 58 units, as affordable. Select plan sheets from the project plans are included in Attachment B.

The five parcels that make up the project site have a total area of approximately 8.45 acres. The project site is bounded to the south by Independence Drive and a hotel and parking structure that are part of the Menlo Gateway Independence Site (zoned M-3-X, commercial business park, conditional development.) The parcel to the west contains a one-story office building that is part of the proposed Menlo Portal project, which would include a 335-unit, seven-story apartment building with approximately 1,600 square feet of commercial space. The northwestern property adjacent to the project site contains a single-story office building. The parcels to the north of the project site across Constitution Drive contain two office buildings and two parking structures that are part of the Menlo Gateway Constitution Site and zoned M-3-X. To the northeast of the project site are single-story industrial and warehouse buildings zoned R-MU-B. Farther east across Chrysler Drive are office and industrial buildings with a mix of O-B (office, bonus) and R-MU-B zoning. A location map identifying the project site is included in Attachment C.

Environmental review process overview

One of the basic purposes of the California Environmental Quality Act (CEQA) is to inform decision makers and the public about the potential significant environmental effects of a proposed project. For purposes of CEQA, the environment includes the physical conditions within the area that will be affected by a proposed project, such as land, air, water, plants and animals, noise, and objects of historic or aesthetic significance. An EIR must be prepared whenever it is established that a proposed project may have a significant effect on the environment. The EIR will not only provide information about potentially significant environmental impacts, but also list ways in which the significant effects of the proposed project might be minimized and identify alternatives to the proposed project. The main substantive components of an EIR are as follows:

- The project description, which discloses the activity that is proposed for approval;
- Discussion and analysis of significant environmental effects of the proposed project, including cumulative impacts and growth-inducing impacts;

- Discussion of ways to mitigate or avoid the proposed project's significant environmental impacts; and
- Discussion of alternatives to the project as proposed.

The EIR process begins with the City's decision to prepare an EIR. For this proposed project, the City has determined that an EIR is required. Following City Council approval of the EIR consultant contract, the City will issue a notice of preparation (NOP), which signifies to public agencies and the public that the City plans to prepare an EIR for the proposed project. The notice is designed to seek guidance from interested agencies and members of the public on the scope and content of the EIR.

The release of the NOP begins the process for agency and early public consultation, which is referred to as the "scoping" process. The scoping process is designed to enable the City to determine the scope and contents of the EIR at an early stage, including identifying possible issues to be studied, topic areas that do not warrant additional study based on specifics of the proposed project, and possible alternatives and mitigation measures to be analyzed and considered in the EIR. As part of the scoping process, the Planning Commission would hold a public meeting or scoping session for the EIR for the proposed project. The scoping session is an opportunity for the Planning Commission and public to provide comments on the scope and content in the EIR. Oral comments received during the scoping session and written comments received during the NOP comment period on the scope and content of the environmental review will be considered while preparing the draft EIR.

Following review of the comments received during the scoping process, a draft EIR would be prepared and processed in accordance with CEQA and the CEQA Guidelines in effect at the time of the release of the NOP. Upon release of the draft EIR, there is an opportunity for agencies and the public to comment on the analysis in the draft EIR. Those comments received during the draft EIR review period are considered and responded to in the final EIR. The final EIR is released for public review. The City Council, as the final decision-making body for the proposed project, will review and determine if the EIR can be certified as compliant with CEQA's legal requirements. Certification of the EIR as legally compliant with CEQA requirements must be done before action on the proposed project and does not indicate approval of the project. In addition to the EIR process, concurrently, the City's consultants will be working to prepare an HNA and a FIA which will be reviewed by the City Council before final action on the proposed project. Finally, the proposed project will also go through an appraisal process to determine the value of required community amenities because the project is seeking bonus level development.

Project-specific EIR requirements

The proposed project, combined with the other residential and mixed-use projects in the Bayfront Area, is within the maximum amount of new residential development potential identified in the land use element of the general plan. The land use element identifies the potential for 4,500 net new residential units in the Bayfront Area. This project in combination with all previously submitted, but not yet approved, projects since ConnectMenlo was adopted in 2016 totals 3,257 residential units. Therefore, the proposed project does not require a general plan amendment.

The proposed project, however, exceeds the number of unrestricted residential units analyzed in the ConnectMenlo EIR. The ConnectMenlo EIR studied 3,150 housing units (remaining development potential plus net new units) in the Bayfront Area, and an additional 1,500 corporate housing units specific to the Facebook East Campus site. Corporate housing units were anticipated to be dormitory style units with restricted occupancy and were analyzed differently than unrestricted residential units. Therefore, in total the ConnectMenlo EIR analyzed the potential environmental impact of 3,150 residential units in the Bayfront Area. This proposed project, in combination with other proposed projects, exceeds the 3,150 residential units studied in the ConnectMenlo EIR by 107 units and therefore requires an EIR. A summary of the housing unit development potential evaluated in the ConnectMenlo EIR and general plan as well as the

number of units currently being studied for previously submitted Bayfront projects is provided in Table 2 below.

Table 2: Housing unit potential and proposed projects in the Bayfront Area

Category	Number of unrestricted residential units
Total studied in ConnectMenlo EIR	**3,150**
Proposed by other Bayfront projects	2,874
Proposed for 123 Independence Dr.	383
Total proposed in Bayfront	**3,257**
Remaining potential units studied in ConnectMenlo EIR	(107)

As a result of exceeding the 3,150 housing units studied in the ConnectMenlo EIR, the project would consider, but would not be able to tier from the ConnectMenlo EIR (unlike the other multifamily housing projects currently being reviewed by the City) and would need to evaluate all applicable EIR topic areas under CEQA. Since the project level EIR would evaluate all applicable EIR topic areas, including transportation and population and housing, the project EIR would comply with the settlement agreement between the City of Menlo Park and City of East Palo Alto. Further, the scope includes the preparation of a project-specific HNA to inform the population and housing topic area as well as to provide decision makers with additional information regarding the project's potential impacts on housing. Pursuant to the City Council's direction October 6, the consultant will be given the housing inventory and local supply study entitled "Investment and Disinvestment as Neighbors" prepared by the UC Berkeley Center for Community Innovation in close collaboration with the Y-Plan initiative to use as applicable in its baseline analysis (Attachment F.) Any future proposed residential projects in the Bayfront Area would also require all applicable topic areas under CEQA to be reviewed.

Consistent with Senate Bill 743, the project level transportation impact analysis (TIA) will evaluate the vehicle miles traveled (VMT) associated with the project for consistency with the recently adopted local VMT thresholds. While the environmental analysis will utilize the VMT standards to assess potential transportation impacts and potential mitigation measures under CEQA, the TIA will continue to analyze level of service (LOS) in accordance with the City Council's direction and the City's TIA guidelines. Analyzing LOS provides City decision makers with information regarding vehicle delay impacts and whether the proposed project complies with the applicable general plan goals, policies and programs. While the City cannot impose mitigation measures to address LOS though the EIR, it can impose conditions through the entitlement process to ensure the project complies with the general plan.

Following authorization of the contract with the consultant selected to conduct the environmental review, the consultant will prepare and issue the NOP for the project, which will identify the topic areas to be studied in the EIR. As described above, the release of the NOP commences the scoping process where other agencies and members of the community have the opportunity to comment on the scope of the environmental review.

Analysis

As part of the EIR consultant selection process, staff typically requests proposals from multiple environmental consulting firms. The list of firms is determined by the City and, as a courtesy, shared with the applicant team, who is responsible for the full cost of the preparation of the environmental analysis under CEQA. For the proposed project, staff originally solicited scopes from three (3) firms, two (2) of which submitted proposals. Staff prepared a recommendation to be reviewed by the City Council July 28, but before the City Council meeting, concerns were raised about the EIR consultant outreach process. In response, the applicant requested that the item be withdrawn from the agenda so that a broader range of firms could be identified. Staff solicited scopes of work from an additional eight (8) firms, for a total of 11 (11) firms contacted. Two (2) additional firms submitted scopes and one (1) firm from the previous round of outreach requested to remain under consideration, for a total of three (3) EIR consulting firms: PlaceWorks, Impact Sciences and Dudek. Each firm selected subconsultants to prepare the TIA, the HNA, and/or other studies and EIR topic areas depending on the qualifications and capabilities of the prime environmental consultant. A brief comparison of the three scopes is provided in Table 1 below.

Table 1: Comparison of project EIR scopes and budgets

	PlaceWorks	Impact Sciences	Dudek
Subconsultants	• Transportation: W-Trans • HNA: Keyser Marsten	• Transportation: VRPA Technologies • HNA: Harris & Associates • Biological Resources: Vollmar Natural Lands • Cultural Resources: Basin Research Associates	• HNA: Bay Area Economics (BAE)
Experience	Consultant team has worked on recent CEQA projects in Menlo Park	Consultant team has not worked on recent CEQA projects in Menlo Park	Consultant team includes firm without recent CEQA projects in Menlo Park (Dudek) and with recent CEQA projects in the city (BAE)
Other key factors	• PlaceWorks prepared ConnectMenlo general plan land use and circulation elements, Bayfront zoning district regulations, and ConnectMenlo EIR • W-Trans is currently working on the city's Transportation Master Plan • Consultant team includes certified woman-owned business	• Harris & Associates (HNA subconsultant) has qualifications in economics and housing, but has not prepared a comparable HNA • Consultant team includes certified woman-owned businesses, small business enterprises and disadvantaged business enterprises	Dudek in-house team includes environmental planners and transportation engineers, reducing number of subconsultants BAE has prepared HNAs for East Palo Alto development projects
Schedule	Approximately 37 weeks	Approximately 54 weeks	Approximately 41 weeks
Cost	$293,749	$349,936	$251,701

The three scopes are included in this staff report as Attachments A, D and E.

City staff evaluated the two new scopes along with PlaceWorks' previous proposal, and believes all three

consultant teams are qualified to develop the project EIR. However, staff recommends that the City Council select Dudek for the EIR contract for the following reasons:

1. Dudek has extensive experience preparing CEQA documents for cities throughout the Bay Area and California, and a large in-house team capable of performing the majority of studies required for an EIR;
2. Dudek would diversify the number of environmental firms currently working on EIRs for Bayfront Area projects and other studies and plans throughout the city;
3. BAE, a subconsultant to Dudek, has experience in preparing HNAs for East Palo Alto under the terms of the settlement agreement and would diversify the number of firms working on HNAs for Bayfront Area projects; and
4. Dudek has proposed a budget comparable to the cost of EIRs for other projects in the vicinity and is the most economical of the three proposals.

As part of the initial stages of the environmental and entitlement analysis, it may be determined that additional technical analyses are required; therefore, staff is recommending that the City Council provide the City Manager the authority to approve future contract augmentations, if needed.

Impact on City Resources

The applicant is required to pay all planning, building and public works permit fees, based on the City's master fee schedule, to fully cover the cost of staff time spent on the review of the project. The applicant is also required to bear the cost of the associated environmental review and fiscal analysis. For the environmental review, fiscal analysis, and other supporting studies required by the City, the applicant deposits money with the City and the City pays the consultants. Notwithstanding, the scope and content of the EIR is determined by the City in its sole discretion and the City is the final decision maker on the adequacy of the document.

Environmental Review

An EIR will be prepared for the proposed project evaluating all applicable topic areas required under CEQA. The EIR may reference the program level EIR prepared for the ConnectMenlo general plan and zoning ordinance update, but the project EIR will not tier from and scope out any topic areas based solely on the program level EIR. As described above, the EIR will analyze the potential environmental impacts of the proposed project.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

Attachments

A. EIR scope and budget proposal from Dudek
B. Project plans (select sheets)
C. Location map
D. EIR scope and budget proposal from PlaceWorks
E. EIR scope and budget proposal from Impact Sciences
F. Hyperlink – housing inventory and local supply study: https://www.menlopark.org/DocumentCenter/View/25939/Housing-Inventory-and-Supply-Study

Report prepared by:
Tom Smith, Senior Planner

Report reviewed by:
Deanna Chow, Assistant Community Development Director

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Cover Letter

August 24, 2020, revised September 25, 2020

Tom Smith
Senior Planner
City of Menlo Park
701 Laurel Street
Menlo Park, California 94025

Subject: 123 Independence Drive Environmental Impact Report

Dear Mr. Smith,

Dudek is pleased to submit this proposal to provide environmental services for the 123 Independence Drive Project (Project), located in the Bayfront Area of the City of Menlo Park (City), California. We understand that the Project proposes a mix of residential and office land uses, replacing the five existing single-story office/industrial buildings on the site. We bring the following strengths to the Project:

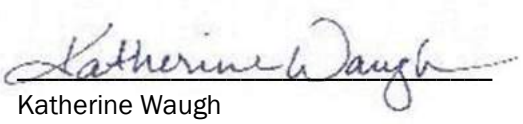
Solution-Oriented Approach. Dudek understands that unique situations can arise for each project. Dudek's approach is to bring each potential issue to the Lead Agency with possible solutions that are consistent with the California Environmental Quality Act (CEQA) and the City's regulations. We find close coordination with the City during preparation of the Administrative Draft Environmental Impact Report (EIR) reduces City comments, the extent of document revisions, and schedule delays, which saves time and money.

Local Presence and Experience. Dudek works regularly with Bay Area agencies to complete environmental review for private development applications. Dudek staff's local project experience includes CEQA compliance, regulatory permitting, and other environmental services for the cities of San José, Palo Alto, East Palo Alto, Burlingame, Oakland, Vallejo, Berkeley, San Francisco, and Santa Cruz; and the Santa Clara Valley Water District and San Jose Water Company. We have a proven track record of preparing CEQA, National Environmental Policy Act (NEPA), and joint CEQA/NEPA documents for projects with complex issues and cumulative impacts. We effectively, efficiently, and proactively manage preparation of CEQA documents.

Diverse Technical Expertise that Can Be Mobilized to Address Project Issues Quickly. Dudek has successfully completed more than 2,800 CEQA, NEPA, and state and federal environmental regulation documents for projects throughout California. Support for our team of CEQA/NEPA experts includes biologists; botanists; permitting specialists; and land use, noise, cultural resources, air quality, and transportation specialists. Our technical expertise allows us to complete peer reviews and new impact analyses so that the project record includes the substantial evidence necessary to comply with CEQA.

We are excited about this opportunity to work with the City to facilitate a quick and seamless environmental review process for the Project. Should you have any questions, please contact me at 530.863.4642 or kwaugh@dudek.com.

Sincerely,



Katherine Waugh
Project Manager

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Company Overview

The Dudek Advantage

We are a California-based environmental and engineering consultant with 16 nationwide offices and more than 600 planners, scientists, civil engineers, contractors, and support staff. We assist private and public clients on a range of projects that improve and evolve our communities, infrastructure, and natural environment. From planning, design, and permitting through construction, we move projects forward through the complexities of regulatory compliance, budgetary and schedule constraints, and conflicting stakeholder interests.

Our professionals find practical, cost-effective approaches to help you achieve your specific project goals. We work to build your trust, which allows us to offer constructive solutions with your project's long-term success in mind.

Dudek at a Glance

- *Multidisciplinary environmental and engineering services*
- *600+ employees*
- *16 offices*
- *Founded in 1980; employee-owned*
- *Top 125 U.S. Environmental Firms (Engineering News-Record)*
- *92% rating for reliability, timeliness, and responsiveness (Dun & Bradstreet, 2016)*
- *More than 160 on-call environmental contracts throughout California*

As a mid-sized firm, we provide the personal service of project managers who stay with your project from start to finish, combined with the breadth and depth of capabilities characteristic of larger firms in order to meet your project's requirements. Your project will be overseen by a local principal and project manager and staffed by local technical experts. Our project managers are empowered to be problem-solvers with the ability to make decisions in a timely fashion to keep project momentum moving forward. We are proud of our low employee turnover; our staff's long tenure means the project manager you see at the bidding stage will likely be with you at project completion.

Our History

The firm was founded in 1980 in Encinitas, California as a small civil engineering consulting practice working for municipal wastewater agencies and private land developers in San Diego County. The firm steadily grew its civil engineering practice through the 1980s, expanding throughout Southern California.

In 1990, the firm started an environmental practice in response to expanding state and federal environmental regulations. Primarily through organic growth and limited acquisitions of small firms, Dudek has grown to a 600-person multi-discipline environmental and engineering firm with offices throughout the United States. Dudek is ranked as one of the Top 125 U.S. Environmental Firms (Engineering News-Record, 2020). Joe Monaco serves as president and CEO. Frank Dudek, company founder, continues to serve as chairman of the board.

Early on, the firm enabled direct purchase of shares by employees. In addition, the firm started an employee stock ownership plan (ESOP) in the early 2000s, and has regularly funded the ESOP from profits. As a result, the company continues to successfully fund ownership transfer and function as an independent, employee-owned firm.

Dudek maintains a flat organizational structure that empowers project managers to be decision-makers and entrepreneurial. Internal administrative processes are kept to a minimum to limit internal bureaucracy and to enable project managers to be flexible and responsive to meet client needs.

Diverse Capabilities

Our depth and breadth of experience means we can quickly assemble and mobilize the appropriate level of service to match your project needs and budget. Our 600+ person in-house team includes:

- AICP-certified environmental planners
- CDFW- and USFWS-certified biologists
- Registered professional archaeologists
- Registered landscape architects
- Registered environmental assessors
- Certified arborists and foresters
- Professional foresters
- Noise and air quality specialists
- Accredited LEED professionals
- Certified GIS professionals
- Certified hydrogeologists
- Licensed geologists
- Licensed professional engineers
- Licensed contractors

CEQA/NEPA

Dudek has one of California's largest, most experienced teams for California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) document preparation. Our environmental planners have prepared and processed more than 2,800 CEQA/NEPA documents for a variety of large and small development, infrastructure, restoration, and conservation projects throughout the state. Combining comprehensive analysis and evidence-based findings, we provide legally defensible documents that are supported by substantial evidence, none of which have ever been successfully challenged. We conduct technically sound assessments; apply practical CEQA/NEPA knowledge to comply with current laws, regulations, and case law; and manage environmental review processes in a streamlined and straightforward manner.

At its heart, CEQA requires public disclosure of environmental effects and associated mitigation and/or project alternatives that address those effects. Providing high quality documents that are clearly organized and easily interpreted by the public, agencies, and the community is crucial in meeting this goal. Dudek's environmental experts produce complete CEQA/NEPA documents done right the first time. We work collaboratively with clients; local, regional, state, and federal agencies; and the public to clearly define project objectives, address concerns, and outline appropriate processes. Our environmental planners also work with our in-house technical publications editors and graphic designers to ensure clarity and the highest quality documents; and Dudek's project managers and technical staff are adept at conducting public meetings and ensuring that projects are clearly explained to the public and interested stakeholders.

We efficiently coordinate and prepare reports by utilizing our in-house technical experts. Our team expedites complex project processing by designing and maintaining realistic document schedules, adhering to consistent communication protocols, leveraging our longstanding agency relationships, and anticipating potential issues as soon as possible. We specialize in the following projects:

- Land development in environmentally constrained and/or habitat conservation planning areas;
- Built-environment in urban settings, considering potential impacts to historic resources, noise, and short-term construction-related effects;
- High-profile development in the California coastal zone;
- Major transmission lines, renewable energy developments, and natural gas storage facilities;
- Public infrastructure for water, wastewater, and recycled water; road expansions; and rail lines; and
- Growth and infrastructure-planning for K–12 districts, colleges, and universities.

Quality Assurance/Quality Control

Senior and Technical Reviews

Dudek's quality assurance/quality control (QA/QC) program consists of senior staff oversight and administrative management. This includes review by our senior staff and specialists for completeness and accuracy, consistency of technical information, and supported by figures, maps, tables, and attachments that effectively convey the necessary information.

Client Benefits

- *In-house technical publications staff saves time and money.*
- *Style sheets and project-specific templates facilitate consistency throughout documents.*
- *Multiple rounds of quality control built into the publications review cycle maintain accuracy from editing to production.*
- *High-quality documents done right the first time avoid revision delays and help control costs.*

The smallest details can make all the difference. At the outset of the project, the Dudek technical editing team will create a project-specific style guide to maintain consistency of the terms and nomenclature used in project documents. Dudek will share this style guide with the City of Menlo Park (City) to verify that it meets the City's expectations for style and terms. Written work products will be subject to a technical editorial review following the agreed-upon style guide and will be formatted by Dudek's publications staff. Our copyeditors ensure that text is clear and concise with consistent terminology and acronym use; free of grammar, spelling, and punctuation errors; and appropriate for the intended audience. They also review the table of contents and verify cross-reference accuracy; compare the reference list with text citations; and maintain consistent presentation of cited references.

Continuous Communication

We are committed to engaging in clear communication and cooperation with the City, holding regular conference calls and preparing agendas to assist teams in clarifying any issues and proceeding with the work in a unified manner. We use "check-in meetings" with our project teams to allocate resources properly and according to the City's schedule constraints. We place a high priority on a continuous flow of information, data, instructions, and guidance, which we will facilitate through regular communication with the City and project team, such as:

- Scheduling regular calls and check-ins with the City's key contact to discuss milestones, activities, and potential issues;
- Holding regular project management meetings with key staff (including other consultants, as applicable) to coordinate work efforts, monitor task completion, and review budget conformance;
- Updating, as necessary, the project description, schedule, work progress reports, and inventories of available data so all team members are aware of information that may affect their work products and schedules; and
- Coordinating with City staff at strategic junctures for public input.

Desktop and Electronic Publishing

Our publications specialists excel at creating project-specific templates for consistent look and feel; formatting large, technical documents according to project style; implementing and proofing revisions; developing covers, custom charts, and graphics; developing presentations and other meeting materials; and assembling, producing, and delivering documents.

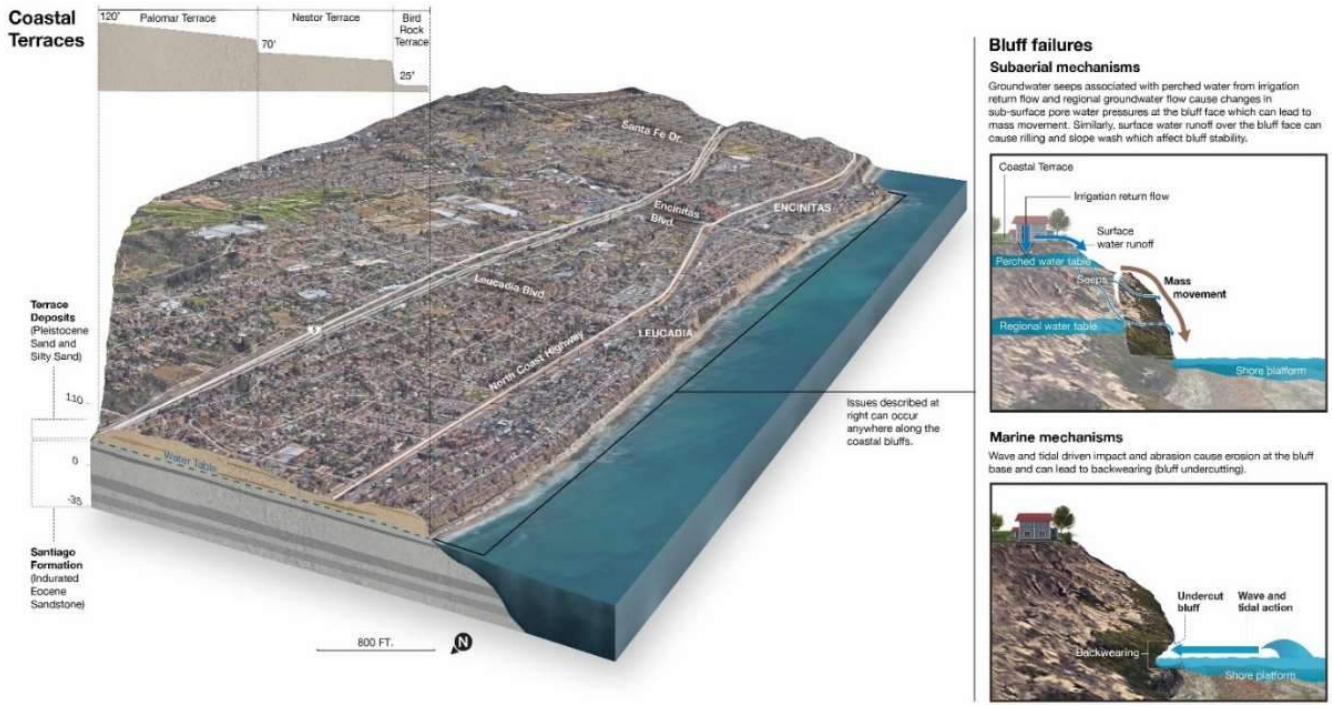
Cost and Schedule Control

Dudek is committed to maintaining continuous communication and closely monitoring cost and schedule performance. Using the latest available digital project management systems, we maintain accurate, up-to-date budgets and schedules. We have the ability to share cost and schedule details with the City in real time by efficiently and accurately tracking budgets and regularly updating project schedules.

Graphic Design

Dudek's designers develop creative and powerful visuals that communicate complex information to a variety of audiences through infographics, printed materials, 3D renderings, and audio/video presentations. Our high quality visuals invite readers' attention, and inform and assist stakeholders and decision makers in evaluating projects. Our designers employ the latest graphics, animation, and video technologies to bring projects to life through visual storytelling. We understand that simplifying complex concepts (and stripping them of jargon) is a critical first-step in conducting informed conversations with stakeholders. **Figure 1** is an example graphic, showing a hydrogeologic concept model Dudek developed for the City of Encinitas.

Figure 1. Sample Hydrogeologic Concept Model Graphic



Virtual Collaboration

During the evolving COVID-19 public health crisis, Dudek will continue to deliver our services and your work products on time and within the framework of keeping our employees safe. We offer an increasing number of tools to facilitate efficient, productive, virtual collaboration with our clients, including the following:

- **File sharing/storage** via ShareFile, allowing Dudek to store, share, and exchange files with the City and subconsultants;
- **Document co-authoring** that permits simultaneous document collaboration through SharePoint, via setup of a client portal;
- **Client Web portals** that are custom-built for access via dudek.com and set up according to client and/or project specifications;
- **Mobile data collection and reporting** that delivers results and analysis directly to the City from the field; and
- **Virtual meetings and presentations** using Zoom, allowing real-time, face-to-face video communication and screen sharing with the City.

Skilled Facilitators

Our team members are experts in facilitating in-person and virtual events. We customize outreach to meet the needs of the project and the audience we are engaging. We use outreach to build political capital, customize strategies to best meet the needs of the community, and prioritize actions that implement a wide range of community goals. Our team quickly adapted and has hosted virtual webinars for a range of public clients during COVID-19. These meetings have been engaging and informative to the benefit of the community and planning effort. We leverage polling, virtual whiteboards, and other engagement tools to increase two-way communication.

BAE Urban Economics

We have included one subconsultant, BAE Urban Economics Inc., to perform a housing needs assessment. BAE offers expertise to their clients to anticipate the effects that projects will have on local housing needs. Their housing needs assessments draw on their expertise in real estate market analysis, housing policy, and employment trends to determine the effect that new development will have on local housing needs and the capacity of the local housing market to absorb additional demand at each affordability level. They recently prepared housing needs assessments for the Cities of Los Angeles and Ventura as part of affordable housing fee studies for each city, calculating the additional demand for housing that would arise from a range of employment-generating uses. Their other recent projects include a hotel worker housing needs assessment for the City of Napa, which included an assessment of the availability of existing housing within Napa's commute shed and the extent to which planned and proposed residential development can absorb future workforce housing demand. In addition, BAE is very familiar with the economic environment in Menlo Park and the surrounding area, through numerous economic consulting assignments completed for the City of Menlo Park as well as East Palo Alto and other nearby jurisdictions. BAE's experience in East Palo Alto includes preparation of housing needs assessments pursuant to the 2017 settlement agreement between Menlo Park and East Palo Alto.

Prior Projects and References

The Dudek team offers experienced CEQA practitioners and technical experts with practical and directly applicable local, regional, and statewide experience. The Dudek team has prepared CEQA compliance documents for regional agencies and developments, as outlined here.

Planning and Environmental Review Services

Client: City of Palo Alto
Dates: 2013–Present (Ongoing)

Dudek provides planning and environmental review services to the City of Palo Alto. As highlighted below, we have prepared several environmental impact reports (EIRs) and mitigated negative declarations (MNDs) for both the public works and community development departments, including several mixed-use projects:

Castilleja School Project EIR – Dudek has prepared an EIR evaluating Castilleja School's proposed program of facility modernization and requested amendment to the school's Conditional Use Permit to increase the enrollment cap. The project proposes to demolish several existing structures, construct a below-grade parking garage, and construct a new academic building. Key issues include traffic, pedestrian and bicycle safety and access, noise, air pollution, tree removal, aesthetics, and other considerations of the compatibility of the project with the neighboring single-family residences.

3877 El Camino Real MND – Dudek prepared an IS/MND for the proposed demolition of a vacant commercial building and construction of a mixed use development that would include retail, other commercial space, and 17 dwelling units. Key issues for the project included historic resources, traffic, aesthetics, and compatibility with the surrounding neighborhood.

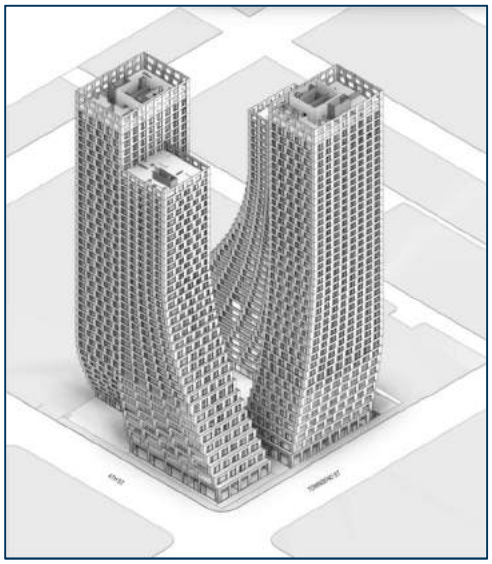
1050 Page Mill Road EIR: Dudek prepared an EIR for the demolition of over 300,000 square feet of existing office/warehouse/research and development space and construction of the equivalent amount of dedicated office space. Key issues included defining the baseline condition as well as potential traffic and visual impacts to surrounding residential neighborhoods.

385 Sherman Avenue MND: Dudek staff prepared an IS/MND for the proposed demolition of a 64,000-square-foot building and construction of a three story mixed-use building over two levels of underground parking. The presence of a contaminated groundwater plume below the project site was a critical issue for the project. Other key issues included tree protection, traffic, and noise exposure for existing residents adjacent to the site.

2555 Park Boulevard EIR – Dudek prepared a focused EIR for the proposed demolition of an existing, potentially historic building and construction of a new, larger office building with below-grade parking. In addition to the potential impacts to historic resources, key issues included hazards, traffic, and parking.

On-Call Planning and Environmental Services

Client: City and County of San Francisco
Dates: 2015–Present (Ongoing)



Dudek is currently providing as-needed environmental services to the City of San Francisco, including preparation of several EIRs and community plan exemptions for the Planning Department.

655 Fourth Street – Dudek provided environmental compliance services for the development at 655 Fourth Street located in San Francisco's Central SoMa Neighborhood Plan area. The project entails demolition of three existing buildings, associated surface parking lots, and vegetation on the 71,300 square foot project site. The project will merge the seven existing lots and construct two new buildings with approximately 1,014,968 square feet of residential area, 24,500 square feet of hotel area, 21,840 square feet of office area, and 21,900 square feet of ground-floor retail use. Primary issues of analysis are construction impacts (specifically noise, air quality, and traffic), wind, and shadow. Dudek was responsible for the original analysis and incorporated analyses produced by other consultants (traffic and cultural resources) under Environmental Planning direction to produce this focused environmental document. The project was found to be consistent with the development density identified in the Central SoMa Plan and therefore eligible for a community plan exemption. The San Francisco Planning Commission approved the project on June 20, 2019.

1530 to 1585 Fifth Avenue CEQA Initial Study and EIR – The 1530 to 1585 Fifth Avenue project planned to demolish 11 existing buildings—approximately 86 units—and replace the 1950s development with six new buildings that contain approximately 400 units. This planned residential development would have been situated on the edge of the Mount Sutro Open Space Reserve. Dudek worked with the Planning Department and the applicant for more than 18 months, completing a detailed Initial Study (IS) and an administrative draft of the EIR before the project was cancelled by the project applicant. Dudek also assisted with the public outreach process.

The project site is in a very steep location that required examination of several issues, including geology and soils, stormwater management, visual impacts, and potential shadows. The project also planned to reconfigure Fifth Avenue from its existing curvilinear shape to a rectangular configuration for improved vehicle access and consistency with the surrounding street pattern. This required that the EIR study transportation and circulation. Dudek worked closely with the transportation consultants to include pertinent information in the EIR. The potential increase in the number of residents in an established neighborhood near extensive open space required that the EIR examine other environmental factors, including air quality, biological resources, and noise.

Palm Villas Saratoga EIR

Client: City of Saratoga
Dates: 2017–2020

Dudek prepared an EIR for the City of Saratoga for a senior living facility on a vacant 1.3-acre project site. The project would include 78 patient beds and 48 parking spaces split over two buildings on two adjacent lots. Dudek assisted the City with a robust public outreach process. The Planning Commission will hold a public hearing for the Palm Villas Saratoga project on September 9, 2020.

Delaware Mixed-Use Project EIR

Client: City of Santa Cruz
Dates: 2016

Dudek prepared an addendum to a certified EIR for an approved industrial/commercial/residential mixed-use development on 20 acres in the City of Santa Cruz. The addendum addressed a major modification to the approved plans, consisting of a reconfigured site plan. The review included close coordination with City staff as well as the project applicant and their transportation consultants. Dudek staff previously worked as extension of staff for the City of Santa Cruz Planning and Community Development Department to manage the preparation and review of the original EIR for the project. Tasks included preparation of an IS and notice of preparation and management of the EIR process for the Planning Department, including review of the EIR, coordinating comments of other City department, and preparation of CEQA findings.

Riverfront Mixed-Use Project EIR

Client: City of Santa Cruz
Dates: 2018–Present (Ongoing)

The proposed Riverfront Project consists of demolition of existing commercial buildings and the construction of a seven-story, 188,694-square-foot, mixed-use building with 175 residential condominium units and 11,498 square feet of ground floor and levee-front commercial space. A total of 20 residential units would be designated as affordable housing, with 15 units for very-low-income households and 5 units for low-income households. The Project applicant is seeking a 35-percent density bonus pursuant to state and local law (Government Code Section 65915 and City of Santa Cruz Municipal Code Chapter 24.16, Part 3).

Pacific Front Mixed-Use Project

Client: City of Santa Cruz
Dates: 2019–Present (Ongoing)

The proposed project consists of a non-residential demolition authorization permit, lot line adjustment, coastal permit, design permit, special use permit, revocable license for outdoor extension area, heritage tree removal permit, and street tree removal approval to combine seven parcels (APNs 005-152-11 through -16 and 005-152-27), demolish five predominantly single-story commercial buildings, and construct a six-story, 311,311-gross-square-foot mixed-use building. The proposed building footprint totals 55,160 square feet. The new building would include 205 residential apartments above 10,656 square feet of ground-floor commercial space. The residential apartments would include 49 studio units, 99 one-bedroom units, and 57 two-bedroom units. The project would include a total of 252 structured garage parking spaces on two levels, including 32 electric vehicle charging spaces. A total of 348 bicycle parking spaces would also be provided.

Environmental Review for 1431 El Camino Real

Client: Town of Burlingame
Dates: 2018

Dudek prepared an MND for the demolition and reconstruction of a three-story residential apartment building at 1431 El Camino Real in Burlingame. The project required evaluation for historical significance and a California Department of Transportation (Caltrans) encroachment permit. Dudek prepared a Caltrans-compliant Historical Resources Compliance Report and addressed impacts to the National Register of Historic Places (NRHP)-listed tree row within the project area. Dudek prepared the Secretary of the Interior's Standards and Environmentally Sensitive Area Action Plans required by Caltrans documenting the mitigation for the NRHP-listed resource. In consultation with Caltrans District 4, it was determined that a Finding of No Adverse Effect with Standard Conditions was appropriate for the proposed project. The Secretary of the Interior's Standards portion of the plan discussed the town's commitment to replant the elm tree proposed for relocation within the same planter, and in line with the rest of the NRHP-listed resource. The Environmentally Sensitive Area portion of the plan described the actions to be taken to protect the adjacent tree from adverse effects.

Placer County Government Center Master Plan EIR

Client: Placer County
Dates: 2016–2019

Dudek provided environmental consulting services and EIR preparation for the Placer County Government Center Master Plan Update project. The project's purpose was to develop a campus master plan update for the 200-acre Placer County Government Center. The adopted master plan update addresses future development needs at this government center, including demolition of buildings that are contributing features to a registered historic district, and construction of new public and private land uses in four major construction phases. The Master Plan Update anticipates that the site would support County offices and a mix of private office, commercial, and multifamily residential development. Approximately 650,000 square feet of existing building space will be retained and new construction would include approximately 410,000 square feet of new County facilities, 30,000 square feet of community uses, and approximately 510,000 square feet of new mixed-use buildings that would accommodate commercial and residential elements, including a 79-unit affordable housing project.

Dudek was tasked with preparing several technical studies and an EIR that includes programmatic analysis of the overall Specific Plan as well as project-level analysis of the first two projects anticipated to be constructed. The Board of Supervisors adopted the Specific Plan and certified the Final EIR in April 2019.

Dorsey Marketplace EIR

Client: City of Grass Valley
Dates: 2017–2020

Working with the City of Grass Valley, Dudek prepared an EIR that evaluated development of this project that combines commercial space and multi-family residential land uses on a brownfield site adjacent to State Route 20/49. Key project issues included traffic, aesthetics, noise, and tree removal. The EIR evaluated two project alternatives at an equal level of detail, finding that the project alternative that had less commercial space and twice the number of dwelling units created a more balanced traffic pattern and made it feasible to reduce all potential project impacts to less than significant levels.

Village at Loomis EIR

Client: Town of Loomis
Dates: 2014–2016

Dudek worked with the Town of Loomis to prepare an EIR that evaluated a proposed mixed-use development on 66 acres adjacent to Interstate 80 that would construct 309 single-family homes in a range of densities, 117 multi-family dwelling units, 86,000 square feet of commercial and office uses, and 10 acres of open space around a tributary to Secret Ravine. The project was highly controversial and subject to a voter referendum following the Town Council's action on the project. However, no challenge to the EIR was filed or included in the referendum.

East Palo Alto Housing Needs Assessments

Client: City of East Palo Alto

The City of East Palo Alto commissioned BAE to prepare Housing Needs Assessments (HNAs) for three proposed development projects in the City, which consist of a private elementary school and two large-scale office projects. While East Palo Alto has historically offered a more affordable housing market than most surrounding jurisdictions, large housing cost increases throughout the region have impacted housing costs in East Palo Alto as well, making rents and home sale prices in the City increasingly unaffordable to lower-income workers and residents. As new development brings new workers to East Palo Alto, City staff, leadership, and community groups sought an understanding of the impact that this development would have on housing demand and housing costs, as well as whether this demand could lead to the displacement of existing households.

To date, BAE has completed HNAs for the school and one of the two office developments. For each project, BAE analyzed the employment by income level from the project itself to determine the workforce housing needs directly attributable to the project. In addition, the analyses estimated the employment multiplier effects from each project using the IMPLAN input-output model and Public Use Microdata Sample data from the American Community Survey from the U.S. Census, to estimate the number of worker households by income level due to each project's indirect and induced employment effects. The Assessments also included in-depth evaluations of local housing market conditions, recent housing market trends, and planned development projects to assess the capacity of the local market to absorb the total housing demand associated with each project. BAE also conducted detailed analyses of local demographic and housing trends, identifying potential risk factors for displacement.

List of References

Table 1 includes our list of references for which the Dudek team has provided similar services.

Table 1. References

Client	Reference	Description of Services
Dudek References		
City of Palo Alto	Amy French, Chief Planning Official 650.329.2336 amy.french@cityofpaloalto.org	**Castilleja School Project EIR and Avenidas Community Center MND:** Dudek prepared a focused EIR evaluating the proposed redevelopment of an existing private school campus, and an MND for expansion of an existing community center located in an historic building.
City of Saratoga	Nicole Johnson Senior Planner 408.868.1209 njohnson@saratoga.ca.us	**Palm Villas EIR.** Dudek prepared an EIR for the City of Saratoga for a senior living facility on a vacant 1.3-acre project site. The project would include 78 patient beds and 48 parking spaces split over two buildings on two adjacent lots.
County of Placer, Department of Facility Services	Paul Breckenridge 530.889.6892 pbrecken@placer.ca.gov	**Placer County Government Center Master Plan Update EIR:** Dudek prepared an EIR evaluating implementation of the County's proposed Master Plan Update for their 200-acre campus. The plan anticipates development of new county offices and a community center, as well as private commercial and residential development.
Town of Loomis	Sean Rabe, Town Manager 916.652.1840 srabe@loomis.ca.gov	**Village at Loomis:** Dudek prepared an EIR for this master plan project that proposed development of a village-themed retail center, commercial and professional uses, detached single-family residential units, multi-family residential units, parks, and open space.
City of Citrus Heights	Casey Kempenaar, Senior Planner 916.727.4740 ckempenaar@citrusheights.net	**Mitchell Farms Subdivision:** Dudek prepared an EIR evaluating the conversion of a 9-hole golf course and disc golf course to a residential subdivision.
BAE References		
City of Los Angeles	Matthew Glesne Housing Planner 213.978.2666 mglesne@gmail.com	**City of Los Angeles Affordable Housing Linkage Fee Nexus Study.** BAE completed the City of Los Angeles Affordable Housing Linkage Fee Nexus Study in Fall 2016. The Linkage Fee Ordinance was adopted in December 2017, creating a major permanent funding source for affordable housing.
City of Napa	Lark Ferrell Housing Manager 707.257.9547 lferrell@cityofnapa.org	**Napa Hotel Housing Impact Analysis.** The City engaged BAE to evaluate the challenges associated with attracting a hotel labor pool within the Napa region and the wider Bay Area region, as well as the extent to which the housing market in Napa and the surrounding area may be able to absorb the new employee households.
City of Ventura	Jennie Buckingham Senior Planner 805.654.7893 jbuckingham@cityofventura.ca.gov	**Ventura Affordable Housing Fee Study.** The City commissioned BAE to prepare a study to evaluate commercial linkage fees and residential inclusionary in-lieu fees to support the production and preservation of affordable housing in Ventura.

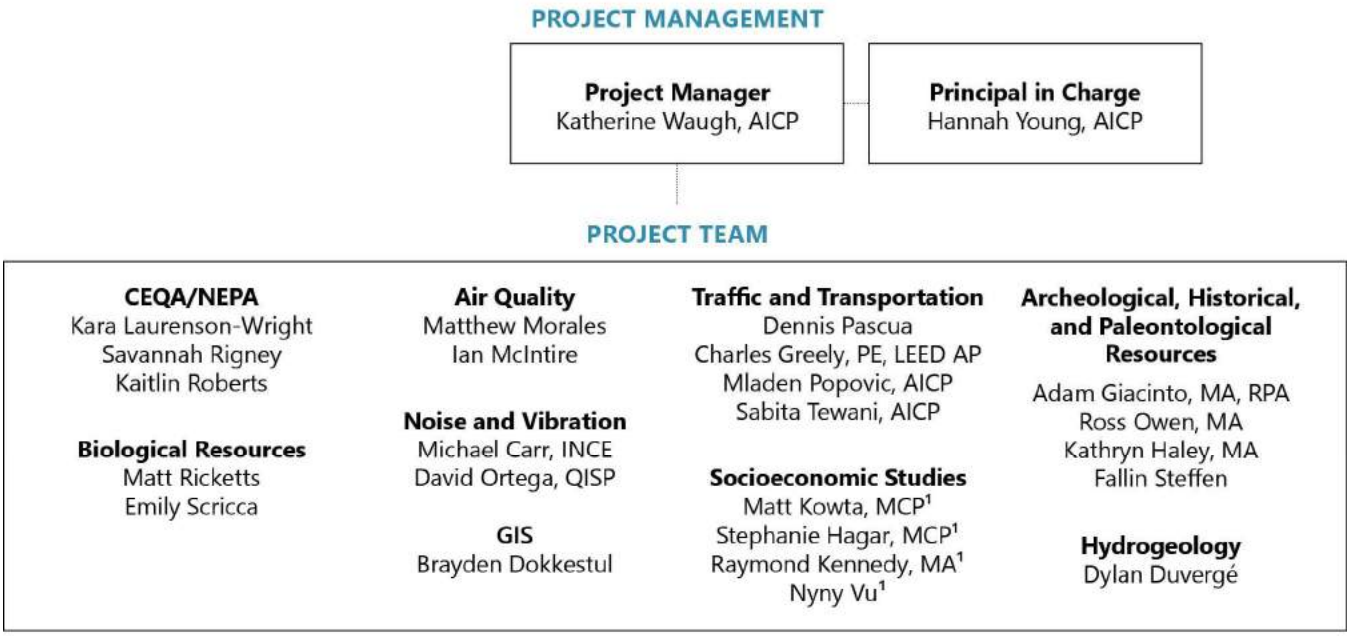
Key Staff and Qualifications

Team Organization

The Dudek team is ideally suited to provide the City with environmental review services due to our extensive environmental compliance and documentation experience; relationships with local and regional agencies; and an understanding of local habitat, species, natural resources, and environmental challenges. Our knowledge of environmental laws helps facilitate project planning and environmental processes that are legally sound and reflective of appropriate community interests and environmental effects.

The proposed team organization is presented in Figure 2. Brief biographical summaries of the qualifications and expertise of the management team and technical leads are provided following the organization chart, and resumes are provided in Appendix A. Qualifications and resumes for other staff included on the Organization Chart can be provided upon request.

Figure 2. Team Organization



[1]*BAE Urban Economics Inc.*

Principal In Charge

Hannah Young, AICP

Hannah Young is a highly skilled environmental planner with 22 years' experience, specializing in the CEQA and NEPA regulatory approval process. Ms. Young has directed numerous environmental planning reviews for a wide range of project types, including transportation, water, and aviation infrastructure; mixed-use transit-oriented development; institutional and commercial projects; land use and natural resource management plans; and high tech and energy. She has successfully led the environmental compliance for large and complex projects with contract values up to $3 million. Ms. Young's responsibilities include scoping and process design, technical review, directing inter-disciplinary teams, quality control, and managing schedules and budgets. Her management experience includes construction compliance monitoring, development application review and entitlements assistance, and hazard mitigation planning.

Education

University of North Carolina, Chapel Hill

MCRP, City and Regional Planning

Georgetown University

BS, Biology

Certifications

AICP, No. 023307

Project Manager

Katherine Waugh, AICP

Katherine Waugh is a senior planner with 20 years' experience with CEQA statutory requirements, current planning methods, and environmental documentation procedures. She prepares CEQA documents for a wide range of public and private projects, managing projects effectively and maintaining momentum to meet schedule and budget requirements. Ms. Waugh applies planning and environmental laws and regulations practically and with an attention to detail, allowing her to quickly identify and resolve critical planning and environmental issues. She maintains relationships with many local and state agencies, enabling efficient consultation and thorough attention to their concerns while integrating outside agency requirements with the Lead Agency's mitigation measures and development review procedures.

Education

University of California (UC), Davis
BS, Environmental Policy Analysis and Planning

Certifications

AICP

Deputy Project Manager

Kara Laurenson-Wright

Kara Laurenson-Wright is an analyst with 5 years' experience in the analysis of environmental impacts and writing environmental documents. Ms. Laurenson-Wright assisted with research, document preparation, and impact analysis for projects subject to compliance with CEQA and NEPA. She has worked with clients in both public and private sectors on a variety of projects and has experience with writing EIRs, MNDs, and mitigation and monitoring reports. Ms. Laurenson-Wright has provided planning and environmental services on an as-needed basis to the City and County of San Francisco; and the Cities of Novato, Vallejo, and Palo Alto.

Education

Boston University
BA, Environmental Analysis and Policy

Cultural Resources Lead

Adam Giacinto, MA

Adam Giacinto is an archaeologist with 13 years' experience preparing cultural resource reports and site records; and managing archaeological survey, evaluation, and data recovery-level investigations. His research interests include prehistoric hunter-gatherer cultures and contemporary conceptions of heritage. His current research focuses on the social, historical, archaeological, and political mechanisms surrounding heritage values. He has gained practical experience in archaeological and ethnographic field methods while conducting research in the Southwest, Mexico, and Eastern Europe.

Education

San Diego State University
MA, Anthropology

Sonoma State University
BA, Anthropology/Linguistics

Santa Rosa Junior College
AA, Anthropology

Historic Resources Lead

Kathryn Haley, MA

Kathryn Haley is a senior architectural historian with 15 years' experience in historic/cultural resource management. Ms. Haley has worked on a wide variety of projects involving historic research, field inventory, and site assessment conducted for compliance with Section 106 of the National Historic Preservation Act, CEQA, and NEPA. She specializes in California Register of Historical Resources; the National Register of Historic Places; and evaluations of built environment resources, including water management structures (levees, canals, dams, and ditches), buildings (residential, industrial, and commercial), and linear resources (railroad alignments, roads, and bridges). Her experience includes historic properties assessments and reports for projects in the Bay Area, including at the Naval Air Station Alameda, Treasure Island, Mare Island Naval Shipyard, and the Presidio.

Education

California State University, Sacramento
MA, Public History
BA, History

Traffic and Transportation Lead

Dennis Pascua

Dennis Pascua is a senior transportation planner and Dudek's transportation services manager with 25 years' experience in transportation planning/engineering. Mr. Pascua has successfully managed a variety of projects for local agencies and private developers, including traffic and circulation impact analyses and parking demand studies in both highly urbanized and rural areas. He is highly experienced with CEQA/NEPA and transportation topics and policies surrounding active transportation, context sensitive solutions, and complete streets throughout California.

Education

UC, Irvine
BA, Social Ecology (Environmental Analysis and Design)

Noise and Vibration Lead

Michael Carr, INCE

Michael Carr is an acoustician with more than 20 years' experience in acoustics and related industries, with an emphasis on environmental acoustics, noise, and vibration. Mr. Carr is a member of the Institute of Noise Control Engineering (INCE) and an expert in acoustics, noise and vibration control, sound insulation, and electro-acoustics. His broad range of experience and technical depth encompass a number of markets, including structural and building acoustics, residential, commercial, recreational, transportation and environmental noise and vibration control. In the area of transportation noise and vibration, Mr. Carr has expertise in measurement, prediction, and assessment of noise and vibration associated with aviation, vehicular, and rail/transit-based transportation modes.

Education

Sierra College

AS, Electronic Technology

AS, Computer Technology

Certificate in Mechatronic Systems

Certifications

AVIXA Certified Technology Specialist (CTS)

Air Quality Lead

Matthew Morales

Matthew Morales is an air quality specialist with 14 years' experience preparing technical analyses for numerous planning and environmental projects related to development, natural resource management, and facility expansion. Mr. Morales is trained in air quality, including toxic air contaminants (TACs) and greenhouse gas (GHG), and he is adept at applying air quality models, such as the California Emissions Estimator Model, Caline4, AERSCREEN, AERMOD, and HARP 2, to perform quantitative analyses for CEQA and NEPA environmental documents, such as EIRs, ISs, and MNDs.

Education

UC, Davis

BS, Environmental Toxicology

Biological Resources Lead

Matt Ricketts

Matt Ricketts is a senior biologist with 19 years' experience as a wildlife biologist and conservation planner specializing in biological resource inventories and documentation, special-status species surveys, federal Endangered Species Act/California Endangered Species Act compliance, and environmental impact analysis.

In addition, Matt is a skilled field biologist with 20 years' experience birding in central and Northern California. Special-status bird species with which he is especially familiar include burrowing owl (*Athene cunicularia*), Swainson's hawk (*Buteo swainsoni*), tricolored blackbird (*Agelaius tricolor*), and California black rail (*Laterallus jamaicensis coturniculus*). He also holds a federal 10(a)(1)(A) Recovery Permit to conduct active surveys for California Ridgway's rail (*Rallus obsoletus obsoletus*) in the San Francisco Estuary.

Education

Eastern Kentucky University
MS, Biology/Applied Ecology

University of Illinois at Urbana-Champaign
BS, Natural Resources and Environmental Sciences

Certifications

USFWS, ESA Section 10(a)(1)(A) Recovery Permit No. No. TE-61177B-0

Hydrogeology Lead

Dylan Duvergé

Dylan Duvergé is an environmental analyst and hydrogeologist with 12 years' experience assessing program and project impacts to surface water and groundwater resources; geologic and hydrologic hazards; and soil, mineral, and paleontological resources. Mr. Duvergé assists large-scale planning efforts and individual project proposals through CEQA and NEPA compliance. He has prepared, contributed to, and/or peer reviewed groundwater resource investigations, hydrology and drainage studies, geotechnical reports, Phase I Environmental Site Assessments, and paleontological resource assessments for various projects throughout California, effectively communicating scientific and regulatory aspects of hydrologic and geologic issues.

Education

San Francisco State University
MS, Geosciences

UC, Santa Cruz
BA, Environmental Studies

Certifications

PG, CA No. 9244

Qualified SWPPP Developer, CA No. G09244

40-Hour HAZWOPER, as per 29 CFR 1910.120(e), and RCRA DOT

Socioeconomic Studies Lead

Matt Kowta, MCP | Managing Principal, BAE Urban Economic Inc.

Mr. Kowta is based in BAE's Davis office and has over 20 years' experience managing numerous economic studies relating to affordable housing, workforce housing, inclusionary housing policies, and housing impact analyses. Matt is currently overseeing BAE's work to assist the Town of Windsor with an update to its inclusionary housing policies. He recently served as BAE's principal-in-charge for major affordable and workforce housing studies in the Lake Tahoe region, including the Truckee/North Tahoe Regional Housing Needs Study, and an affordable housing policy study for the Tahoe Regional Planning Agency. Matt is currently leading BAE's work assisting Palm Beach County, Florida with an update to its workforce housing program, and he directed BAE's work in support of Sacramento's Central City Specific Plan, which is part of the City's initiative to provide 10,000 new places to live in Downtown Sacramento in 10 years.

Education

UC, Berkeley
MCP, City and Regional Planning

UC, Los Angeles
BA, Geography

Project Approach

Project Understanding

The new mixed-use development project (Project) proposed by The Sobrato Organization at 123 Independence Drive in Menlo Park, California would demolish five existing industrial and office buildings across five parcels located at 119, 123-125, and 127 Independence Drive; 130 Constitution Drive; and 1205 Chrysler Drive, and construct 67 for-sale three-story townhomes, a five-story apartment building with 316 units, and an 88,750-square-foot office building.

Key Issues

The Dudek team has extensive experience preparing technical studies and CEQA/NEPA compliance documents throughout the Bay Area, which is home to a diverse mix of urban, agricultural, and open space lands interspersed with sensitive waterways and natural habitat. Rapid population growth and development over the past three decades has impacted area infrastructure, wildlife, and open space.

In 2016, the City adopted updated General Plan Land Use and Circulation elements, called ConnectMenlo, as well as associated zoning ordinance updates. These actions provided for important redevelopment efforts in the Bayfront. Key issues addressed in ConnectMenlo include sustainability, support for existing neighborhoods, economic development, conservation, housing affordability, mobility, transportation options, and traffic congestion and management. The City is processing several applications for redevelopment in the Bayfront, and the proposed Project would result in exceeding the amount of residential units projected to be developed under ConnectMenlo and evaluated in that EIR.

The City of East Palo Alto challenged the City's actions, alleging that the ConnectMenlo EIR underestimated the amount of new employment and failed to analyze adequately the traffic impacts that would result from development under the General Plan Update. Under a 2017 settlement agreement between the cities of Menlo Park and East Palo Alto, the City is required to prepare an EIR for projects like this one that request bonus level development within the R-MU-B zoning district of the Bayfront Area. The agreement establishes requirements for traffic impact analysis and mitigation and for preparation of an HNA.

The project proposes development under the provisions of Senate Bill 330 (SB 330), the Housing Crisis Act of 2019, which became effective January 1, 2020. SB 330 is intended to streamline housing projects that require discretionary approval, including mixed-use projects where at least two-thirds of the square footage is dedicated to housing. In part, the Act allows an applicant to "lock in" applicable fees and development regulations at the time of preliminary application submittal, stipulates that projects may have no more than 5 public hearings, and requires that design standards must be objective and measurable.

Proposed Scope of Work

Dudek will undertake the following tasks for preparation of the EIR, as described below:

Table 2. Task Outline

Task 1: Project Initiation, Project Description, and Notice of Preparation

Project Initiation

Upon execution of the EIR contract, Dudek's project manager, Katherine Waugh, and deputy project manager, Kara Laurenson-Wright will attend a virtual project initiation meeting with City staff and the project applicant representative, if invited by the City. This meeting will be critical to the ultimate success of the Project, as it provides an opportunity for all parties to discuss and review the scope of the Project, formalize key project assumptions, and define key milestones and other critical success factors for the Project. This meeting will also offer an opportunity to confirm document format requirements, points of contact, status report details, and any other logistical, technical, or procedural concerns. We approach every project with the understanding that attention on the front end of a project can save substantial time and costs in the long run.

Dudek will also conduct a site visit to observe existing conditions in the Project vicinity and review applicable background and technical data for the Project area, such as the ConnectMenlo General Plan and EIR. From this review, Dudek will identify applicable policies and standards that will be cited in the EIR as portions of the regulatory framework governing impact analysis for this Project.

Project Description

Dudek will prepare a project description for use in the EIR. It will include the planning and environmental context for the Project and Project site, including documenting the existing land uses and condition of the Project site, providing a detailed description of the project components, and identifying general construction logistics and schedule. The draft project description will be submitted to the City and the project applicant for review and comment, and Dudek will revise the project description as necessary.

The approved project description will be used as the basis for all project analyses. Minor revisions to the project description are anticipated as part of the EIR process; however, major changes could substantially affect impact analyses. Any changes to the project description that require revisions to completed or in-progress tasks could represent additional costs not included in the proposed budget.

Notice of Preparation and Public Scoping Meeting

Prior to preparing the Notice of Preparation (NOP), Dudek will consult with City staff regarding the possibility of focusing the EIR on those resource areas where potentially significant impacts may occur. While the EIR cannot tier from the ConnectMenlo EIR, the information and analysis in the ConnectMenlo EIR may be incorporated by reference, which could provide adequate support to address some environmental resource areas in an Initial Study format rather than a full EIR.

Dudek will prepare an NOP to initiate the EIR process. The NOP will provide a brief description of the Project, discuss the potential environmental effects of the Project, and describe the anticipated scope of the EIR. The EIR is expected to address all issues raised in Appendix G of the CEQA Guidelines, with the exceptions of agricultural and forestry resources and mineral resources. Discussions supporting the exclusion of these topics from the EIR will be included in the NOP.

Dudek will submit the draft NOP to the City for review and will revise the document based on City comments. Dudek will provide the City with the final NOP and coordinate with the City to ensure appropriate document distribution. Dudek assumes the City will undertake distribution to local agencies and individuals, provide for publication of a notice of availability in the newspaper; Dudek will submit the document electronically to the State Clearinghouse.

Dudek will also coordinate with City staff to hold a public scoping meeting using an online meeting platform. At the meeting, Dudek will present an overview of the Project and the anticipated scope of the EIR. Dudek will take meeting notes to document the public comments received. At the conclusion of the NOP review period, Dudek will prepare a scoping comment summary.

Task 2: Technical Studies

Task 2.1 Air Quality, Greenhouse Gas, and Energy Consumption Modeling

Dudek will prepare an assessment of the air pollutant and greenhouse gas (GHG) emissions of the Project using California Emissions Estimator Model (CalEEMod). After reviewing all available project materials, Dudek will prepare a request for any outstanding data needed to conduct the analysis. If precise information on a particular factor is not available from the City or the Project representatives, Dudek will make every effort to quantify these items using the best available information for comparable data sources, but in all cases will consult first with the City regarding the information needed.

Dudek will estimate emissions associated with demolition, construction, and Project operation. The short-term construction and demolition emissions modeling will be based on scheduling information (e.g., overall construction duration, phasing, and phase timing) and probable construction activities (e.g., construction equipment type and quantity, workers, and haul trucks) developed by the City and/or standardized approaches. The modeling will also provide data that will support the energy consumption analysis in the EIR.

The operational air pollutant emissions modeling will include air pollutant and GHG emissions generated by mobile, energy, and area sources for the Project, as well as the current level of emissions associated with the existing uses to be demolished. Project-generated operational GHG emissions that will be estimated will include those associated with area sources, electrical generation, water supply, wastewater, and solid waste disposal. Dudek will use the traffic analysis to estimate emissions from motor vehicles. Energy and area source emissions (e.g., natural gas combustion and consumer products) will be estimated using the default values in CalEEMod for the proposed and existing land uses, unless Project-specific data is available.

Dudek will evaluate whether traffic associated with the Project could lead to potential exposure of sensitive receptors to substantial concentrations of air pollutant emissions, specifically carbon monoxide (CO) hotspots, based on the Project's traffic impact analysis and the criteria recommended by the Bay Area Air Quality Management District (BAAQMD). This scope includes a qualitative analysis for CO hotspots. However, if the qualitative analysis shows a potential exceedance of the BAAQMD screening criteria, Dudek will perform a quantitative CO hotspot analysis under a separate scope and budget.

The Project would result in a short-term increase in toxic air contaminant (TAC) emissions related to construction. Based on a review of the Project's location and surrounding uses, Dudek does not anticipate a construction health risk assessment (HRA) would be required, since no sensitive receptors were identified within 1,000 feet of the Project. However, if there are sensitive receptors proximate to the Project after all, a construction-related HRA has been included as Optional Task AQ-1. If a construction HRA is not required to evaluate the potential health risk the Project may have on nearby sensitive receptors, Dudek will qualitatively address the potential for the Project to expose sensitive receptors to substantial TACs in the EIR.

Based on the Project's location, an operational HRA will be performed, which will consider TAC emissions from existing sources near the Project that may cause potential health risk impacts on occupants of the proposed new residences. Additionally, $PM_{2.5}$ from mobile and stationary sources can pose a localized health threat to sensitive receptors at relatively low concentrations. These sources can include existing stationary sources (such as emergency generators) in the area and vehicles travelling on nearby high volume roadways, including Highway 101 and State Route 84. Dudek will estimate TAC emissions using EPA and/or CARB emission factors. The dispersion of TACs and their health risk impacts on occupants of new project residences will be modeled using BAAQMD screening tools (where available), as well as American Meteorological Society/Environmental Protection Agency Regulatory Model (AERMOD) and the California Air Resources Board (CARB) Hot Spots Analysis and Reporting Program Version 2 (HARP2) programs along with meteorological data provided by BAAQMD for the Project area. HARP2 performs health impact calculations based on the Office of Environmental Health Hazards Assessment's Air Toxics Hot Spots Program Guidance Manual for Preparation of Health Risk Assessments (Health Risk Assessment Guidance Manual). The maximum health impacts will be tabulated and compared to the BAAQMD thresholds.

Additional Appendix G thresholds will also be evaluated, including the potential for the Project to expose sensitive receptors to substantial pollutant concentrations, to result in other emissions such as odors, or to impede attainment of the current BAAQMD air quality management plan. Details of the analysis (e.g., daily criteria air pollutant emission calculations and HRA) will be included in appendices to the assessment.

Optional Task AQ-1: Construction HRA

The main contaminant of concern associated with construction activities is diesel particulate matter (DPM), which has been listed as a TAC by CARB. Dudek will evaluate the Project's potential health risks associated with construction activities using an appropriate exposure period to evaluate short-term emissions increases. The dispersion of DPM will be modeled using the AERMOD dispersion model and the CARB HARP2, along with meteorological data provided by BAAQMD for the Project area. Additionally, PM2.5 concentrations will be estimated. The results will be compared to BAAQMD thresholds for impacts resulting from TAC emissions in the air quality section of the environmental document. A health risk assessment will be prepared as a technical appendix and a summary of the methodology and results will be provided in the air quality section of the EIR.

Task 2.2 Biological Resources Assessment

Dudek will conduct a literature review to identify known records of special-status plant and animal species in the site vicinity. The literature review will include a search of the California Department of Fish and Wildlife's (CDFW) California Natural Diversity Database (CNDDB), U.S. Fish and Wildlife Service (USFWS) Information for Planning and Consultation (IPaC) database, and the California Native Plant Society's (CNPS) On-line Inventory of Rare and

Endangered Plants. Dudek will also review the arborist report prepared by the applicant's consultant to inform its analysis of heritage trees. No other biological resource reports have been prepared for the site.

A Dudek wildlife biologist will conduct a half-day, reconnaissance-level site visit to document existing biological resources (e.g., vegetation or land cover types, wildlife habitat) and assess the potential for special-status species to occur. No sensitive vegetation communities or jurisdictional aquatic resources (e.g., wetlands) are expected to occur because of the site's location within an area historically developed for industrial, warehousing, and office space land uses. Based on Dudek's experience with similar projects in the area and a review of Google Earth aerial imagery, potential biological resources include trees and shrubs that provide habitat for nesting birds and tree-roosting bats, buildings that may provide habitat for roosting bats, and trees that may be protected under the City's recently updated (July 1, 2020) heritage tree ordinance (Municipal Code Chapter 13.24). The analysis will also consider potential impacts of the proposed buildings on birds (due to potential increase in collisions) and develop mitigation measures based on the ConnectMenlo standards for building design if necessary.

Based on the results of the literature review and site visit, Dudek biologists will prepare the biological resources chapter of the EIR. Information on existing vegetation or land cover types, wildlife habitat, and special-status species occurrences and habitat suitability will be presented in the environmental setting section. Potential impacts will be identified by applying the standard environmental checklist questions for biological resources from the CEQA Guidelines to the Project. If any potentially significant impacts on biological resources are identified, Dudek will propose feasible mitigation measures to avoid, minimize, or compensate for such impacts. Although the proposed Project will not be able to tier from the ConnectMenlo EIR, Dudek will analyze impacts and propose mitigation measures consistent with the ConnectMenlo MMRP since biological resource issues are expected to be the same.

Task 2.3 Cultural and Historic Resources Assessment

Dudek's professionally qualified cultural (archaeology and built environment) resources staff will support the Project by providing AB 52 support, and preparing a Historic Resources Evaluation (HRE) technical report. Dudek understands the Project applicant will submit an archaeological inventory prepared by another firm to be used in preparation of the EIR. Dudek will summarize the findings from the archaeological inventory report, AB 52 consultation, and the HRE in the Cultural Resource section of the EIR in conformance with CEQA and all applicable local municipal guidelines and regulations. Based on preliminary analysis of the proposed Project site Dudek assumes that no more than seven (7) properties containing building 45 years of age or older will be located within the built environment study area which will assess potential direct and indirect impacts related to implementation of the proposed Project. These seven properties will require formal recordation and evaluation under all applicable federal, state, and local historic significance criteria. Tasks involved in the preparation of this technical work are as follows:

AB 52 Support

The proposed Project is subject to compliance with AB 52, which requires lead agencies to provide tribes (who have requested notification) with early notification of the proposed Project and, if requested, consultation to inform the CEQA process with respect to tribal cultural resources. While AB 52 is a government-to-government process between the CEQA lead agency and California Native American Tribes, Dudek will assist the City with the notification process and responding to any comment letters. AB 52 consultation will be summarized in the Cultural Resources section of the EIR.

No in-person meetings with Native American groups are included in this scope of work.

Background Research

Under this task Dudek will conduct a search of the Built Environment Resource Database (BERD) available through the California Office of Historic Perseveration to determine if any of the properties in the Project study area have been previously evaluated. Dudek will also conduct building development research through the City of Menlo Park, and/or San Mateo County to understand the construction history of the property, determine the nature and extent of any alterations overtime, and retrieve information on any previous owners/occupants. In addition, Dudek will conduct archival research to develop the historic context for the property under which the properties will be evaluated. Research in support of the historic context may include visiting local libraries, archives, and contacting relevant historical societies.[1]

Create Study Area Map and Conduct Field Survey

Upon completion of the background research, Dudek architectural historians will prepare a draft Study Area Map for built environment resources in consultation with City and other Project design staff. The Study Area Map will include all properties within the proposed Project footprint, as well as some parcels immediately adjacent to the proposed Project, dependent on the potential for direct and indirect impacts to built environment resources. The extent of the Study Area will be based on the Project Description and Project design drawings. Dudek assumes that the Project engineer will provide all of the required project details in GIS or CAD along with parcel data. Dudek staff will begin conducting field work after consulting with the project manager to establish the initial draft Study Area Map. This scope of work assumes that Dudek will produce no more than two versions of the Study Area Map; draft, and final.

Dudek architectural historians will survey the study area. It is assumed that the survey for built environment resources will not exceed one (1) 12 hour field day. The built environment survey will entail taking detailed notes and photographs of all buildings constructed over 45 years ago located within the proposed Project area and adjacent to the area if indirect impacts are anticipated. This includes documentation of character defining features, spatial relationships, landscaping, alterations, and the overall existing conditions of the buildings.

Record and Evaluate Resources

Dudek assumes recordation and evaluation of the buildings located within and adjacent to the proposed Project area as part of the current study will equal no more seven (7) properties. In addition to the buildings, other features of the complex, including the landscape features (hardscape and softscape) will also be examined in the historical significance evaluation as part of each property. The City of Menlo Park does not have local historical resource registration criteria and appears to defer to NRHP and CRHR guidelines. Consequently, the properties will be evaluated under NRHP and CRHR criteria and integrity requirements. Dudek assumes that preparation of no more than seven Department of Parks and Recreation (DPR) 523 form sets will be required.

Historic Resource Evaluation Report

Dudek will prepare an HRE that will summarize the results of the, background research, field survey, and property significance evaluation for each property. The report will also discuss the proposed Project description, regulatory framework, all sources consulted, research and field methodology, setting, and findings. Under this scope Dudek assumes that the proposed Project will not result in significant impacts to historical resources under CEQA and development of mitigation will not be required.

[1] Access to many public and private facilities is presently limited due to restrictions related to Covid-19. Dudek will make a good faith effort to access all relevant historic records via online procedures, email, and telephone calls should in-person access not be granted. These efforts will be documented in the HRE.

Task 2.4 Noise Assessment

Dudek will prepare an assessment of the noise and vibration impacts potentially associated with the proposed Project based on City of Menlo Park General Plan and Code.

Dudek will conduct a noise monitoring program at the proposed Project site and in the Project vicinity to characterize baseline ambient acoustical conditions in the area and catalog existing noise levels. The noise monitoring program is anticipated to include noise monitoring at up to four locations in the proposed Project area. Short-term (approximately 10 to 30 minutes in duration) attended noise measurements will be conducted at up to three (3) locations to provide adequate representation and relative exposure of noise-sensitive receptors to existing noise levels and to characterize sound generated by existing traffic. Additionally, continuous long-term unattended noise measurements will be conducted at one location in the proposed Project study area (approximately 24 hours in duration).

Monitoring locations will be selected to adequately represent noise exposure at areas of key interest in the Project vicinity; such as property lines and nearby noise-sensitive receptors. Noise level data will be used for establishing existing baseline noise level in the Project vicinity and will serve as a basis of evaluation for future noise levels at receivers within the Project area. Dudek will coordinate with designated Project team member as directed to coordinate access where required.

Noise Modeling and Analysis

Dudek will model and analyze existing ambient and Project-generated noise levels throughout the Project study area. The analysis will be based on proposed Project information provided by the City, observations and noise measurement data from the field survey, the proposed Project's traffic study and available reference data.

Dudek will analyze potential short-term, construction-related noise impacts associated with the proposed Project (e.g., on-site heavy-duty equipment, generators, pumps, etc.). Construction-related noise impacts will be assessed with respect to nearby noise-sensitive receptors and their relative exposure, based on the City's Noise Control Ordinance and General Plan. The analysis will utilize the Federal Highway Administration (FHWA) Roadway Construction Noise Model (RCNM) and Federal Transit Administration (FTA) reference noise level data and industry-standard propagation methodologies. Vibration impacts (construction and operational) will be evaluated through the application of FTA and California Department of Transportation (Caltrans) reference data and methodologies. Although the proposed Project will not be able to tier from the ConnectMenlo EIR, Dudek will analyze impacts and propose mitigation measures consistent with the ConnectMenlo MMRP, as noise and vibration issues are expected to be similar.

Existing and future traffic noise exposure at nearby existing noise-sensitive receptors and future receptors associated with the proposed Project will be analyzed based on the traffic study, available regional traffic data and application of the FHWA traffic noise propagation modeling algorithms. Where traffic noise levels are calculated to exceed applicable thresholds, mitigation measures will be evaluated to determine the requirements to achieve compliance with the thresholds. Future exterior traffic noise exposure levels at the building facades of the residential uses associated with the proposed Project will be calculated and used to determine if upgraded window and building assemblies would be necessary to achieve compliance with the City's interior noise standards.

Reporting

Dudek will prepare technical noise study report that will discuss the existing environment, noise monitoring results, analysis methodology and findings. The report will provide a summary of the relevant regulatory framework against which noise and vibration impacts are assessed based on the relevant city, state and federal standards. If significant impacts are identified, mitigation measures to reduce impacts to a less-than-significant level (where feasible) will be recommended. Proposed mitigation measures consistent with the ConnectMenlo MMRP will be recommended whenever feasible. Dudek will also use the report to the necessary information for preparation of the proposed Project's CEQA documentation.

Task 2.5 Traffic Impacts Analysis

Dudek's in-house transportation planners and engineers will prepare the Traffic Impact Analysis (TIA) for the proposed Project. The traffic data generated by the TIA will be provided to Dudek's in-house Noise and Air Quality/Greenhouse Gasses (AQ/GHG) teams for use in their analyses to provide consistency between all three disciplines.

The proposed Project would construct a mixed-use project at 123 Independence Drive in the City. The TIA will be prepared consistent with the requirements of the City's recently adopted (updated) TIA guidelines (June 16, 2020), the San Mateo County Congestion Management Program (CMP), Caltrans TIS guidelines (where applicable), and SB 743. The City has recently updated their TIA guidelines to comply with SB 743. The following scope of work for the TIA is based on general guidance provided by the City; and, prior to the initiation of the TIA, Dudek staff will seek approval of the following work scope by the City. Should additional items be requested and/or refined (or items removed), Dudek will amend the work scope and seek contract modification (if needed).

Transportation Demand Management Plan

In accordance with City Municipal Code Section 16.45.090, projects with a net new increase (or change in land use) of 10,000 square feet (SF) of gross floor area will be required to develop a transportation demand management (TDM) plan to reduce at least twenty percent (20%) of net new vehicular trips. Dudek will review applicant-provided TDM plan to determine whether the necessary reduction is achievable. If it's determined to be achievable, the vehicle miles traveled (VMT) and level of service (LOS) analyses, described below, will include project trip generation reduction to reflect the proposed TDM plan. If it is determined that a TDM reduction of more than 20% is required, Dudek will work with the City and applicant to determine appropriate measures to meet the required reduction.

Vehicle Miles Traveled Analysis

The City has recently updated their TIA guidelines to comply with SB 743 which requires that transportation impacts in CEQA be determined based on the VMT metric, instead of LOS. Based on VMT screening criteria from the State Office and Planning Research (OPR) Technical Advisory (2018), the proposed Project cannot be screened-out from further VMT analysis as it is not within ½ mile of a high-quality transit corridor, nor is it within a low-VMT generating transportation analysis zone (TAZ) per the State Travel Demand Model (CSTDM).

Therefore, for purposes of this scope of work, it is assumed that the VMT analysis will be prepared using a travel demand model. Dudek will sub-contract with a City-approved traffic modeling consultant to modify and run the Menlo Park City Travel Demand Model. Our budget includes $12,000 for the sub-contracted VMT modeling, which is consistent with current VMT modeling estimates in the Bay Area. Dudek will coordinate with the City to modify the TAZ within the Project site with the land uses of the proposed Project, and perform a Select Zone model run to determine the Project's trip assignment. As part of the Select Zone run, the VMT estimate of the Project will be determined for the per capita, per employee, and per service population variables. Then, the regional baseline VMT estimate for the study area (extent to be determined by the City) for those same variables will also be provided from the travel demand model. Dudek will analyze that data using the City's VMT thresholds.

If a significant VMT impact is found, Dudek will identify feasible mitigation measures that could avoid or reduce the impact. Transportation Demand Management (TDM) strategies to mitigate VMT will be utilized from the document *Quantifying Greenhouse Gas Mitigation Measures, August 2010*, prepared by California Air Pollution Control Officers Association. Dudek will utilize the reduction factors provided in the document to quantify, wherever possible, the effect of applicable TDM strategies on VMT reduction of single occupant vehicle trips. It should be noted that the reduction of VMT for some of the measures is qualitative, therefore the mitigation measures will include both quantitative and qualitative significance after mitigation analysis. It should be noted

that within the Project area, strategies to reduce VMT are limited due to the lack of other transportation modes and reliance on private vehicles.

Level of Service Analysis

Dudek will also conduct an LOS analysis of the surrounding street network per the City's TIA guidelines and the San Mateo County CMP. Dudek will confirm the study area with City prior to initiation of the TIA. Per the City, the following intersections would make up the study area:

Intersections

1. Marsh Road and Bayfront Expressway (State)
2. Marsh Road and US-101 NB Off-Ramp (State)
3. Marsh Road and US-101 SB Off-Ramp (State)
4. Marsh Road and Scott Drive (Menlo Park)
5. Marsh Road and Bay Road (Menlo Park)
6. Marsh Road and Middlefield Road (Atherton)
7. Marsh Road and Florence Street-Bohannon Drive (Menlo Park)
8. Chrysler Drive and Bayfront Expressway (State)
9. Chrysler Drive and Constitution Drive (Menlo Park)
10. Chrysler Drive and Jefferson Drive (Menlo Park)
11. Chrysler Drive and Independence Drive (Menlo Park)
12. Chilco Street and Bayfront Expressway (State)
13. Chilco Street and Constitution Drive (Menlo Park)
14. Willow Road and Bayfront Expressway (State)
15. University and Bayfront Expressway (State)

Dudek will work with the City to obtain recent traffic counts for the study area roadway segments and intersections, and adjust to current non-pandemic traffic conditions. Traffic counts may come from, and be consistent with, the traffic studies being prepared for the on-going projects at 111 Independence Drive and 115 Independence Drive.

Optional Task 1: *As an optional task, at the direction of the City, new weekday daily roadway segment, and a.m. (7:00–10:00 a.m.) and p.m. (4:00–7:00 p.m.) peak hour intersection counts will be collected at the study area locations. Traffic counts will be collected during a typical weekday of a non-holiday week. The peak hour traffic counts will include bicycle and pedestrian volumes at the study intersections. Costs for this optional task are shown as a separate line item in our proposed budget.*

Optional Task 2: *As an optional task, at the direction of the City, if it's determined that the project triggers CMP review, a CMP-level analysis of the two following roadway segments will be prepared:*

1. *Independence Drive, Constitution Drive to Chrysler Drive*
2. *Chrysler Drive, Independence Drive to State Route 84 (SR-84)–Bayfront Expressway*

This analysis will also collect new traffic volumes at those locations. Traffic volumes will be adjusted to current non-pandemic traffic conditions.

Level of Service

Intersection and roadway segment LOS analyses will be prepared for the weekday daily, a.m. and p.m. peak hours at the study area locations listed above for the following analysis scenarios:

- Existing condition
- Near-Term base traffic condition
- Near-Term plus project traffic condition
- Cumulative (including all future potential development by year 2040)
- Cumulative plus project

The LOS analyses will be prepared consistent with the required analysis methodology of the City which is the *Highway Capacity Manual* (HCM) methodology using VISTRO traffic analysis software, which is currently being used on other projects under review by the City's Transportation Division. Project trip generation estimates will be based on trip rates in *Trip Generation, 10th Edition*. The Project's trip generation, distribution, and assignment will be approved by the City prior to completion of the traffic analysis. For the near-term and cumulative conditions, cumulative projects' traffic volumes will be based on the City's volumes in their VISTRO files. Dudek will also request approved and pending project lists (and traffic volumes and/or studies) from the City of Redwood City, the City of East Palo Alto, and the Town of Atherton. This scope and budget includes the manual trip assignment of up to 10 approved and pending projects. Dudek will revise the near-term and cumulative VISTRO files as needed.

Transit, Pedestrian and Bicycle Facilities, and Project Access

Dudek will also qualitatively analyze the transit, pedestrian, and bicycle facilities that serve the Project site. Project access and on-site circulation will be based on the City's Standard Plans/Drawings for access and on-site circulation design requirements. Vehicular queuing at the Project's driveway will be analyzed for adequacy based on the 95th percentile (design) queues.

For any significant Project traffic impacts found, Dudek will determine appropriate and feasible mitigation measures to offset significant Project impacts.

TIA Document

The methodologies, assumptions, analyses, findings, and mitigation measures (if any) will be summarized in a TIA report. All necessary tables, figures, and appendices will be provided in the TIA. A Draft TIA will be submitted to the City for review. This scope assumes one round of consolidated review by the City. Once comments are received from the City, Dudek will prepare a Final TIA for use in the Project's CEQA document.

Task 2.6 Housing Needs Assessment

BAE Urban Economics, Inc. (BAE) will prepare a housing needs assessment for the proposed Project, which would include 67 for-sale townhouses, 316 apartments, and 88,750 square feet of office space. The development would demolish five existing industrial and office buildings that currently occupy the site. The analysis is scoped to satisfy the terms of the 2017 settlement agreement between the City of Menlo Park and the City of East Palo Alto, which states:

> *"The scope of the HNA will, to the extent possible, include an analysis of the multiplier effect for indirect and induced employment by that Development Project and its relationship to the regional housing market and displacement."*

To accomplish this, the analysis will include background analysis of the local and regional housing market context, identification of the proposed Project's net impact on housing supply and demand across income levels, estimation of the impacts felt within Menlo Park, and an evaluation of the broader impacts on the balance of

supply and demand within the regional housing market. The latter will include a qualitative assessment of the potential for displacement of lower-income residents within the local area. Following is a detailed description of the tasks and methodology to complete the scope of work.

Project Start-Up and Background Data Collection

To set the stage for the impact analysis, BAE will collect and analyze background data on demographic and housing market characteristics in Menlo Park and the wider region. Data collected will include information on household income levels, housing cost burden, overcrowding, renter and owner occupancy rates, residential rents and sale prices, typical residential turnover rates, recent residential construction activity, recent employment growth, projected household growth, and projected employment growth. This analysis will provide data on Menlo Park and the San Mateo County/Santa Clara County region of the Bay Area. If available from the City, BAE will also analyze data on the number and type of units in the residential development pipeline in Menlo Park. This analysis will include a qualitative assessment of the extent to which the background data indicate displacement risk for existing residents in the local area (e.g., Menlo Park and East Palo Alto).

Net Impact on Housing Supply and Demand by Income Level

To serve as the basis for the impact assessment, BAE will estimate the net impacts of the proposed Project on housing supply and demand, by income level.

a. *Change in Housing Supply by Income Level*

First, BAE will identify the increase in housing supply created by the proposed Project in terms of new housing units by likely income level of the household occupants, based on the anticipated market pricing of the proposed townhouses and apartments, as well as consideration of any included below market rate units as applicable.

b. *Net Direct Change in Worker Housing Demand*

Next, BAE will summarize the direct net impacts of the proposed Project on jobs, including the reduction of jobs potential due to removal of existing industrial buildings, and the new job potential associated with new office space. BAE will associate these job changes with the relevant industry sectors.

c. *Indirect and Induced Job Impacts and Related Regional Worker Housing Demand*

Next, BAE will use the IMPLAN economic model to estimate the indirect and induced job impacts on housing demand associated with the changes in land use at the Project site, based on the estimated changes in the number of jobs at the Project (i.e., direct employment from sub-task b.) by relevant industry sector as inputs for the IMPLAN model to estimate the indirect and induced jobs that the proposed Project will support within the San Mateo/Santa Clara County region. BAE will then estimate the direct, indirect, and induced housing unit need associated with the Project's total (direct, indirect, induced) net employment change by dividing the number of direct, indirect, and induced jobs by the average number of workers per worker household in the two-county housing market. BAE will then estimate the household income distribution for the new worker households generated by the direct, indirect, and induced employment from the proposed Project based on the household income distribution among existing workers in each relevant industry sector using Public Use Microdata Sample (PUMS) data.

BAE will also estimate the indirect and induced housing demand by income level generated by the household spending associated with the proposed Project's new housing component as inputs for the IMPLAN model. The model will estimate the number of jobs that would be supported by the increased spending of new households associated with proposed housing units on goods and services within the two-county area and BAE will again convert workers to households and use PUMS data to estimate the household income levels associated projected workers within the relevant industry sectors.

d. Net Housing Demand/Supply Effect

BAE will aggregate the direct, indirect, and induced impact calculations from the preceding sub-tasks to produce a summary table that identifies the total estimated change in housing demand (units) by income level associated with the proposed Project.

Menlo Park Share of Housing Impacts

BAE will then estimate the share of new direct, indirect, and induced housing demand that will be located in Menlo Park and East Palo Alto based primarily on existing commute patterns, though this task will also include a sensitivity analysis to estimate the housing demand in Menlo Park and East Palo Alto if housing demand among new workers differs somewhat from housing demand as indicated by existing commute patterns.

Analysis of Impacts on Local and Subregional Housing Market

Based on the findings from Tasks 1 through 3, BAE will provide an assessment of the potential relationship between the proposed Project, the regional housing market, jobs-housing balance, and displacement. This will include a qualitative analysis of the potential impacts of the proposed Project on residential rents and sale prices and the potential that the proposed Project will lead to the displacement of existing local area residents.

Deliverable: Project Impact chapter of HNA Report

Draft and Final Reports

BAE will prepare a draft report that summarizes the approach to the HNA and presents the research, analysis, and findings from the completed scope of work. Following submittal of the draft report, BAE staff will be available to discuss the Draft Report with City staff by teleconference and answer any questions. Upon receipt or a single, consolidated set of City staff comments on the Draft Report, BAE will revise the report as appropriate and prepare a Final Report for the City's use.

Deliverables: All report drafts in electronic format (Microsoft Word and/or Adobe PDF)

Task 3: Prepare Administrative Draft EIR

Dudek will prepare the EIR pursuant to the requirements of the CEQA Statutes, CEQA Guidelines, CEQA case law, and City policies and standards. It will consist of the following sections:

1. Introduction
2. Executive Summary
3. Project Description
4. Aesthetics and Visual Resources
5. Air Quality
6. Biological Resources
7. Cultural and Tribal Cultural Resources
8. Geology and Soils
9. Greenhouse Gas Emissions
10. Energy Consumption
11. Hazards and Hazardous Materials
12. Hydrology and Water Quality
13. Land Use and Planning
14. Noise

15. Population, Employment, and Housing
16. Public Services and Utilities
17. Transportation and Traffic
18. CEQA-mandated sections: Growth Inducing Effects; Irreversible Environmental Effects
19. Alternatives to the Proposed Project
20. Preparers and References

Each of the environmental analysis sections will contain the following: Environmental Setting, Regulatory Framework, Impacts, and Mitigation Measures. Each section will include a description of the baseline conditions of the Project site as they relate to the environmental resource being evaluated and the changes to those conditions that would result from the proposed Project. The impacts analysis in each section will include specific consideration of cumulative impacts. The Thresholds of Significance for impacts to the subject resources will be defined based on applicable city, state, and federal policies, regulations, and standards. The impacts analysis in each section will include specific consideration of cumulative impacts. For the cumulative impacts analysis, the geographic area in which cumulative impacts may occur will be defined, the cumulative development scenario within that area will be identified, the potential for significant impacts to occur under the cumulative development scenario and the Project's contribution to those impacts will be evaluated, and a determination of the significance of the Project's contribution will be made. Each EIR section is discussed further below.

Introduction and Executive Summary

The introduction will describe the CEQA process as implemented by the City for the proposed Project and identify steps taken by the City to comply with relevant requirements (e.g., public scoping and notification). The executive summary will summarize the conclusions made in the EIR, presenting all potentially significant impacts and associated mitigation measures in a matrix format.

Project Description

The Project description will be prepared under Task 1. Final revisions to the Project description will be made as part of preparation of the Administrative Draft EIR (ADEIR).

Aesthetics and Visual Resources

The Project proposes to replace existing industrial and office buildings with multi-family dwelling units and 88,750 square feet of office space. The aesthetics and visual resources section will evaluate the change in land uses, visual character, and views of the site associated with the proposed redevelopment. This will include comparing building scale, massing, and height with the existing buildings; describing building design elements, materials, and colors, with particular focus on the pedestrian experience through and around the site; describing proposed landscaping; and characterizing potential changes in light and glare. The change in visual character is subjective; therefore, the analysis will focus on the degree to which the proposed Project will change the existing visual character of the site and evaluate if it would be substantially different from the current visual character.

Information referenced to evaluate visual effects of the proposed Project will include a site visit and photo documentation of existing conditions; proposed site plans and design elements; information from ConnectMenlo, the Menlo Park Municipal Code, and development standards applicable to the site. The significance of visual changes will be based, to the extent feasible, on conformance with the City's policies and regulations that pertain to community character, light, and design.

Air Quality

Dudek will prepare the air quality section based on the results of air quality modeling performed by Dudek as described in Task 2.1. Local and regional climate, meteorology, and topography as they affect the accumulation or dispersal of air pollutants will be presented, and current air quality conditions and recent trends in the San Francisco Bay Area Air Basin and Project area will be described on the basis of the California Air Resources Board and the U.S. Environmental Protection Agency annual air quality monitoring data summaries. Federal, state, and local regulatory agencies responsible for air quality management will be identified, and applicable federal, state, and local air quality policies, regulations, and standards will be summarized. Details of the analysis (e.g., daily emission calculations) will be included in an appendix to the EIR. The EIR will summarize the results of the modeling and impact analysis. The impact analysis will be based on the significance thresholds in Appendix G of the CEQA Guidelines and the BAAQMD emissions-based thresholds. The net increase in operational emissions (i.e., Project minus existing) will be compared to the significance thresholds established by BAAQMD.

Biological Resources

Dudek will prepare the biological resources section of the EIR based on data presented in the biological technical report prepared under Task 2.2. The EIR will summarize the existing resources within the proposed Project site; identify applicable City, state, and federal regulations; identify and evaluate all potentially significant direct and indirect impacts to the natural environment on site and off site; and recommend mitigation measures specific to each impact.

As necessary, Dudek will consult and coordinate with City staff and state and federal resource agencies to develop mitigation measures to minimize or avoid Project-related impacts to biological resources and demonstrate how the proposed Project will comply with local, state, and federal laws regarding protection of biological resources. This will include analysis of the proposed Project's compliance with the City's Heritage Tree Ordinance.

Cultural and Tribal Cultural Resources

The cultural and tribal cultural resources section will report on the research and findings of the Cultural and Historical Resources Assessment, as described in Task 2.3. This will include summarizing the ethnographic history of the Project region, describing resources known to occur within or adjacent to the Project site, and assessing the Project's impacts on those resources. Dudek will summarize any information received by the City through any consultation with Native American tribes under the AB 52 process. If consultation is not requested, Dudek will rely on the ethnographic history information provided in the Cultural Resources Inventory Report submitted by the Project applicant and the ConnectMenlo EIR to describe the potential for cultural and tribal cultural resources to occur in the Project area and evaluate the Project's potential to affect such resources.

Energy Consumption

This section will identify the types and amounts of energy that could be consumed during Project construction and operation based on the CalEEMod modeling prepared under Task 2.1. The Project will be assessed in regard to construction and operational energy consumption, which will be quantified to the extent estimation methods and Project-specifics are available. Project electricity (kilowatt-hours, kWh) and/or natural gas (British thermal units, BTU) usage will be estimated based on Project specifics; CalEEMod default values will be used, as appropriate, when Project specifics are not available. Petroleum consumption will be estimated using CalEEMod and based on the same equipment and vehicle assumptions assumed in the air quality and GHG emissions analysis. The net increase in energy (i.e., Project minus existing consumption) will be presented in the EIR and details of the analysis will be included in an appendix.

Project elements that would reduce the Project's energy demand during construction and operations will be identified in the analysis and quantified as available. Dudek assumes that the City will provide a list of the Project's energy conservation measures prior to initiating air quality and GHG emissions modeling, as the energy analysis will be prepared consistent with the emissions modeling assumptions.

Greenhouse Gas Emissions

Dudek will prepare the GHG emissions section based on the results of GHG emissions modeling described in Task 2.1. The GHG emissions assessment will include a brief description of global climate change and a summary of key, applicable regulatory measures. The net increase in GHG emissions (i.e., Project minus existing emissions) will be presented in the EIR and details of the analysis (e.g., annual GHG emission calculations) will be included in an appendix.

The City has an adopted Climate Action Plan (CAP), which was approved in 2009 and updated in 2011, 2013, 2014, 2015, and 2018. Further, the City recently adopted the 2030 CAP (First Draft) in June 2020. Dudek will discuss how the Project complies with the City CAP, state regulations (AB 32); the Plan Bay Area; and applicable laws and regulations that would increase energy efficiency, such as the California Building Code. In addition, since neither the City nor BAAQMD have a quantitative threshold for post-2020 development, Dudek will work with the City to calculate a scaled Project-specific threshold for GHGs based on the anticipated buildout year of the Project, the latest City inventories, and the City and/or state reduction goals. Along with plan consistency, this calculated threshold will be used to determine whether the Project GHG emissions are significant.

Geology and Soils

For the geology and soils section of the EIR, Dudek will use information from the ConnectMenlo Final EIR; The Menlo Park Open Space/Conservation, Noise and Safety Element; published geologic maps and reports from the California Geological Survey and U.S. Geological Survey; and any geotechnical reports provided by the Project applicant. Environmental setting information from the 1994 EIR will be updated, as applicable.

Dudek will address geologic and soils issues, including faulting, potential seismic-induced ground failure, slope stability, expansive soils, subsidence, and erosion, with respect to implementation of the proposed Project. In general, geologic and soils impacts would only be considered significant in the event that proposed Project implementation would create or exacerbate existing geologic hazards or soil erosion. Impacts of geologic hazards on the proposed Project, such as surface fault rupture, would not be considered significant.

This section will also report on the findings of the paleontological research and field survey, characterize the potential for the Project to result in adverse effects on paleontological resources, and identify mitigation measures to ensure that such impacts would be reduced to a less than significant level.

Hazards and Hazardous Materials

Dudek hazards and hazardous materials specialists will evaluate potential impacts due to current and past hazardous materials/waste storage and/or use and identify potential environmental concerns related to construction and operation of the proposed Project. Potential impacts will be assessed through the following:

- Review of federal, state, and local regulatory agency records per Government Code Section 65962.5 for sites within and adjacent to the proposed Project site, including the Regional Water Quality Control Board's GeoTracker website, Department of Toxic Substances Control's EnviroStor website, and California Environmental Protection Agency's Regulated Site Portal;
- Review of the available environmental site assessment/investigation/remediation reports (if available) and relevant regulatory documents for the Project site and nearby sites;

- Review and incorporation of relevant information from the ConnectMenlo Final EIR;
- Review of the National Pipeline Mapping System for hazardous material pipelines;
- Review of California Geologic Energy Management Division database;
- Evaluation of local safety plans, emergency response plans, and wildland fire zones;
- Evaluation of potential impacts to nearby airports; and
- Evaluation of potential impacts to nearby school sites.

Impacts will be evaluated with regard to the construction and operations components of the proposed Project, including proposed use/handling of hazardous materials/wastes. If the findings indicate potential impacts related to hazards and hazardous wastes or materials, mitigation measures may include further work related to additional investigation, sampling, remediation, human health risk analyses and/or construction and operations contingency measures.

Hydrology and Water Quality

Dudek will use information from the ConnectMenlo Final EIR; published maps and reports by the California Department of Water Resources, U.S. Geological Survey, and FEMA; and any technical reports Project by the Project applicant (e.g., drainage/hydrology report and water quality report). It is assumed that Project plans and drainage report will be reviewed by the City's Department of Public Works to determine that the documents meet City standards and are appropriate for use in the EIR analysis. Environmental setting information from the ConnectMenlo Final EIR will be updated, as applicable.

Based on the hydrologic setting of the Project area, Dudek will evaluate short-term construction impacts and long-term operational impacts. Short-term impacts would primarily be related to potential erosion of exposed sediments; and potential incidental spills of minor amounts of petroleum products and hazardous substances leaking from construction equipment and vehicles. It will be assumed that grading and construction would occur in accordance with a State Water Resources Control Board–Construction General Permit and associated construction related Storm Water Pollution Prevention Plan (SWPPP), which would include Best Management Practices (BMPs) to minimize water quality impacts. Long-term impacts would be related to potential flooding, potential impacts to groundwater supply, and conformance with water quality standards and waste discharge requirements. Dudek will describe and map the surface drainage pattern of the Project area and adjoining areas based on available aerial photographs, field observation, wetlands delineations, and existing drainage studies. Dudek will also summarize the drainage network within the Project area; identify pre- and post-development runoff and any applicable detention basin sizes and locations based on the analysis presented in the applicant-prepared drainage study; and evaluate the preliminary drainage calculations and plans with regard to runoff amounts, the effect of concentrating runoff in structures and ditches, detention and retention facilities, and stormwater discharge. This would also include a discussion of potential mosquito vector impacts and mitigation for impacts identified. Dudek will review BMPs proposed by the applicant and discuss the adequacy of the proposed BMPs in reducing the potential pollutants to the maximum extent practicable and identify additional mitigation measures as necessary to ensure the Project does not adversely affect water quality, result in potential flooding effects, or contribute significant volumes of stormwater runoff to the existing drainage network.

Land Use and Planning

The proposed Project would demolish 103,000 square feet of industrial and office uses and build residential units and an office building. The land use and planning section will evaluate consistency with applicable City General Plan policies and zoning requirements, including the Municipal Code Ordinance No. 1026, and other relevant City planning documents. This section will also consider the proposed Project's compatibility with adjacent existing development, roadways, and public utilities. This section will analyze whether the proposed

changes in land use and zoning designations would adversely affect the City's long-range land use planning goals.

Noise

The Noise section will address impacts of Project construction and operation on existing background noise levels based on the results of noise modeling performed by Dudek as described in Task 2.4. The noise section will discuss the existing environment, noise monitoring results, analysis methodology, and findings. The section will provide a summary of the relevant regulatory framework against which noise and vibration impacts are assessed based on the relevant county, state, and federal standards. If significant impacts are identified, mitigation measures to reduce impacts to a less-than-significant level (where feasible) will be recommended. The analysis of operational noise impacts will consider future noise levels using Project and roadway information generated from the TIA (Task 2.5) and noise exposure within the proposed Project site associated with adjacent roadways.

Population, Employment, and Housing

The HNA prepared by BAE under Task 2.6 will form the basis of the analysis in this section of the EIR regarding the potential the Project to create population, employment, and housing impacts. The analysis will be prepared in the context of the conclusions and analysis presented in the ConnectMenlo Final EIR, while also considering that the Project along with other development applications currently being processed by the City would result in more dwelling units than anticipated in ConnectMenlo. In addition, the analysis will address the following:

- Existing baseline data from the City, the Association of Bay Area Governments (ABAG) Plan Bay Area, the State Department of Finance, and the Employment Development Department, as well as applicable data from the U.S. Census and the City's Housing Element to describe current household characteristics and population and employment trends within the City;
- The population that could reside within the proposed dwelling units;
- Applicable local and state housing policies and the extent to which the Project is consistent with the City's housing goals and policies, including the potential to provide affordable housing and the potential demand for affordable housing associated with the proposed Project;
- Project buildout affects on population distribution, density, and growth and the City's jobs/housing balance; and
- Mitigation measures to reduce or avoid any identified significant environmental impacts associated with population, employment, and housing.

Public Services, Recreation, and Utilities

Construction of the proposed Project would increase the residential population in the Project area in excess of the anticipated number of dwelling units under ConnectMenlo. This would result in an increase in demand for public services and utilities. The public services and utilities section will evaluate the following:

- Law enforcement
- Fire protection
- Water supply, treatment, and distribution
- Wastewater disposal
- Solid waste
- Electricity/natural gas
- Schools
- Libraries
- Parks and recreation

The following tasks will be performed for this section:

- Contact service providers to determine existing service levels in the Project area, including documentation regarding existing staff levels, equipment and facilities, service capacities, and planned service expansions;

- Review service provider master plans and other background documents;
- Describe City and service-provider policies, programs, and standards associated with the provision of public services and utilities;
- Identify Project impacts to public services, utilities, and recreational facilities;
- Identify all on-site and off-site improvements necessary to verify that public services and utilities are available at the Project site; and
- Identify mitigation measures for any significant impacts identified in coordination with City staff and applicable service providers.

Because the proposed Project would demolish existing industrial and office land uses and replace them with fewer than 500 multi-family dwelling units and 88,750 square feet of office space, it is expected that the Project would not require a formal water supply assessment under SB 610. If the City determines that a water supply assessment is necessary, Dudek assumes that assessment would be prepared under a separate contract.

Transportation and Traffic

Dudek will prepare the traffic analysis section of the EIR to consider potential impacts to traffic and other forms of transportation (public buses, pedestrian, and bicycle) based on the TIA prepared in Task 2.5. This section will identify existing traffic conditions and traffic generated by the proposed Project and will provide an analysis of estimated impacts to area circulation and transportation resulting from the proposed Project based on consideration of VMT as well as non-passenger-vehicle modes of transportation. The EIR will identify feasible mitigation measures as determined by the traffic impact analysis and City staff and will identify the residual significance (following implementation of mitigation measures) of any impacts identified.

CEQA-Mandated Sections

Growth Inducement

This section will evaluate the potential for the proposed Project to induce additional growth in the Project vicinity and the relationship of the currently anticipated growth to the dwelling unit cap established in ConnectMenlo. This analysis will consider the degree to which the Project may remove barriers to growth and/or provide infrastructure and other improvements that could support additional growth as well as the multiplier effect from development of non-residential uses.

Significant and Unavoidable Impacts and Irreversible Environmental Effects

Based on the analysis presented in each of the environmental resource sections, a list of the proposed Project's significant and unavoidable impacts will be provided. Further, the use of nonrenewable resources and commitment of environmental resources associated with the proposed Project will be evaluated to determine if the proposed Project would result in additional irreversible environmental effects.

Note that cumulative impacts will be addressed in each of the environmental resource analysis sections.

Alternatives to the Proposed Project

Dudek will work with City staff to identify up to three (3) substantive Project alternatives. Developing the Project alternatives may include consideration of public comments received in response to the Notice of Preparation, modification of the Project footprint and building design, reduction of the Project's density and/or intensity, and/or modification of the Project's land uses. Dudek will evaluate each of the selected Project alternatives and the no-project alternative with respect to the potential for an alternative to reduce or avoid the proposed Project's significant impacts.

Preparers and References, Technical Appendices

The Draft EIR will include a references section providing citations for all sources used to complete the EIR and a listing of all professionals who have contributed to preparation of the EIR. An electronic copy of each source document will be provided to the City on CD so that the Project's administrative record is complete.

The EIR Technical Appendices will include the NOP and all scoping comments received, the Project plans, and the technical reports prepared under Task 2. The Technical Appendices will be provided in electronic format only.

Task 4: Screencheck Draft EIR and Mitigation Monitoring Program

Once the City has reviewed the ADEIR and provided Dudek with a single set of consolidated comments, Dudek will revise the ADEIR and submit a screencheck Draft EIR to the City for final review. Dudek will also prepare a Mitigation Monitoring Program to document the timing, monitoring requirements, and performance criteria for all mitigation measures included in the EIR.

Task 5: Public Review Draft EIR

Based on City staff comments on the screencheck document, Dudek will prepare the Draft EIR for public review. Dudek will work with City staff to assemble, notice, and distribute the Draft EIR for public review. Dudek assumes City staff will deliver the Notice of Availability of the EIR to the San Mateo County Clerk for posting and will undertake local agency distribution. Dudek will prepare a Notice of Completion in the format of the most recently updated CEQA Guidelines for review and approval by the City prior to public distribution and submit 15 hard copies of the Draft EIR to the City for distribution; technical appendices will be provided on a CD or flash drive. Dudek will undertake online submittal of the Draft EIR to the State Clearinghouse.

Task 6: Final EIR

Following conclusion of the public review period, Dudek will catalog and categorize comments on the Draft EIR and prepare responses to comments for inclusion in the Final EIR. This scope assumes that Dudek and BAE will respond to up to 50 substantive public comments on the Draft EIR (note that a single comment letter may contain multiple comments). BAE will assist with preparing responses to housing impacts comments. Dudek will also assemble text changes to the EIR, as appropriate. Dudek will submit electronic copies of the administrative Final EIR for City review and will revise the document as directed by City comments. It is assumed that no changes to technical reports would be required at this stage of the EIR preparation. Dudek will submit 15 hard copies of the Final EIR to the City for distribution.

Dudek will also prepare a draft of the CEQA Findings of Fact documenting the CEQA process followed for the proposed Project, the administrative record for the EIR, and the required findings for each impact determined to be potentially significant. A statement of overriding considerations will be included if significant unmitigated impacts are identified as part of the CEQA review process. We have not retained counsel for this task and assume that the City attorney will review the findings prior to any public hearings on the Final EIR. Dudek will submit an administrative draft of the findings electronically and revise the document based on City comments.

Finally, Dudek will prepare a Notice of Determination for City staff to record should the EIR be certified and the Project approved.

Task 7: Meetings and Hearings

Dudek staff will attend the following meetings:

- Project kickoff meeting (included in Task 1);
- Scoping Meeting (included in Task 1);
- Three (3) Project status/document review meetings with City staff;
- One (1) Housing Commission meeting;
- One (1) Planning Commission meeting; and
- One (1) City Council meeting.

Project Manager Katherine Waugh will also attend up to three (3) virtual or in-person (if permitted by current public health guidance) meetings with City staff to review Project status, document progress, comments on administrative drafts of documents, and other Project issues. Ms. Waugh will also coordinate telephone conferences as necessary to keep the Project moving forward.

At public meetings and hearings, Dudek will be available to present a summary of the documents being reviewed or considered, respond to questions, and provide any necessary information. During each public meeting, Dudek staff will summarize and explain the results of the EIR to public officials and take notes to document comments received on the EIR.

Task 8: Project Management

We prioritize project management and believe that a focused, well managed effort on the part of the Dudek team will be key to achieving the City's processing goals for the proposed Project. This task includes preparation of regular progress reports to be submitted with our monthly invoice to the City. A key element of Dudek's progress report procedures is identifying upcoming issues and information needs, as well as a summary of tasks completed during the previous month. This helps maintain project momentum by identifying issues as early in the process as possible and building a record of project progress.

Throughout the Project, Ms. Waugh will be available to consult with City staff by telephone and email, with a goal of responding to emails within 24 hours. This task includes monthly 30-minute telephone calls with City staff and the project team. Ms. Waugh will also actively engage with all of the Dudek team members and subconsultants to ensure all parties have consistent Project information, are meeting Project milestones, and are working within the agreed-upon scope of work and budget.

Project Budget

Table 3. Cost Proposal

Project Team Role:	Senior Specialist IV	Senior Specialist IV	Analyst III	Specialist IV	Technician II	Specialist V	Specialist II	Senior Specialist I	Specialist I	Senior Specialist I	Technician III	Specialist III	Technician III	Specialist III	Analyst III	Principal Engineer II	Senior Specialist IV	Specialist II	Specialist I	Sr. Hydrogeologist V/ Engineer I	GIS Specialist I	Technical Editor I	Publications Specialist I	Total Dudek Hours	Dudek Labor Costs	Housing Needs Assessment	Other Direct Costs	Total Fee
Team Member:	Hannah Young	Katherine Waugh	Kara Laurenson-Wright	Kaitlin Roberts	Savannah Rigney	Matthew Morales	Ian McIntire	Matt Ricketts	Emily Scricca	Adam Giacinto	Ross Owen	Katie Haley	Fallin Steffen	Michael Carr	David Ortega	Charles Greely	Dennis Pascua	Sabita Tewani	Mladen Popovic	Dylan Duverge	Brayden Dokkestul	Technical Editor I	Publications Specialist I			Bay Area Economics		
Billable Rate:	$230	$230	$100	$170	$70	$180	$145	$190	$130	$190	$80	$160	$80	$160	$100	$260	$230	$145	$130	$190	$130	$115	$85			Fee		
Task 1: Project Initiation, Project Description, and Scoping																												
1.1: Initiation		3	4	1																			2	10	$1,430			$1,430
1.2: Project Description		3	4																		4	1		12	$1,725			$1,725
1.3: NOP and Scoping	2	8	6																			2	1	19	$3,215		$46	$3,261
Subtotal Task 1	*2*	*14*	*14*	*1*																	*4*	*3*	*3*	*41*	*$6,370*		*$46*	*$6,416*
Task 2: Technical Studies																												
2.1: Air Quality and GHG modeling			1			10	36																	47	$7,120			$7,120
2.2: Biological Resources			1					12	36															49	$7,060		$46	$7,106
2.3: Cultural Resources			1							6	22	18	106								10	8		171	$16,580		$417	$16,997
2.4: Noise Assessment			16											14							2			32	$4,100		$92	$4,192
2.5: Traffic Analysis		1	1													4	26	60	142					234	$34,510		$12,000	$46,510
2.6: Housing Needs Assessment		1	1																					2	$330	$32,200		$32,530
Subtotal Task 2		*2*	*21*			*10*	*36*	*12*	*36*	*6*	*22*	*18*	*106*	*14*		*4*	*26*	*60*	*142*		*12*	*8*		*535*	*$69,700*		*$12,555*	*$114,455*
Task 3: ADEIR																												
3.1: Intro, Exec Summ, PD					6																		4	10	$760			$760
3.2: Aesthetics			18																		4			22	$2,320			$2,320
3.3: Air Quality						10	38																2	50	$7,480			$7,480
3.5: Biological Resources			5					6	24												8			43	$5,800			$5,800
3.6: Cultural			4		14																			18	$1,380			$1,380

Table 3. Cost Proposal

Project Team Role:	Senior Specialist IV	Senior Specialist IV	Analyst III	Specialist IV	Technician II	Specialist V	Specialist II	Senior Specialist I	Specialist I	Senior Specialist I	Technician III	Specialist III	Technician III	Specialist III	Analyst III	Principal Engineer II	Senior Specialist IV	Specialist II	Specialist I	Sr. Hydrogeologist I/ Engineer I	GIS Specialist I	Technical Editor I	Publications Specialist I	Total Dudek Hours	Dudek Labor Costs	Housing Needs Assessment	Other Direct Costs	Total Tee
Team Member:	Hannah Young	Katherine Waugh	Kara Laurenson-Wright	Kaitlin Roberts	Savannah Rigney	Matthew Morales	Ian McIntire	Matt Ricketts	Emily Scricca	Adam Giacinto	Ross Owen	Katie Haley	Fallin Steffen	Michael Carr	David Ortega	Charles Greely	Dennis Pascua	Sabita Tewani	Mladen Popovic	Dylan Duverge	Brayden Dokkestul	Technical Editor I	Publications Specialist I			Bay Area Economics		
Billable Rate:	$230	$230	$100	$170	$70	$180	$145	$190	$130	$190	$80	$160	$80	$160	$100	$260	$230	$145	$130	$190	$130	$115	$85			Fee		
3.7: Energy						8	20																2	30	$4,510			$4,510
3.8: GHG						10	26																2	38	$5,740			$5,740
3.9: Geology					8															8	2			18	$2,340			$2,340
3.10:Hazards				16																				16	$2,720			$2,720
3.11: Hydro					8															8	2			18	$2,340			$2,340
3.12: Land Use				16																				16	$2,720			$2,720
3.13: Noise			14											14	8								2	38	$4,610			$4,610
3.14: Population, Employment and Housing	1	1	6	14																			2	24	$3,610			$3,610
3.15: Public Services, Recreation, and Utilities			12	8	12																		2	34	$3,570			$3,570
3.16: Transportation and Traffic	1	1	10		6											2		8		4			2	34	$4,070			$4,070
3.17: Alternatives		4	12	6	6		2		2				2		2			4					2	42	$5,220			$5,220
3.18: QA/QC and Production	6	40	10																			34	22	112	$17,360			$17,360
Subtotal Task 3	*8*	*46*	*91*	*60*	*60*	*28*	*86*	*6*	*26*				*2*	*14*	*10*		*2*	*4*	*8*	*16*	*20*	*34*	*42*	*563*	*$76,550*			*$76,550*
Task 4: Screencheck Draft EIR and MMP		**16**	**24**	**6**	**10**		**2**	**2**	**8**				**2**		**2**			**2**			**2**	**6**	**12**	**94**	**$12,130**			**$12,130**
Task 5: Public Draft EIR		**6**	**12**		**8**																		**16**	**42**	**$4,500**		**$110**	**$4,610**
Task 6: Final EIR	**4**	**28**	**32**	**10**	**18**		**2**	**2**	**2**				**2**		**2**			**2**			**2**	**20**	**24**	**150**	**$19,700**		**$110**	**$19,810**
Task 7: Meetings and Hearings		**24**	**24**																		**3**	**2**	**2**	**55**	**$8,710**		**$230**	**$8,940**
Task 8: Project Management	**3**	**30**	**12**																					**45**	**$8,790**			**$8,790**
Total Base Hours and Fee	**17**	**166**	**230**	**77**	**96**	**38**	**126**	**22**	**72**	**6**	**22**	**18**	**112**	**28**	**14**	**4**	**28**	**68**	**150**	**16**	**43**	**73**	**99**	**1525**	**$206,450**	**$32,200**	**$13,051**	**$251,701**

Table 3. Cost Proposal

Project Team Role:	Senior Specialist IV	Senior Specialist IV	Analyst III	Specialist IV	Technician II	Specialist V	Specialist II	Senior Specialist I	Specialist I	Senior Specialist I	Technician III	Specialist III	Technician III	Specialist III	Analyst III	Principal Engineer II	Senior Specialist IV	Specialist II	Specialist I	Sr. Hydrogeologist / Engineer I	GIS Specialist I	Technical Editor I	Publications Specialist I	Total Dudek Hours	Dudek Labor Costs	Housing Needs Assessment	Other Direct Costs	Total Tee
Team Member:	Hannah Young	Katherine Waugh	Kara Laurenson-Wright	Kaitlin Roberts	Savannah Rigney	Matthew Morales	Ian McIntire	Matt Ricketts	Emily Scricca	Adam Giacinto	Ross Owen	Katie Haley	Fallin Steffen	Michael Carr	David Ortega	Charles Greely	Dennis Pascua	Sabita Tewani	Mladen Popovic	Dylan Duverge	Brayden Dokkestul	Technical Editor I	Publications Specialist I			Bay Area Economics		
Billable Rate:	$230	$230	$100	$170	$70	$180	$145	$190	$130	$190	$80	$160	$80	$160	$100	$260	$230	$145	$130	$190	$130	$115	$85			Fee		
Optional Services																												
Task 2.1a: Optional Construction HRA						7	28																	35	$5,320			$5,320
Task 2.5a: Optional Traffic Counts																			-20					-20	-$2,600		$7,900	$5,300
Task 2.5b: Optional Roadway Segment Analysis																	2		10					12	$1,760		$400	$2,160
Total Optional + Base Hours and Fee	17	166	230	77	96	45	154	22	72	6	22	18	112	28	14	4	30	68	120	16	43	73	99	1532	$210,930	$32,200	$21,351	$264,481

Appendix A

Resumes

Katherine Waugh, AICP

Senior Planner

Katherine Waugh is a senior planner with 20 years' experience with California Environmental Quality Act (CEQA) statutory requirements, current planning methods, and environmental documentation procedures. She prepares CEQA documents for a wide range of public and private projects, managing projects effectively and maintaining momentum to meet schedule and budget requirements. Ms. Waugh applies planning and environmental laws and regulations practically and with an attention to detail, allowing her to quickly identify and resolve critical planning and environmental issues.

Education

University of California, Davis
BS, Environmental Policy Analysis and Planning, 1997

Certifications

American Institute of Certified Planners (AICP)

Professional Affiliations

American Planning Association
Association of Environmental Professionals

Project Experience

2555 Park Blvd. Development Environmental Impact Report (EIR), City of Palo Alto, California. Served as project manager for a focused EIR for the proposed demolition of an existing potentially historic building and construction of a new, larger office building on the site. Coordinated subconsultant peer reviews of the project's historic evaluation and traffic impact study and managed Dudek staff reviews of the Phase I Environmental Site Assessment. Hazardous environmental conditions affecting the project include the presence of a contaminated groundwater plume underlying the site and the proposed project's inclusion of one level of below-grade parking as well as prior use of the site by a dry cleaner. Attended several public hearings and delivered presentations to the City's Architectural Review Board, Historic Resources Board, and Planning and Transportation Commission. Supported City staff in preparing staff reports and staff responses to City Council concerns.

1050 Page Mill Road, City of Palo Alto, California. Served as project manager for an EIR for the demolition of 285,000 square feet of existing office/warehouse/research and development space and construction of the equivalent amount of office space. Worked with city staff and the project's traffic consultant to conduct research and prepare analysis to determine the appropriate baseline condition from which to evaluate impacts, with the goal of ensuring that the baseline conditions provide an appropriate representation of the historic and recent use of the site. Coordinated subconsultants in completing peer reviews of the project's traffic and noise impact analyses, worked with Dudek staff to review the project's biological resources report, and completed peer review of the project's air quality and greenhouse gas analysis. Managed Dudek staff in preparing the Administrative Draft EIR, submitted in May 2015.

Alpine Sierra Subdivision, Placer County Planning Department, California. Project manager for an EIR for a proposed subdivision near the Alpine Meadows Ski Resort. The EIR evaluated two project alternatives at an equal level of detail. Key issues for the project included emergency access given the site's single point of access onto a public roadway, avalanche risk, wildfire risk, land use compatibility, aesthetics, effects to biological and hydrological resources, and noise. A similar project had been previously proposed at the site, and the neighbors filed a legal challenge to the Mitigated Negative Declaration prepared at that time. The revised project remained highly controversial, but no legal challenge was filed upon certification of the EIR.

University Avenue Mixed-Use Project, City of Palo Alto, California. Served as supervising senior planner for an MND for demolition of two one-story retail buildings totaling 11,633 square feet and construction of a new four-story mixed-use building with two levels of underground parking. Worked with Dudek staff to review the project's historic evaluation, noise, and arborist's reports. Completed air quality modeling using CalEEMod. Managed Dudek staff in preparing the Initial Study/Mitigated Negative Declaration (IS/MND) and attended several project hearings. Critical project issues included aesthetics, traffic, and noise.

Mitchell Farms Subdivision, City of Citrus Heights, California. Project manager for an EIR for the Mitchell Farms subdivision that will construct 261 single-family residential units located on approximately 32 acres and an open space parcel of 23 acres that encompasses the on-site tributary to Arcade Creek. This will redevelop an existing 9-hole public golf course and disc golf course proximate to the Citrus Town Center. Key project issues addressed in the EIR include compatibility with surrounding residential development, traffic, protection of the on-site creek, loss of oak woodland habitat, noise, and loss of recreational resources. The EIR was certified and project approved in August 2018 and the project is currently in construction.

Dorsey Marketplace Mixed-use Lifestyle Center, City of Grass Valley, California. Project manager for Dudek's preparation of an EIR for the Dorsey Marketplace project in the City of Grass Valley, which proposes a mixture of commercial and residential land uses. The Draft EIR evaluates two project alternatives at an equal level of detail. The ability of the proposed commercial space to capture a portion of the region's retail sales leakage without adversely affecting existing businesses in the Downtown Business District was a key issue for the project. Other key issues include traffic, aesthetics, and remediation of hazardous soil conditions due to the prior mining use of the site.

Placer County Government Center Master Plan Update, Placer County, California. Project manager for Dudek's role in the County's recent effort to update the master plan the DeWitt Government Center, the primary location of Placer County offices. Dudek participated in public workshops and preliminary site evaluation and design led by the County's architectural consultant and prepared an EIR for the proposed Master Plan Update. Provision of public services and utilities, effects to the designated historic district onsite, and aesthetics were critical project issues. Between 2003 and 2005, served as project manager for an EIR, EIR addendum, and two MNDs for a series of projects involving demolition of World War II–era buildings and construction of new office buildings, justice center facilities, and an emergency residential shelter at the campus. Project required State Historic Preservation Officer consultation, Caltrans Division of Aeronautics and Placer County Airport Land Use Commission approval of the height of a communications tower; special-status species surveys; and 401, 404, and 1600 permits.

Atwood 80, Placer County, California. Served as project manager for an EIR for the proposed development of 61 single-family residential lots on 80 acres in unincorporated Placer County. Development of the proposed project would contribute to significant impacts on State Route 49 and would require improvements to the DeWitt Sewer trunk line to reduce inflow and infiltration in order to ensure sufficient capacity in the trunk line and at the wastewater treatment plant. The project site contains extensive oak woodlands and wetland habitat, and the EIR included equal-weight analysis of a project alternative consistent with the County's Planned Development regulations that reduced impacts to the oak woodland habitat.

Orchard at Penryn EIR, Placer County, California. Project manager of an EIR evaluating the proposed development of 150 multifamily residential units on 15 acres in unincorporated Placer County. Half of the project site contains soils contaminated with agricultural chemicals, requiring approval from the Department of Toxic Substances Control of a Removal Action Workplan (RAW). Implementing the RAW would require substantial soil excavation, resulting in unavoidable impacts to two wetland swales within the project site.

City Hall and Medical Office Building, City of Citrus Heights, California. Project manager for an EIR for construction of a new City Hall in a new location, demolition of the old City Hall, and construction of a medical office building. The project raised substantial concerns for residential neighbors, including traffic, noise, and visual changes.

Hannah Young, AICP

Senior Project Manager

Hannah Young is a highly skilled environmental planner with 22 years' experience, specializing in the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) regulatory approval process. Ms. Young has directed numerous environmental planning reviews for a wide range of project types including: transportation, water, and aviation infrastructure; mixed-use transit-oriented development; institutional and commercial projects; land use and natural resource management plans; and high tech and energy. She has successfully led the environmental compliance for large and complex projects with contract values up to $3M. Ms. Young's responsibilities include scoping and process design, technical review, directing inter-disciplinary teams, quality control, and managing schedules and budgets. Her management experience includes construction compliance monitoring, development application review and entitlements assistance, and hazard mitigation planning.

Education

University of North Carolina, Chapel Hill

MCRP, City and Regional Planning, 2005

Georgetown University

BS, Biology, 1997

Certifications

American Institute of Certified Planners (AICP), No. 023307

Professional Affiliations

American Planning Association

San Francisco Bay Area Planning and Urban Research Association

Women's Transportation Seminar

Relevant Previous Experience

1300 El Camino Real Transit-Oriented Mixed-Use Project EIR, City of Menlo Park, California. Served as project planner. Served as project planner for this redevelopment project located along one of the main commercial corridors in Menlo Park. The EIR analyzed the effects of redevelopment of a former car-sales lot located within walking distance of the Menlo Park Caltrain Station, with residential units, a grocery store/market, office space, and fitness center. Key issues included: the effects of railroad and traffic-related noise on the project; the relationship of the project to the adjacent projects; and exposure of surrounding residential uses, including a senior housing facility, to increased shade and shadow.

24th and Harrison Streets Project CEQA Exemption/Addendum Checklist, Holland Partner Group, Oakland, California. Served as project manager. The project entails the redevelopment of five parcels with a new mixed-use development, within the Broadway Valdez District Specific Plan (BVDSP) area. The existing uses on the site, including an Acura car dealership and warehouse, would be demolished for the construction of an 18-story mixed-use residential and retail building, including a parking garage. The approximately 730,655-gross-square-foot building would have a maximum height of 200 feet and would be built above one level of subterranean parking. The project would include approximately 355,645 square feet of residential uses (up to 448 residential units), approximately 65,000 square feet of commercial space, and up to 181,848 square feet of parking in the podium structure (up to 465 parking spaces and 302 bicycle parking spaces). A streamlined CEQA analysis was prepared under the BVDSP EIR. The analysis consists of a CEQA checklist and documentation in support of an exemption/addendum under CEQA Guidelines Sections 15164, 15183, 15183.3. Wind and shadow were included in the analysis due to the height and location of the proposed building. Also, successfully supported the City in responding to public comment letters on the CEQA analysis received from project opponents and the appeal to City Council.

1721 Webster Street Project CEQA Exemption/Addendum Checklist, Holland Partner Group, Oakland, California. Served as project manager. The project would redevelop two parcels in downtown Oakland with a 25-story mixed-use residential development, up to 262 feet in height. The approximately 365,469-gross-square-foot building would have approximately 241,284 square feet of residential uses (250 residential units), 9,540 square feet of retail and office uses, and up to 250 vehicle parking spaces and 76 bicycle parking spaces in a 98,718-square-foot, six-level podium structure. A CEQA checklist was prepared consistent with the streamlining and/or tiering provisions under CEQA Guidelines Sections 15162, 15168, 15180, 15183, and 15183.3 to tier from the program-level analysis completed in the General Plan Land Use and Transportation Element and its 1998 EIR, the Housing Element and its 2010 EIR and 2014 Addendum, and the Central District Urban Renewal Plan Amendments 2011 EIR.

Site A – Alameda Point Project Environmental Checklist, Alameda Point Partners, LLC, Alameda, California. Served as project manager. The project would redevelop the 68-acre Site A, which would serve as the retail core of Alameda Point. At full buildout, the project would entail: up to 800 residential units; 600,000 square feet of retail, commercial, and hotel uses; approximately 13.35 acres of open space and parks; and new and replacement utilities and infrastructure. A streamlined CEQA analysis under the Alameda Point Project EIR, certified in 2014, was prepared for the project. The analysis consisted of a CEQA checklist and supporting documentation for streamlined environmental review under CEQA Guidelines Section 15183.

200 Park Avenue Residential Project Initial Study (IS)/Addendum, City of San Jose, California. Served as project manager. Managed and prepared the preliminary draft IS to evaluate the environmental impacts that could result from the 200 Park Avenue Residential project. The project entailed the demolition of the existing building on site, the construction of a 23-story mixed-use residential building, the vacation and sale of a portion of the adjacent right-of-way and the reconfiguration of a portion of the adjacent intersection. The IS/Addendum was tiered off the previous San Jose Downtown Strategy 2000 Final EIR and a site-specific Archaeological Evaluation Report was prepared because the site was determined to be within a potential archaeological resource area.

McEnery Convention Center Expansion and Renovation IS/Addendum, City of San Jose, California. Served as project manager. The San Jose McEnery Convention Center Expansion and Renovation project proposed to nearly double the size of the existing convention center. Because the project entailed demolition of the adjacent former library, a Historical and Architectural Evaluation was completed. The evaluation found that the building was not eligible for listing on the California Register of Historical Resources, but it was highly ranked on the City's historic evaluation rating system. The City undertook the process to consider if the structure should be designated as a City Historic Landmark. The IS/Addendum tiered off the San Jose Downtown Strategy 2000 Final EIR.

2030 Countywide General Plan EIR, Yolo County, California. Served as deputy project manager. Yolo County is in the heart of California's Sacramento Valley between the rapidly growing regions of Sacramento and the Bay Area. It is predominantly rural and most of the land is used for agriculture and open space; however, the unincorporated communities in the County face substantial development pressure. The Countywide General Plan implements the County's vision for agriculture to remain central to its future. A comprehensive EIR was prepared for the Plan. Also served as the technical lead for the complex land use planning section.

Second Street Improvement Project Supplemental EIR, San Francisco Department of Public Works, California. Served as CEQA compliance lead. The project would transform the Second Street corridor into a pedestrian- and bicycle-friendly complete street. Most of the elements of the project were analyzed in the 2009 San Francisco Bicycle Plan Final EIR; however, several modifications to the design analyzed in the prior EIR have been made. A Supplemental Focused EIR was prepared, which contains information necessary to make the Final EIR adequately apply to the changed project including potential adverse impacts to archaeological resources, traffic and

Kara Laurenson-Wright

Environmental Analyst

Kara Laurenson-Wright is an analyst with experience in the analysis of environmental impacts and writing environmental documents. Ms. Laurenson-Wright assisted with research, document preparation, and impact analysis for projects subject to compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). She has worked with clients in both public and private sectors on a variety of projects and has experience with writing environmental impact reports (EIRs), mitigated negative declarations (MNDs), and mitigation and monitoring reports (MMRPs). In addition to her CEQA experience, Ms. Laurenson-Wright brings knowledge of alternative energy, as well as competency in geographic information systems (GIS).

Education

Boston University

BA, Environmental Analysis and Policy, 2015

Project Experience

655 4th Street, City of San Francisco, California. Serving as a planner for the environmental compliance services of a project located within San Francisco's Central SoMa Plan area. The project was eligible for a community plan exemption. The project proposed to demolish three existing buildings, associated surface parking lots, and vegetation on the 71,300 square foot project site. The project would merge the seven existing lots and construct two new buildings containing approximately 1,083,000 square feet of residential, hotel, office, and retail area. Key issues include noise, air quality, traffic, and wind impacts.

701 Third Street CEQA Review, City of San Francisco, California. Served as an assistant planner in the preparation of a Community Plan Exemption (CPE) for a project in San Francisco's South of Market District. The project will demolish a McDonald's and build a new 11-story hotel. The project qualified for a CPE because it does not include any impacts that were not previously evaluated in the Eastern Neighborhoods Area Plan EIR. The CPE examined 17 issue areas and was approved on May 6, 2016 by the Planning Commission.

1530 5th Avenue CEQA Review, City of San Francisco, California. Served as an assistant planner in the preparation of an Initial Study and administrative draft of an EIR for a residential development on the edge of Mount Sutro in San Francisco. The project planned to demolish 11 existing buildings and construct 6 new buildings containing 400 units in their place. The project also planned to reconfigure Fifth Avenue from its existing curvilinear shape on a very steep slope to a rectangular configuration for improved vehicle access and consistency with surrounding street pattern. Tasks also included an extensive public outreach process. The project was subsequently canceled by the applicant. Key issues included geology and soils, stormwater management, biological resources, transportation and traffic, visual impacts, and air quality.

1431 El Camino Real CEQA Review, City of Burlingame, California. Served as a planner in the preparation of an MND for the demolition and reconstruction of a three-story residential apartment building in Burlingame. The project required evaluation for historical significance and a Caltrans encroachment permit. Assisted in the preparation of a Caltrans-compliant historical resources compliance report and had to address impacts to a National Register of Historic Places-listed tree row within the project area. The Planning Commission approved the project on February 12, 2018.

Pacificorp Lassen Substation, California Public Utilities Commission, Mount Shasta, California. Served as an assistant planner for the MND analyzing the replacement of the substation that serves the City of Mount Shasta. The project consisted of the new 69 kilovolt (kV) to 12.47 kV Lassen substation and upgrades to the existing 69 kV transmission line that supplies the substation, and upgrades to the distribution system supplying the City of Mount Shasta. Assisted with project delivery, public outreach and coordination with state agencies.

Egbert Switching Station Project, California Public Utilities Commission, San Francisco, California. Serving as a planner in the construction of a new 230 kV switching station and the rerouting of two existing underground 230 kV transmission lines currently connected to the existing Martin Substation and connect them to the proposed Egbert Switching Station. The project is located in the City and County of San Francisco, the City of Daly City, and the City of Brisbane and requires coordination with all three cities. Key issues include land use and planning, hydrology, geology and soils, and determination of project alternatives.

Rogers Design Review and Tree Removal Permit, County of Marin, California. Served as deputy project manager in the preparation of an MND for a 4,306 square foot single family residence with a car bridge over a nearby creek. The project site has an average slope of 40% and contains both riparian and coast live oak habitat. Key issues included biological resources and geology and soils.

Vallejo Marine Terminal/Orcem Plant Project, City of Vallejo, California. Serving as a planner for an EIR analyzing the construction of a modern deep-water terminal and the construction and operation of an industrial facility for the production of a high performance, less-polluting alternative for the traditional Portland cement material used in most California construction projects. The EIR examined impacts to aesthetics, air quality, biological resources, cultural resources, geology and soils, greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, land use and planning, noise, public services and recreation, transportation and traffic, and utilities and service systems.

Meridian West Campus-Lower Plateau Project, March Joint Powers Authority, County of Riverside, California. Served as assistant planner in the preparation of an EIR analyzing the impact of 1,845,000 square feet of Industrial/Warehouse development, 362,000 square feet of Industrial/Business park development and 66,000 square feet of mixed use and retail development. The project requires a General Plan amendment. The EIR examined impacts to aesthetics, air quality, biological resources, cultural resources, geology and soils, greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, land use and planning, noise, public services and recreation, transportation and traffic, and utilities and service systems.

Oakmont Senior Living Facility, City of Novato, California. Served as an assistant planner in the preparation of an IS/MND for a 72,000-square-foot residential care facility. Primary issues analyzed included traffic and circulation, air quality and GHGs, management of on-site historic trees and consistency with land use and local zoning. The MND also examined the impacts of possible alternatives uses that could occur under the proposed General Plan zoning change.

1250 University Avenue, City of Berkeley, California. Served as an assistant planner for a Negative Declaration for a project in downtown Berkeley. The project proposed to install two hydrogen fuel dispensers at an existing gas station/food market. The project site is on the Cortese List due to the presence of a release from the existing underground storage tank. The primary issue areas included hazards and hazardous materials and transportation.

Estero Trail Easement: Designation of Trail Corridors and Associated Staging Areas, County of Sonoma, California. Serving as an assistant planner in the preparation of an EIR analyzing the creation of two 50-foot-wide pedestrian-only trail corridors and two staging areas that connect Highway 1 to the Estero Americano. This is a partnership between Regional Parks and the Sonoma County Agricultural Preservation & Open Space District.

Michael Carr, INCE

Senior Acoustician

Michael Carr is an acoustician with 21 years' experience in acoustics and related industries, with an emphasis on environmental acoustics, noise and vibration. Mr. Carr is a member of the Institute of Noise Control Engineering (INCE) and an expert in acoustics, noise and vibration control, sound insulation and electro-acoustics. His broad range of experience and technical depth encompass a number of markets including structural and building acoustics, residential, commercial, recreational, transportation, environmental noise and vibration control. In the area of transportation noise and vibration, Mr. Carr has expertise in measurement, prediction and assessment of noise and vibration associated with aviation, vehicular and rail/transit-based transportation modes.

Mr. Carr has managed, supervised and performed acoustic, noise and vibration analyses for both private and public sectors including federal, state, regional and local agencies; preparing technical studies, environmental assessments, and documentation in support of CEQA and NEPA. He has authored, and become expertly skilled with proprietary modeling programs, SoundPLAN, Cadna|A, Insul, and the Environmental Noise Model; along with many agency developed noise models such as the Federal Aviation Administration's Integrated Noise Model (INM), Federal Highway Administration based software such as Sound 32, the Roadway Construction Noise Model (RCNM), and the Traffic Noise Model (TNM), along with many others.

Education

Sierra College

AS, Electronic Technology, 2006

AS, Computer Technology, 2006

Certificate in Mechatronic Systems, 2005

Certifications

AVIXA Certified Technology Specialist (CTS)

Professional Affiliations

Acoustical Society of America
Association of Environmental Professionals
AVIXA
INCE

Relevant Previous Experience

State Route 85 Noise Reduction Feasibility Study, Santa Clara County, California. Developed an assessment methodology to determine if feasible and reasonable measures exist within today's highway noise mitigation technology, to reduce the impact of SR 85 traffic noise at nearby receptors. Collaborated with local and regional stakeholder agencies as well as Caltrans and the FHWA. Modeled noise level reductions at pilot locations along nearly 20-miles of SR 85.

Proposed Redwood City Hotel – 690 Veterans Blvd, Redwood City, California. Prepare a site-specific environmental acoustic analysis for a proposed hotel site, adjacent to existing residential, institutional and religious land uses.

Alameda Landing – Stargell Commons, Alameda, California. Performed an environmental noise and vibration assessment for the proposed affordable housing project. Evaluated plan sets and construction documents to provide direction in regards to sound isolation, building acoustics and acoustical comfort within the facility.

Riviera Family Apartments and Townhomes, Walnut Creek, California. Evaluated land use compatibility for a multi-site apartment home community, located adjacent to an elevated portion of the I-680 and nearby intermodal transit facility. Developed structural and sound insulation measures to address interior noise exposure within the community. Predicted and characterized construction noise level impacts at nearby sensitive uses.

3702 Bascom Avenue – Peer Review, San Jose, California. Perform a Peer Review and independent analysis of a proposed gas station redevelopment project in the City of San Jose. Conduct updated existing ambient noise monitoring in the vicinity of the proposed project site. Prepare predicted future traffic and project noise exposure evaluations at nearby noise-sensitive receptors.

645 Horning Street – Gas Station, Restaurant and Storage Facility, San Jose, California. Evaluated potential environmental noise impacts associated with a proposed redevelopment application. Existing ambient noise levels in the surrounding community were established. Proposed project noise levels were evaluated against applicable City standards.

East Pleasanton Specific Plan, Pleasanton, California. Develop and execute a noise monitoring program to systematically evaluate ambient and source noise levels in the Pleasanton Specific Plan Area.

Shadelands Gateway Specific Plan, Walnut Creek, California. Analyzed community noise impacts associated with the implementation of the Shadelands Gateway specific plan, development of the Orchards at Gateway commercial retail development and the Shadelands Drive senior housing facility. Authored the noise section for inclusion in the EIR.

Warm Springs/South Fremont Community Plan, Fremont, California. Analyzed community noise impacts associated with the implementation of the Warm Springs Community Plan. Authored the noise section for inclusion in the EIR.

California High Speed Rail Noise and Vibration Impact Assessment, Fresno, California. Developed and executed noise and vibration measurement program. Coordinated with Caltrans and coordinated CEQA/NEPA specific documentation requirements.

Folsom Plan Area Specific Plan – Quarry Truck Mitigation and Sound Wall Effectiveness Analysis, Folsom, California. Future noise source modeling and mitigation effectiveness analysis.

NASA AMES Research Facility, Mountain View, California. Outdoor-Indoor Transmission Class modeling, and acoustical comfort analysis.

Yerba Buena Island Ramps Improvement Project Caltrans Noise Study Report, Yerba Buena Island, California. Noise measurement program, modeling of existing and future project alternatives, preparation of Caltrans Noise Study Report.

Specialized Training

- Noise Control Engineering, Institute of Noise Control Engineering.
- Transit-Rail Noise and Vibration, National Training Institute
- FAA INM Training Course, Harris Miller & Hanson Inc.
- FHWA Traffic Noise Model, Harris Miller & Hanson Inc.
- 3D Noise Modeling and Simulation, NavCon Engineering
- CEQA Basics – Understanding the California Environmental Process, Association of Environmental Planning
- Fundamentals of Acoustics, and Noise Control, Acentech/INCE.
- Noise Control for Buildings and Manufacturing Plants, Hoover & Keith Inc.
- Direct and Reflected Acoustics, Bose Audio Corporation.

Dylan Duvergé, PG

Senior Hydrogeologist

Dylan Duvergé is an environmental analyst and hydrogeologist with 14 years' experience assessing program and project impacts to surface water and groundwater resources; geologic and hydrologic hazards; and soil, mineral, and paleontological resources. Mr. Duvergé assists large-scale planning efforts and individual project proposals through California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance. He has prepared, contributed to, and/or peer reviewed groundwater resource investigations, hydrology and drainage studies, geotechnical reports, Phase I Environmental Site Assessments, and paleontological resource assessments for various projects throughout California, effectively communicating scientific and regulatory aspects of hydrologic and geologic issues.

Education

San Francisco State University
MS, Geosciences, 2011

University of California, Santa Cruz
BA, Environmental Studies, 2005

Certifications

Professional Geologist (PG), CA No. 9244

Qualified SWPPP Developer, CA No. G09244

40-Hour HAZWOPER, as per 29 CFR 1910.120(e), and RCRA DOT

Professional Affiliations

Association of Environmental and Engineering Geology

Association of Environmental Professionals

Groundwater Resources Association of California

Project Experience

McKinley Villages EIR, Thomas Law Group, Sacramento, California. Dudek prepared the draft EIR for the development of a 328-unit residential project along with parks and a neighborhood recreation center on an approximately 48.75-acre site located in the City. Reviewed drainage plans, topography, flooding potential, and levee failure scenarios, and prepared the hydrology and water quality chapter of the draft EIR.

Belden Barns Winery Focused EIR, County of Sonoma, California. Dudek is preparing an EIR for the County of Sonoma for a proposed farmstead and winery project that involves winemaking, hospitality, and farmstead food production on a 55-acre parcel in unincorporated Sonoma County. Groundwater and geologic hazards were major issues for the project, as it is located on an old landslide and in an area where groundwater is the sole source of water for rural residences. Established a well monitoring network, conducted a well pump test to determine aquifer properties, and modeled the long-term cumulative effects on groundwater resources. In addition to authoring the groundwater resources technical report, Authored the hydrology and water quality chapters and geology and soils of the EIR.

Lehigh Permanente Quarry Reclamation Plan EIR, Santa Clara County, Cupertino, California. Prepared the paleontological resources, mineral resources, and the geology, soils, and seismicity chapters of the EIR. Performed field work in support of the EIR, including rock sampling for analysis of asbestos, and water quality sampling to develop data on selenium concentrations in runoff from overburdened storage areas. The reclamation plan amendment was submitted in accordance with the Surface Mining and Reclamation Act to reclaim lands within an approximately 1,095-acre area that have been affected by surface mining activities since 1975.

Palo Alto Unified School District On-Call Contract, Palo Alto, California. Wrote the paleontological resources section for four school projects related to seismic upgrades.

Hoover Elementary School IS/MND, Burlingame School District, Burlingame, California. Wrote the geology, soils, and seismicity, and hydrology and water quality sections of this IS/MND, in which slope stability was a key issue. The project would involve seismic retrofits, and the demolition and reconstruction of existing facilities on the site to safely operate the property as a neighborhood elementary school (K–5) with a 200- to 250-student capacity.

Merced River Comprehensive Management Plan and EIS, National Park Service (NPS), Yosemite National Park, California. Prepared the condition assessment for the geologic values of the river corridor, and prepared the EIS section addressing geology, soils, and geologic hazards. Analyzed the potential for increased visitation, foot-traffic, and social trails to denude vegetation, compact soils and subsequently lead to the development of erosional channels. The Comprehensive Management Plan for the Merced Wild and Scenic River in Yosemite National Park includes the preparation of a condition assessment of the river's outstandingly remarkable values (defined by the Wild and Scenic Rivers Act as the unique characteristics that make a river worthy of special protection), a draft and final EIS, and the accompanying Comprehensive Management Plan.

AC34 America's Cup Environmental Assessment, NPS, San Francisco, California. Served as technical analyst responsible for analyzing impacts to geologic and soil resources on Presidio Trust lands and within the Golden Gate National Recreational Area. Analyzed the potential for increased visitation, foot-traffic, and social trails to denude vegetation, compact soils and subsequently lead to the development of erosional channels. This was a fast-track effort to complete NEPA documentation for one of the largest sporting events ever proposed for the San Francisco Bay.

Water System Improvement Program (WSIP), Habitat Reserve Program Technical Studies, SFPUC, San Francisco, California. Conducted technical studies for geology, soils, and paleontological resources. Supported the analysis of hydrology, water quality, and hazardous materials by preparing GIS field maps, as well as figures and tables of baseline physical data, including soil units, rock type, landslide potential, and liquefaction hazards. The program will provide a coordinated and consolidated approach to compensate for habitat impacts that would result from implementation of SFPUC's WSIP facility improvement projects. The Habitat Reserve Program contemplates thousands of acres of habitat improvements located in the San Joaquin Valley, Sunol Valley, Bay Division, and Peninsula regions of the SFPUC water system.

San Francisco Groundwater Supply Project EIR, San Francisco, California. The San Francisco Groundwater Supply Project is a project under the City's WSIP, and will provide the city up to 4 million gallons of local, sustainable groundwater every day. The project proposes to utilize up to six deep water wells and associated treatment facilities in the city. Dylan prepared the analysis of aesthetics in the EIR and supported the groundwater analyses and investigations of the Westside Basin with maps, figures, and GIS data.

Bay Division Pipelines 3 and 4 Seismic Retrofit at the Hayward Fault, SFPUC, San Francisco, California. Provided project management support through all phases of this project, from preparation of the Draft EIR through to Certification of the Final EIR and project approval. Environmental review was completed ahead of schedule, despite numerous changes in project design that required reanalysis. Provided technical review of a paleontological resources study; wrote the paleontological resources section; produced GIS figures for technical sections; prepared public comment responses; and provided general project support. Supported the analysis of hydrology and water quality by collecting stream flow data, watershed boundaries, and wetland delineations for two intermittent creeks. The Bay Division Pipelines 3 and 4 seismic retrofit at the Hayward Fault involves the replacement and retrofit of pipeline segments crossing the Hayward Fault, including the installation of an articulated vault designed to accommodate movement on the fault.

Adam Giacinto

Archaeologist

Adam Giacinto is an archaeologist with 14 years' experience preparing cultural resource reports, site records, and managing archaeological survey, evaluation, and data recovery-level investigations. His research interests include prehistoric hunter-gatherer cultures and contemporary conceptions of heritage. His current research focuses on the social, historical, archaeological, and political mechanisms surrounding heritage values. He has gained practical experience in archaeological and ethnographic field methods while conducting research in the Southwest, Mexico, and Eastern Europe.

Mr. Giacinto brings specialized experience in cultural resources information processing gained while working at the South Coastal Information Center. He has worked as part of a nonprofit collaboration in designing and managing a large-scale, preservation-oriented, standardized database and conducting site and impact predictive Geographic Information Systems (GIS) analysis of the cultural resources landscape surrounding ancient Lake Cahuilla. He provides experience in ethnographic and applied anthropological methods gained in urban and rural settings, both in the United States and internationally.

Education

San Diego State University
MA, Anthropology, 2011

Santa Rosa Junior College
AA, Anthropology, 2004

Sonoma State University
BA, Anthropology/Linguistics, 2006

Professional Affiliations

Register of Professional Archaeologists

Society for California Archaeology
American Anthropological Association Institute of Archaeomythology

American Anthropological Association

Project Experience

Park Boulevard Environmental Impact Report (EIR), City of Palo Alto, California. As principal archaeological investigator, coordinated a Northwest Indian College (NWIC) records search, Native American Heritage Commission (NAHC) and Native American consultation, archaeological survey, and preparation of a technical report and EIR section. An appropriate mitigation strategy was developed and provided to the City of Palo Alto for this negative cultural inventory.

Makani Power Wind Turbine Pilot Program, Google Inc., Alameda, California. As principal investigator, coordinated a NWIC records search, NAHC and Native American consultation, archaeological survey, and preparation of a negative technical memo a for this potential wind farm. The mitigation strategy did not require additional archaeological monitoring or other work based on the lack of archaeological sites, and the low potential for encountering unrecorded subsurface cultural resources. Recommendations were submitted as a categorical exemption to the reviewing agency.

Oro Verde Development Fire Protection Planning, Wohlford Land Company LLC, Valley Center, California. As principal investigator, coordinated a SCIC records search, NAHC and Native American consultation, archaeological survey, and preparation of a negative technical letter report for this small residential development. The mitigation strategy did not require additional archaeological monitoring or other work based on the lack of archaeological sites, and the low potential for encountering unrecorded subsurface cultural resources. Recommendations were submitted to the County of San Diego.

Hamilton Hospital Project, City of Novato, California. As principal investigator, managed tribal and archaeological fieldwork and methodological reporting relating to the extended Phase I inventory geoprobe drilling and shovel test pit excavation. Considerations included compliance under CEQA and local regulations.

Mapleton Park Centre Site Analysis, Kaiser Foundation Health Plan Inc., Murrieta, California. As principal archaeological consultant, prepared project constraints study, within the County of Riverside.

PMC Quarry Creek Project Phase II Cultural Evaluation, McMillin Land Development, Carlsbad, California. As field director, managed and conducted archaeological testing, data analysis, report writing and mapping of existing cultural resources within the 60-acre Quarry Creek Project study area.

University Office and Medical Park Project Cultural Resource Study Survey, U.S. Army Corps of Engineers (ACOE), San Marcos, California. As field director, managed a team of archaeologists in conducting survey of the 49.5-acre study area in a general inventory of potentially impacted cultural resources and prepared maps and a report for the presentation of this information.

Vacaville Center Campus Project, Solano Community College District, City of Vacaville, California. As principal archaeological investigator, coordinated a NWIC records search, NAHC and Native American communication, archaeological survey, and preparation of a technical report. Recommendations were framed in compliance with California Environmental Quality Act (CEQA) regulations and submitted to the lead agency.

Class III Cultural Resources Inventory for Meteorological Masts 1 and 4 and Access Roads, Iberdrola Renewables, Kern County, California. As field director, managed a team of archaeologists in conducting surveys of the study area in a general inventory of potentially impacted cultural resources.

Yokohl Ranch Cultural Resources, The Yokohl Ranch Company LLC, Tulare, California. As co-principal investigator and field director, managed 15 archaeologists in conducting 1,900 acres of survey throughout the Yokohl Valley.

Maidu Bike Path and Park Projects, City of Auburn, California. As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

Steephollow Creek and Bear River Restoration, Nevada County, California. As principal investigator, assisted with management of field efforts and preperation of a technical report for a cultural inventory. Resources were evaluated for significance under CEQA, and Section 106 of the NHPA.

Yokohl Ranch Development Project, The Yokohl Ranch Company LLC, Tulare County, California. As co-principal investigator and field director, managed 15 archaeologists in conducting significance evaluation of 118 historical and prehistoric cultural resources throughout the Yokohl Valley.

As Needed Planning and Environmental Contract, Recycled Wastewater Treatment Plant Secondary Process Upgrade Improvement Project, City of Auburn, California. As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

Recycled Water Pipeline Project, City of Woodland, California. As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

Kathryn Haley, MA

Senior Architectural Historian

Kathryn Haley is a senior architectural historian with 17 years' experience in historic/cultural resource management. Ms. Haley has worked on a wide variety of projects involving historic research, field inventory, and site assessment conducted for compliance with Section 106 of the National Historic Preservation Act (NHPA), the California Environmental Quality Act (CEQA), and National Environmental Policy Act (NEPA). She specializes in California Register of Historical Resources (CRHR), the National Register of Historic Places (NRHP), evaluations of built environment resources, including water management structures (levees, canals, dams, ditches), buildings (residential, industrial, and commercial), and linear resources (railroad alignments, roads, and bridges).

Education

California State University, Sacramento
MA, Public History, 2004
BA, History, 2001

Professional Affiliations

California Council for the Promotion of History

California Preservation Foundation

Ms. Haley also specializes in managing large-scale surveys of built environment resources including historic district evaluations. She has prepared numerous historic resources evaluation reports (HRERs) and historic property survey reports (HPSRs) for the California Department of Transportation (Caltrans). Ms. Haley also worked on the California High-Speed Rail San Jose to Merced and Central Valley Wye Project Sections. She lead the built environment survey, conducting property-specific research, preparing the Draft Historic Architectural Survey Report, and co-authoring the environmental section for Cultural Resources.

Ms. Haley meets the Secretary of the Interior's Professional Qualification Standards for Historian and Architectural Historian. She has also assisted in preparation of historic properties inspection reports (condition assessments) under the direction of the Naval Facilities Engineering Command in accordance with Section 106 and Section 110 of the NHPA. Ms. Haley has also served as project manager, coordinator, historian, and researcher for a wide variety of projects. She is experienced in the preparation for NRHP nominations, as well as, Historic American Building Survey (HABS), Historic American Engineering Record (HAER), and Historic American Landscape Survey (HALS) documents.

Project Experience

Bayview/Hunters Point Transportation Improvements Project, City and County of San Francisco and Caltrans, California. Served as lead investigator for historic architectural resources. She conducted fieldwork and prepared documentation identifying and evaluating historic properties in the Bayview/Hunters Point project area for Section 106 compliance. Prepared a HPSR and HRER identifying and evaluating historic properties in accordance with Caltrans guidelines.

Doyle Drive and Presidio Mitigation Project for HABS, HAER, and HALS Documentation, Parsons Brinkerhoff, San Francisco, California. Work included documenting several contributing historic buildings, structures, and landscape features located within the Presidio of San Francisco National Historic Landmark (NHL) District. This recordation was required under Section 106 of the NHPA to mitigate the adverse effects of the Doyle Drive replacement project. Doyle Drive is the southern access route to the Golden Gate Bridge. Construction activities related to the project will result in the demolition of historic resources that contribute to the NHL district. Served as project coordinator, assistant historian, researcher, and co-author for compliance documents prepared for this project.

Naval Air Station Alameda, Historic Properties Inspection Report and Draft NRHP Nomination, Naval Facilities Engineering Command, Alameda, California. Served as assistant historian in the preparation of historic properties inspection reports and a NRHP nomination for the Naval Air Station Alameda Historic District under the direction of the Naval Facilities Engineering Command, in accordance with Section 106 and Section 110 of the NHPA. Tasks included conducting research, a field survey, and written condition assessments of the contributing buildings and structures located within the historic districts.

Bekins Cell Site Project, Clayton Group Environmental, Berkeley, California. Conducted research and assisted in preparing a report evaluating the historical significance of the Bekins warehouse designed by architect James Palchek, located in downtown Berkeley, to meet Section 106 requirements for a cellular antenna project.

Treasure Island Naval Air Station, Historic Properties Inspection Report, Naval Facilities Engineering Command, Treasure Island, California. Conducted a field survey, research, and evaluation of the condition of historic resources. She assisted in the preparation of an historic properties inspection report for Treasure Island Naval Air Station under the direction of the Naval Facilities Engineering Command, in accordance with Section 106 and Section 110 of the NHPA.

Mare Island Naval Shipyard, Historic Properties Inspection Report, Naval Facilities Engineering Command, Mare Island, California. Led a field survey, conducted research, and assisted in the evaluation of the condition of historic resources in the preparation of an historic properties inspection report for the Mare Island Historic District under the direction of the Naval Facilities Engineering Command, in accordance with Section 106 and Section 110 of the NHPA.

Feather River CEQA/NEPA Compliance, Mitigation for Adverse Effects to the Sutter Butte Canal, Sutter Butte Flood Control Agency (SBFCA), Butte and Sutter Counties, California. Served as built environment lead. Worked with the U.S. Army Corps of Engineers (ACOE) to establish efficient and appropriate mitigation for the burial of the Sutter Butte Canal Haselbusch Headgate, which was determined eligible for listing in the NRHP and CRHR as part of the cultural resources inventory and evaluation efforts for this project. To mitigate the adverse effect to the resource, an interpretative program was established in consultation with the ACOE, State Historic Preservation Officer (SHPO), and SBFCA. Lead the effort to produce an interpretive brochure and exhibit that explained the history of the Sutter Butte Canal Haselbusch Headgate. The brochures were distributed to local libraries and archives in Sutter and Butte Counties. The exhibit is part of the Butte County Historical Museum in Oroville, California.

California High-Speed Rail from San Jose to Merced and Central Valley Wye Project Sections, California High-Speed Rail Authority/Parsons Transportation Group, Various Counties in California. Served as lead historian and project coordinator for architectural history for the San Jose Merced and Central Valley Wye Project Sections. She led built environment field surveys, property specific historical research, co-wrote technical reports, and assisted in preparing the EIR/Environmental Impact Statement (EIS) cultural resources section. All work was conducted according to stipulations in the programmatic agreement written specifically for the project and in coordination with the California High Speed Rail Authority. While working on these project sections, participated in surveying more than 1000 buildings. She played a key role in managing the survey data, and evaluating built environment resources under NRHP and CRHR Criteria, as well as ensuring the proper documentation of locally designated CEQA historical resources.

Raincross Townhomes Architectural and Archaeological Services, Watt Communities, Riverside, California. Served as lead investigator for architectural resources. Conducted fieldwork, research, and prepared documentation identifying and evaluating historic era properties located in the project area. She prepared a cultural resources inventory report for the proposed Raincross Townhomes development project as part of the environmental documentation conducted for CEQA compliance.

Glenna McMahon, PE, CEM

Environmental Engineer

Glenna McMahon has 22 years' environmental consulting and project management experience. Ms. McMahon focuses on environmental engineering and hydrogeology, specifically hazardous waste investigation, monitoring and remediation, as well as litigation support. Her project experience includes environmental site assessments; soil, soil vapor and groundwater sampling and data evaluation; health risk assessments; evaluation, design and implementation of remedial alternatives; environmental compliance; and third-party evaluation of remediation expenditures. Ms. McMahon manages several projects that involve state or local regulatory oversight and assists clients with negotiations and compliance with regulatory requirements. She strives for a collaborative approach with regulators while advocating for practicable solutions for the project.

Education

University of Vermont
BS, Civil and Environmental Engineering

Certifications

Professional Engineer (PE), CA No. 79742

Certified Environmental Manager (CEM), NV No. 1974

OSHA 40-Hour HAZWOPER

OSHA Site Supervisor

RCRA and DOT Hazardous Waste Manager Certification

Project Experience

Former Kearney-KPF Facility, Stockton, California. Managing ongoing groundwater monitoring activities, groundwater remediation, and monthly and semi-annual reporting for chlorinated solvent- and 1,4-dioxane-impacted site. Prepared cost estimates, work plans, sampling and analysis plans, health risk assessments, health and safety plans, hazardous materials business plans, remedial action plans, conceptual site model, and post closure plans. Coordination with several interested parties – responsible party, current owner and numerous tenants, Department of Toxic Substances Control (DTSC) (lead agency), Regional Water Quality Control Board (RWQCB) and San Joaquin County Environmental Health Department. Prepared and coordinated renewals of RCRA Hazardous Waste Facility Post-Closure Permit, including negotiating terms of the permit with DTSC. Managed soil and soil vapor site-wide sampling, and subsequent soil vapor extraction pilot test. Managed installation, start-up and 24-hour operation of ultraviolet/oxidation groundwater treatment system. Maintained regulatory compliance with the RWQCB and DTSC requirements concerning prove-out process and full-scale operation. Maintained treatment system operations remotely from Encinitas, California. Coordinated with subconsultants including; drillers, electricians, construction companies, and systems designers regarding estimates, scheduling, and invoicing.

Former Marley Cooling Towers Facility, Stockton, California. Researched remediation technologies including in situ redox manipulation for use at a site contaminated with hexavalent chromium. Oversaw sampling activities, reviewed lab and field data, and prepared groundwater monitoring reports.

Environmental Compliance and Monitoring, San Diego Association of Governments (SANDAG), San Diego County, California. Provided oversight, consultation, monitoring and sampling for SANDAG construction redevelopment projects in San Diego County. Provided emergency response to assess and sample contamination discovered during construction, recommend interim BMPs, and coordinate disposal. Attended project meetings. Reviewed and provided feedback on asbestos management plans and impacted soil reports. Oversaw field inspections, monitoring, and sampling.

Phase I ESA, Phase II ESA, California State University, Chico, California. Conducted Phase I ESA for the Facilities Management and Services Yard. Identified recognized environmental conditions, including a former crude oil tank and supply line associated with historical fruit canning operations, a former aboveground gas storage tank associated with a nearby manufactured gas plant, and three release cases, which involved impacts of fuel to the subsurface. Recommended a Phase II ESA to evaluate soil vapor, soil, and groundwater for volatile organic compounds, petroleum hydrocarbons, metals, methane and polycyclic aromatic hydrocarbons. Conducted the Phase II ESA, including preparation of a work plan detailing the sampling methods and procedures; preparation of a site-specific health and safety plan; obtaining appropriate permits for the work; overseeing a subsurface utility survey; collection of samples; coordination of disposal of investigation-derived waste; and evaluation of the data. Prepared a final report summarizing the work, findings and recommendations for management of impacted soil during construction.

Site Assessment, Remediation and Closure of former Agriculture Site, Carpinteria, California. As part of due diligence for a redevelopment project, Dudek conducted soil sampling in 2007 to investigate impacts from the former use of the site for agricultural purposes. Additional sampling to delineate the extent of impacts was recommended. The redevelopment project was resurrected in 2017 and Dudek was asked to conduct the additional site assessment, as well as facilitate a Remedial Action Agreement (RAA) with the site owner and Santa Barbara County Environmental Health Services (EHS), and prepare a Phase I ESA for CEQA purposes. Conducted the Phase I ESA. Coordinated implementation of the RAA. Prepared a soil sampling work plan, conducted the soil sampling, prepared a remedial action work plan, oversaw removal of lead- and pesticide-impacted soil, performed confirmation sampling and prepared a final report which included a request for regulatory closure. This work included coordination with the project owner, land owner, EHS and the Air Pollution Control District, as well as coordination of public noticing of the remediation. The site was granted closure by EHS in October 2018.

Phase I ESA, Phase II ESA, Santa Monica City Yard, Santa Monica, California. Conducted Phase I ESA as part of due diligence for CEQA. Conducted Phase II ESA to evaluate potential impacts from former manufacturing, former leaking underground fuel tanks and an adjacent wellfield impacted by volatile organic compounds (VOCs). Prepared work plan with consideration for existing closed landfill, obtained permits, performed utility clearance, collected soil and soil vapor samples, managed investigation-derived waste, and prepared final sampling report.

Former Petroleum Refinery, Site Assessment and Remediation, Ventura County, California. Managed waste removal during petroleum refinery decommissioning under EPA oversight. Conducted site assessment, soil sampling and oversaw removal of petroleum hydrocarbon-impacted soil.

Hazardous Materials Business Plan and EPA permitting, Production Facilities, San Diego, California. Prepared Hazardous Materials Business Plans for laser production facilities in compliance with San Diego County Certified Unified Program Agency requirements. Reviewed chemical inventory and prepared site maps, emergency response/contingency plans and employee training information. Assisted newer facility with obtaining EPA ID for management of hazardous waste.

Phase II Environmental Site Assessments, California. Evaluated and sampled impacted soil, soil vapor and/or groundwater at sites throughout California. Prepared reports which included evaluations of health risk. Proposed and managed remediation efforts. Coordinated with regulatory agencies. Sites included commercial and industrial properties, oil fields, residences, automotive businesses, schools, universities, agricultural operations, undeveloped land, and renewable energy facilities.

Matthew Morales

Air Quality Specialist

Matthew Morales is an air quality specialist with 15 years' experience preparing technical analyses for numerous planning and environmental projects related to development, natural resource management, and facility expansion. Mr. Morales is trained in air quality, including toxic air contaminants (TACs) and greenhouse gas (GHG), and he is adept at applying air quality models, such as the California Emissions Estimator Model, Caline4, AERSCREEN, AERMOD, and HARP 2, to perform quantitative analyses for National Environmental Policy Act and California Environmental Quality Act (CEQA) environmental documents, such as environmental impact reports (EIRs), initial studies (ISs), and mitigated negative declarations (MNDs).

Education

University of California, Davis
BS, Environmental Toxicology

Professional Affiliations

Association of Environmental Professionals

Air and Waste Management Association

Project Experience

Residences at Five Creek Project IS/MND, City of Rohnert Park, California. As the air quality analyst, assessed the criteria air pollutant, GHG, and TAC emissions associated with the construction and operation of the Residences at Five Creek mixed-use and City public safety and public works facility. A construction health risk assessment was prepared to estimate potential risk of proximate sensitive receptors from exposure to project-related diesel exhaust from construction equipment and trucks. A cumulative operational health risk assessment was also prepared to estimate potential risk of on-site residents to TACs from permitted stationary sources within 1,000 feet of the project site.

Station Avenue Project – Central Rohnert Park Priority Development Area Plan EIR Consistency Review, City of Rohnert Park, California. The Station Avenue Project is within the Central Rohnert Park Priority Development Area Plan area. This analysis was prepared to evaluate the consistency of the project with the Priority Development Area EIR. The project would remove the two existing buildings (former State Farm Insurance building and City's Corporation Yard), surface parking lots, trees, and grass areas and would result in the construction of a central business district, urban neighborhood, and new downtown area for the city. As part of the consistency review, an HRA was performed that assessed potential cancer and chronic health risk at existing residences proximate to the site, as well as operational health risk for the new residents associated with exposure to TACs from major roadways and the adjacent Sonoma-Marin Area Rail Transit operations.

Meridian West Campus-Lower Plateau Project EIR, March JPA, California. Prepared the air quality and GHG analyses as part of a comprehensive EIR for a large-scale business and warehouse development project in the western portion of the March JPA jurisdiction. The project, approved by the Board Commissioners in 2017, would result in the construction of approximately 2.3 million square feet of industrial warehouse and business park uses. Air and GHG emissions were one of the key issues associated with the project.

Belden Barns Farmstead and Winery EIR, Sonoma County, California. As the air quality analyst, assessed the criteria air pollutant and GHG emissions associated with construction and operation of the project, which includes development of a winemaking, hospitality, and farmstead food production facility.

Canyon Springs Healthcare Campus Specific Plan, Specific Plan Amendment, and EIR, City of Riverside, California. Managing the preparation of a new specific plan, amendment to an existing specific plan, and preparation of an associated EIR for a new healthcare campus in the City of Riverside. The 50.85-acre project site is currently located within the Canyon Springs Business Park Specific Plan. The Canyon Springs Business Park Specific Plan is proposed to be amended to remove the project site from the specific plan area and create a new Canyon Springs Healthcare Campus Specific Plan. The overall project site is broken up into three smaller sites within the new Canyon Springs Healthcare Campus Specific Plan. Site A is proposed to be developed as a senior housing facility with an approximately 375,000-square-foot, 3-story, 234-unit senior "age-restricted", multifamily housing facility. Site B is proposed to be developed as an independent living/memory care, assisted living, and skilled nursing facility. Site C is proposed to be developed with a hospital, five medical office buildings, a central energy plant, and two parking structures, as well as associated landscaping and infrastructure improvements. Key issues for this project are air quality, traffic, as well as potential impacts from helicopter operations.

Roberts' Ranch Specific Plan EIR, City of Vacaville, California. As the air quality analyst, assessed the criteria air pollutant emissions associated with construction and operation of the Roberts' Ranch Specific Plan land uses in the City of Vacaville.

Grapevine Project Air Quality and GHG Technical Report, Tejon Ranch Corporation, Kern County, California. Prepared the air quality and GHG emissions technical report for the project. The Grapevine Specific Plan project, which is located in the west-central portion of 270,000-acre Tejon Ranch, would be developed as a residential community and employment center within 4,780 acres of the 8,010-acre property. The project, which includes up to 12,000 residential units and 5.1 million square feet of commercial and light industrial land uses (including a community college and medical campus), is designed as a series of conveniently located village centers, each composed of a mix of housing, neighborhood-serving retail and office uses, schools, parks, and community services. Specific tasks include construction and operational criteria air pollutant and GHG emissions estimates, industrial source emissions calculations, odor assessment, Valley Fever assessment, and other air quality topics.

Ponte Palmero Phase 2 Project EIR, El Dorado County, California. Assessed the criteria air pollutant and GHG emissions associated with construction and operation of the project, which includes development of a community care facility, an assisted living facility, and a clubhouse as Phase 2 of the Ponte Palmero retirement village.

Oakmont Senior Assisted Living Facility IS/MND, City of Novato, California. As the air quality analyst, assessed the criteria air pollutant and GHG emissions associated with construction and operation of the proposed assisted living community within the City of Novato.

Clearwater at Sonoma Hills Assisted Living and Memory Care Facility IS/MND, City of Rohnert Park, California. As the air quality analyst, assessed the criteria air pollutant and GHG emissions associated with construction and operation of the project, which includes development of an assisted living and memory care facility within the City of Rohnert Park.

Creative Arts and Holloway Mixed-Use Project EIR, San Francisco State University, San Francisco, California. The proposed project includes construction of new housing, neighborhood-serving retail, and student support services on the south side of Holloway Avenue, and construction of the Creative Arts replacement building and concert hall on the north side of the Holloway Avenue/Font Boulevard intersection. The project would also include preparation and implementation of design guidelines, transportation and parking improvements, utility connections, storm drainage improvements, landscaping, and lighting. Prepared the air quality and GHG chapters of the EIR for the project.

Dennis Pascua

Senior Transportation Planner

Dennis Pascua is a senior transportation planner and Dudek's transportation services manager with 25 years' experience in transportation planning/engineering in Southern California. Mr. Pascua has successfully managed a variety of projects for local agencies and private developers, including traffic and circulation impact analyses and parking demand studies in both highly urbanized and rural areas. He is highly experienced with California Environmental Quality Act/National Environmental Policy Act and transportation topics and policies surrounding active transportation, context sensitive solutions, and complete streets throughout California. Mr. Pascua also offers an international perspective, having managed transportation planning projects in the Philippines, Japan, and the United Arab Emirates.

Education

University of California, Irvine

BA, Social Ecology (Environmental Analysis and Design)

Professional Affiliations

American Planning Association

Association of Environmental Professionals

Institute of Transportation Engineers

Orange County Traffic Engineering Council

Project Experience

LADWP On-Call Environmental Services, Los Angeles, California. Managed Traffic Impact Analysis (TIAs) for the following projects prepared under an on-call contract with the City of Los Angeles Department of Water and Power (LADWP), the nation's largest municipal utility: Power Plant 1 and Power Plant 2 Transmission Line Conversion; Tujunga Central Groundwater Station; North Hollywood Groundwater Station; De Soto Avenue Trunk Line Replacement; De Soto Water Tanks; and Van Norman Complex Vegetation and Maintenance Projects. The TIAs prepared, or currently being prepared, involve the analysis of construction-related traffic and potential lane closures on major public thoroughfares. Construction mitigation measures include the preparation of a Construction Traffic Management Plan that includes traffic control plans for roadway construction, and transportation demand management for construction worker traffic. Dudek has also coordinated with the Department of Transportation and Bureau of Engineering on those projects.

LACSD On-Call Environmental Services, Los Angeles County, California. As part of an on-call contract with the Los Angeles County Sanitation Districts (LACSD), Mr. Pascua managed the TIA for the Stormwater Capture System at Puente Hills Material Recovery Facility in County Sanitation District No. 2 to meet the Industrial General Permit's industrial stormwater requirements. The project would primarily involve construction of a proposed basin and supporting conveyance facilities (piping) that would involve grading, excavating, and fencing. The TIA analyzed the potential traffic impacts for the temporary construction phase of the project, which would generate construction-related traffic (due to construction workers, vendor trucks, and haul trucks) to and from the project site.

Gen-Tie Routes for Edwards Air Force Base Solar Enhanced Use Lease Project, Kern County, California. Managed the in-house Transportation team that prepared a traffic impact analysis (TIA) that identified potential construction-related traffic impacts associated with the proposed 230-kilovolt gen-tie route options that would connect the Edwards Air Force Base (EAFB) solar generation site with the existing Westwind Substation in the first phase of the project, and to the Southern California Edison Windhub Substation in subsequent phases of the project. The project impacts were evaluated under CEQA and NEPA. This project is located south of the Sanborn Solar and Gen-Tie project. The TIA evaluated existing traffic conditions, including roadway segment and

intersection levels of service along or in proximity to the gen-tie route options; estimated trip generation and trip characteristics for construction-related activities of the gen-tie options; analyzed the potential for traffic impacts to occur as a result of construction of the gen-tie; described the significance of the potential impacts; and, identified mitigation measures, for construction-related traffic impacts.

Sanborn Solar and Gen-Tie Route Project, Kern County, California. Managed the in-house Transportation team that prepared a TIA that identified potential construction-related traffic impacts associated with a proposed photovoltaic solar facility and associated infrastructure (gen-tie) necessary to generate up to a combined 300 megawatts of renewable electrical energy. The proposed project consisted of two sites: the northern site is approximately 1,118 acres; and, the southern site is approximately 983 acres. The southern site is directly north of Edwards Air Force Base Solar project. The project impacts were evaluated under CEQA and NEPA. The TIA evaluated existing traffic conditions, including roadway segment and intersection levels of service along or in proximity to the gen-tie route options; estimated trip generation and trip characteristics for construction-related activities of the gen-tie options; analyzed the potential for traffic impacts to occur as a result of construction of the gen-tie; described the significance of the potential impacts; and, identified mitigation measures, for construction-related traffic impacts.

Marsh Park Access Evaluation and Recommendations, Mountains Recreation and Conservation Authority, Los Angeles, California. Conducted an evaluation of the existing access conditions at the driveways in Marsh Park in the City of Los Angeles. The project was intended to address safety concerns at the park access including obstructed sight distance, failure of vehicles to yield to bicyclists and pedestrians, and lack of visibility for drivers to see when park gates are closed. Provided recommendations to improve safety for park users including placement of stop signs, reflective markers for park gates, and signage to alert drivers to the presence of pedestrians. Recommendations were made consistent with guidance provided in the California Manual of Uniform Traffic Control Devices.

Relevant Previous Experience

- Tres Amigos Solar Project, Merced County, California
- Jensen Solids Handling Facility Canoga Park, Metropolitan Water District, Los Angeles, California
- Warner-Canoga 150-Dwelling Unit Apartment Transportation Demand Management Plan, Warner Center, Los Angeles, California
- North Hollywood High School Renovation, LAUSD, Los Angeles, California
- Rose Hills Courts Rehabilitation, Housing Authority of City of Los Angeles, California
- LA Trade-Technical College Master Plan, Los Angeles Community College District, California
- Grandview Park Expansion, Rancho Palos Verdes, California
- Recology Materials Recovery Facility (MRF) Expansion, Sun Valley, California
- California Department of Transportation SR 126/Commerce Center Drive PR/ED, Newhall Ranch, California.
- Terminal Expansion and Renovation Project EIRs, Port of Los Angeles, California
- Campus Parking Management Plan, County of San Bernardino, California

Matt Ricketts

Senior Biologist

Matt Ricketts is a senior biologist with 19 years' experience as a wildlife biologist and conservation planner specializing in biological resource inventories and documentation, special-status species surveys, federal Endangered Species Act (ESA)/ California Endangered Species Act (CESA) compliance, and environmental impact analysis.

In addition, Matt is a skilled field biologist with 20 years' experience birding in central and Northern California. Special-status bird species with which he is especially familiar include burrowing owl, Swainson's hawk, tricolored blackbird, and California black rail. He also holds a federal 10(a)(1)(A) Recovery Permit to conduct active surveys for California Ridgway's rail in the San Francisco Estuary.

Education

Eastern Kentucky University
MS, Biology/Applied Ecology, 1999

University of Illinois at Urbana-Champaign
BS, Natural Resources and Environmental Sciences, 1997

Certifications

USFWS, ESA Section 10(a)(1)(A) Recovery Permit No. No. TE-61177B-0

Professional Affiliations

The Wildlife Society

Project Experience

California High-Speed Rail: San Jose to Merced and San Francisco to San Jose Project Sections, California High Speed Rail Authority, San Francisco, San Mateo, Santa Clara, and Merced Counties. Served as lead author of EIR/EIS biological and aquatic resources chapter and Biological and Aquatic Resources Technical Report. Tasks included identifying and describing effects/impacts (with input from fellow team members), coordinating document preparation, and providing technical assistance with habitat models for quantification of special-status species habitat impacts. San Jose to Merced Draft EIR/EIS released in April 2020; San Francisco to San Jose Draft EIR/EIS to be released in June 2020.

Palo Alto Municipal Golf Course Reconfiguration Project, City of Palo Alto, California. Served as lead surveyor for California Ridgway's rail and California black rail along San Francisquito Creek during the 2016 breeding season. Tasks included plotting of passive and active (call-broadcast) survey stations, survey planning and coordination, conducting surveys and mapping detections, and communicating results to the City and project partners. In 2017, he assisted the Santa Clara Valley Water District with active surveys for California Ridgway's rail along the upstream portion of the creek. Multiple California Ridgway's rail were detected along the creek and in nearby Faber Marsh in 2016, and in Faber Marsh in 2017.

San Francisco Bay Trail at Martin Luther King, Jr. Regional Shoreline Improvement Project, GHD/East Bay Regional Park District, Oakland, California. Served as project manager and lead biologist for proposed Bay Trail extension over and adjacent to San Francisco Bay near the Oakland International Airport. Tasks included coordination of document deliveries to client, tracking project financials and invoicing, and preparation of biological resource report, Caltrans Natural Environment Study (NES), and ESA Section 7 BA. Other deliverables included Caltrans-format archaeological survey report (ASR), Historic Resource Compliance Report (HRCR), wetland delineation report, CESA Section 2081 incidental take permit for longfin smelt, FESA Section 7 BA, and compensatory mitigation technical memorandum.

Antioch Habitat Conservation Plan/Natural Community Conservation Plan, City of Antioch, California. Served as lead biologist and deputy project manager for the first phase of an administrative draft HCP/NCCP tiering off the East Contra Costa County (ECCC) HCPs/NCCP, which began implementation in 2007. Tasks included updating species accounts, species habitat distribution models, and conservation strategy chapter. Also convened joint independent science advisory panel for the Antioch and ECCC HCP/NCCPs in February 2018 and served as technical liaison between panel members, both HCP/NCCP permittees (City and ECCC Habitat Conservancy), and the wildlife agencies (USFWS and CDFW). HCP/NCCP development currently on hold.

Santa Clara Valley Habitat Plan Implementation, Santa Clara Valley Habitat Agency, Morgan Hill, California. Served as grant coordinator from 2016–2018 and technical advisor/facilitator for burrowing owl conservation strategy implementation from 2018–March 2020. Tasks included coordination and writing of grant applications to help fund Habitat Plan land acquisition and management actions, coordination and facilitation of internal and agency meetings on burrowing owl conservation actions (e.g., research projects, management agreements), and serving as liaison between the Habitat Agency and burrowing owl conservation stakeholders (e.g., local researchers, NWR biologists, Audubon chapter).

California High-Speed Rail: Merced to Fresno - Central Valley Wye, California High Speed Rail Authority, Merced County. Prepared first draft of ESA Section 7 biological assessment (BA) and contributed to Biological and Aquatic Resources Technical Report and biological resources chapter of Supplemental EIR/EIS. Tasks also included coordinating and conducting a preliminary survey for nesting Swainson's hawks throughout the project area in April and June 2015, including development of a project-specific field data collection protocol using iForm© and ArcGIS Collector on smartphones or tablets.

Relevant Previous Experience

Prewett Family Park Burrowing Owl Preserve/LSA Associates, Antioch, California. Served as project manager and lead biologist for establishment and initial monitoring of a 24-acre habitat preserve for burrowing owls at Prewett Family Park. The preserve was created in 2009 as on-site mitigation for development of occupied breeding habitat from construction of the Antioch Community Center. Tasks included preparation of a habitat management plan, facilitating plan approval by the City and CDFW, annual wintering and breeding season surveys, and annual monitoring of vegetation management on the preserve. Six (6) adults, 26 juveniles, and 6 nest burrows were observed during the 2012 breeding season.

San Francisco Garter Snake Recovery Action Plan/LSA Associates, San Francisco International Airport, California. Served as primary author of a comprehensive Recovery Action Plan for San Francisco garter snake and California red-legged frog on SFO's West-of-Bayshore property between Burlingame and Millbrae, San Mateo County. The plan was developed in close coordination with USFWS, CDFW, San Mateo County Flood Protection District, and SFO–its purpose is to conserve populations of both species via habitat enhancement and monitoring while allowing SFO to meet its flood control mandates for the property. Tasks included BA and regulatory permit (Clean Water Act Section 404/401, California Fish and Game Code Section 1602) preparation as construction monitoring during plan implementation activities (vegetation and sediment removal).

Antioch Turf Fields Project/LSA Associates, Antioch, California. Served as lead biologist for a new community soccer field facility located adjacent to extensive open space near Mount Diablo in eastern Contra Costa County. Tasks included preconstruction surveys for burrowing owl, San Joaquin kit fox, and nesting birds, and coordination of construction exclusion fencing for California tiger salamander. The requirements were pursuant to an Environmental Commitment Program (ECP) prepared by the U.S. Bureau of Reclamation (co-owners of the site) under NEPA.

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Project Schedule

Table 1 presents Dudek's schedule for completion of the Environmental Impact Report (EIR) for the 123 Independence Drive Project.

Table 1. Schedule

Task Name	Weeks Elapsed	Total Weeks Elapsed
Task 1 Project Initiation, Project Description, and Notice of Preparation		
Initiation Meeting	1 week	1 week
Draft Project Description submitted	1 week	2 weeks
City staff review	1 week	3 weeks
Final Project Description	0.5 week	3.5 weeks
Task 2 Technical Studies		
2.1 Air Quality and GHG Modeling	5 weeks from end of Task 1	8.5 weeks
2.2 Biological Resources Assessment	4 weeks from end of Task 1	7.5 weeks
2.3 Cultural Resources Assessment	5 weeks from end of Task 1	8.5 weeks
2.4 Noise Assessment	4 weeks from end of Task 1	7.5 weeks
2.5 Traffic Impacts Analysis	4 weeks from end of NOP circulation	15 weeks
2.6 Housing Needs Assessment	4 weeks from end of NOP circulation	15 weeks
Task 3 Administrative Draft Environmental Impact Report		
Draft NOP	1.5 weeks from end of Task 1	5 weeks
City staff review	1 week	6 weeks
Final NOP	0.5 week	6.5 weeks
NOP Circulation	4.5 weeks (30 days)	11 weeks
Admin Draft EIR	6 weeks	17 weeks
City staff review	3 weeks	20 weeks
Task 4 Screencheck Draft EIR and MMRP		
Screencheck Draft EIR	3 weeks	23 weeks
City staff review	2 weeks	25 weeks
Task 5 Public Review Draft EIR		
Finalize Public Review Draft EIR	1.5 weeks	26.5 weeks
Public Review	6.5 weeks (45 days)	33 weeks
Task 6 Final EIR		
Responses to Comments, Final EIR, Findings	3 weeks	36 weeks

Table 1. Schedule

Task Name	Weeks Elapsed	Total Weeks Elapsed
City staff review	1.5 weeks	37.5 weeks
Screencheck Final EIR and Findings	1.5 weeks	39 weeks
City staff review	1 week	40 weeks
Final EIR	1 week	41 weeks
Project Hearings	TBD	TBD
Notice of Determination	Within 5 days of project approval	

Table of Contents

123 Independence

01/29/2020

The SOBRATO Organization

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: Architecture
: Planning
: Urban Design

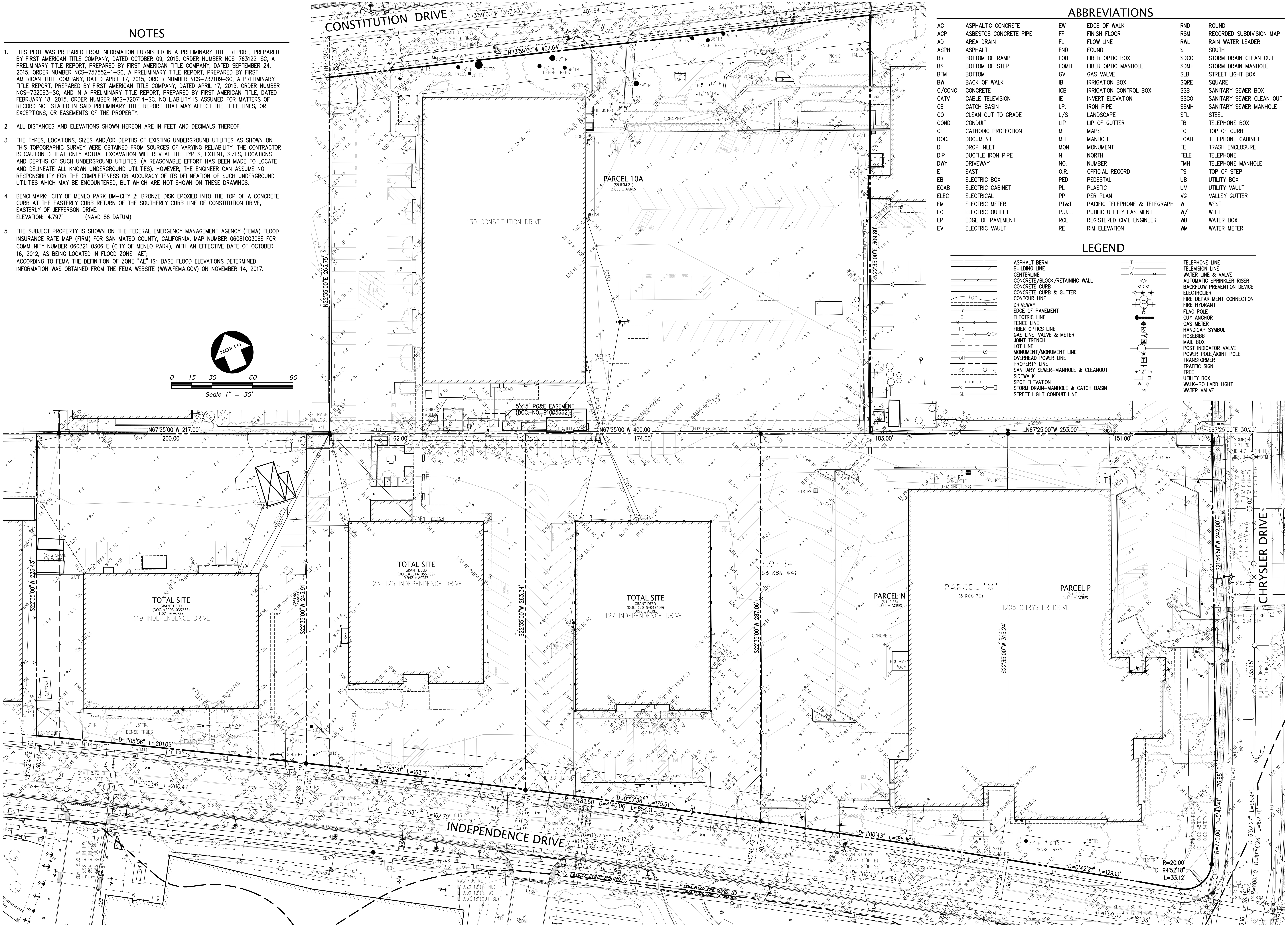
KSH ARCHITECTS
KORTH SUNSERI HAGEY

TGP The Guzzardo Partnership Inc.

KIER+WRIGHT

NOTES

1. THIS PLOT WAS PREPARED FROM INFORMATION FURNISHED IN A PRELIMINARY TITLE REPORT, PREPARED BY FIRST AMERICAN TITLE COMPANY, DATED OCTOBER 09, 2015, ORDER NUMBER NCS-763122-SC, A PRELIMINARY TITLE REPORT, PREPARED BY FIRST AMERICAN TITLE COMPANY, DATED SEPTEMBER 24, 2015, ORDER NUMBER NCS-757552-1-SC, A PRELIMINARY TITLE REPORT, PREPARED BY FIRST AMERICAN TITLE COMPANY, DATED APRIL 17, 2015, ORDER NUMBER NCS-732109-SC, A PRELIMINARY TITLE REPORT, PREPARED BY FIRST AMERICAN TITLE COMPANY, DATED APRIL 17, 2015, ORDER NUMBER NCS-732093-SC, AND IN A PRELIMINARY TITLE REPORT, PREPARED BY FIRST AMERICAN TITLE, DATED FEBRUARY 18, 2015, ORDER NUMBER NCS-720714-SC. NO LIABILITY IS ASSUMED FOR MATTERS OF RECORD NOT STATED IN SAID PRELIMINARY TITLE REPORT THAT MAY AFFECT THE TITLE LINES, OR EXCEPTIONS, OR EASEMENTS OF THE PROPERTY.
2. ALL DISTANCES AND ELEVATIONS SHOWN HEREON ARE IN FEET AND DECIMALS THEREOF.
3. THE TYPES, LOCATIONS, SIZES AND/OR DEPTHS OF EXISTING UNDERGROUND UTILITIES AS SHOWN ON THIS TOPOGRAPHIC SURVEY WERE OBTAINED FROM SOURCES OF VARYING RELIABILITY. THE CONTRACTOR IS CAUTIONED THAT ONLY ACTUAL EXCAVATION WILL REVEAL THE TYPES, EXTENT, SIZES, LOCATIONS AND DEPTHS OF SUCH UNDERGROUND UTILITIES. (A REASONABLE EFFORT HAS BEEN MADE TO LOCATE AND DELINEATE ALL KNOWN UNDERGROUND UTILITIES). HOWEVER, THE ENGINEER CAN ASSUME NO RESPONSIBILITY FOR THE COMPLETENESS OR ACCURACY OF ITS DELINEATION OF SUCH UNDERGROUND UTILITIES WHICH MAY BE ENCOUNTERED, BUT WHICH ARE NOT SHOWN ON THESE DRAWINGS.
4. BENCHMARK: CITY OF MENLO PARK BM-CITY 2; BRONZE DISK EPOXIED INTO THE TOP OF A CONCRETE CURB AT THE EASTERLY CURB RETURN OF THE SOUTHERLY CURB LINE OF CONSTITUTION DRIVE, EASTERLY OF JEFFERSON DRIVE.
ELEVATION: 4.797' (NAVD 88 DATUM)
5. THE SUBJECT PROPERTY IS SHOWN ON THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) FLOOD INSURANCE RATE MAP (FIRM) FOR SAN MATEO COUNTY, CALIFORNIA, MAP NUMBER 06081C0306E FOR COMMUNITY NUMBER 060321 0306 E (CITY OF MENLO PARK), WITH AN EFFECTIVE DATE OF OCTOBER 16, 2012, AS BEING LOCATED IN FLOOD ZONE "AE";
ACCORDING TO FEMA THE DEFINITION OF ZONE "AE" IS: BASE FLOOD ELEVATIONS DETERMINED. INFORMATION WAS OBTAINED FROM THE FEMA WEBSITE (WWW.FEMA.GOV) ON NOVEMBER 14, 2017.



ABBREVIATIONS

AC	ASPHALTIC CONCRETE	EW	EDGE OF WALK	RND	ROUND
ACP	ASBESTOS CONCRETE PIPE	FF	FINISH FLOOR	RSM	RECORDED SUBDIVISION MAP
AD	AREA DRAIN	FL	FLOW LINE	RWL	RAIN WATER LEADER
ASPH	ASPHALT	FND	FOUND	S	SOUTH
BR	BOTTOM OF RAMP	FOB	FIBER OPTIC BOX	SDCO	STORM DRAIN CLEAN OUT
BS	BOTTOM OF STEP	FOMH	FIBER OPTIC MANHOLE	SDMH	STORM DRAIN MANHOLE
BTM	BOTTOM	GV	GAS VALVE	SLB	STREET LIGHT BOX
BW	BACK OF WALK	IB	IRRIGATION BOX	SQRE	SQUARE
C/CONC	CONCRETE	ICB	IRRIGATION CONTROL BOX	SSB	SANITARY SEWER BOX
CATV	CABLE TELEVISION	IE	INVERT ELEVATION	SSCO	SANITARY SEWER CLEAN OUT
CB	CATCH BASIN	I.P.	IRON PIPE	SSMH	SANITARY SEWER MANHOLE
CO	CLEAN OUT TO GRADE	L/S	LANDSCAPE	STL	STEEL
COND	CONDUIT	LIP	LIP OF GUTTER	TB	TELEPHONE BOX
CP	CATHODIC PROTECTION	M	MAPS	TC	TOP OF CURB
DOC.	DOCUMENT	MH	MANHOLE	TCAB	TELEPHONE CABINET
DI	DROP INLET	MON	MONUMENT	TE	TRASH ENCLOSURE
DIP	DUCTILE IRON PIPE	N	NORTH	TELE	TELEPHONE
DWY	DRIVEWAY	NO.	NUMBER	TMH	TELEPHONE MANHOLE
E	EAST	O.R.	OFFICIAL RECORD	TS	TOP OF STEP
EB	ELECTRIC BOX	PED	PEDESTAL	UB	UTILITY BOX
ECAB	ELECTRIC CABINET	PL	PLASTIC	UV	UTILITY VAULT
ELEC	ELECTRICAL	PP	PER PLAN	VG	VALLEY GUTTER
EM	ELECTRIC METER	PT&T	PACIFIC TELEPHONE & TELEGRAPH	W	WEST
EO	ELECTRIC OUTLET	P.U.E.	PUBLIC UTILITY EASEMENT	W/	WITH
EP	EDGE OF PAVEMENT	RCE	REGISTERED CIVIL ENGINEER	WB	WATER BOX
EV	ELECTRIC VAULT	RE	RIM ELEVATION	WM	WATER METER

LEGEND

ASPHALT BERM
BUILDING LINE
CENTERLINE
CONCRETE/BLOCK/RETAINING WALL
CONCRETE CURB
CONCRETE CURB & GUTTER
CONTOUR LINE (100)
DRIVEWAY
EDGE OF PAVEMENT
ELECTRIC LINE (E)
FENCE LINE
FIBER OPTICS LINE (FO)
GAS LINE-VALVE & METER (G, GM)
JOINT TRENCH (JT)
LOT LINE
MONUMENT/MONUMENT LINE
OVERHEAD POWER LINE (OH)
PROPERTY LINE
SANITARY SEWER-MANHOLE & CLEANOUT (SS)
SIDEWALK
SPOT ELEVATION (100.00)
STORM DRAIN-MANHOLE & CATCH BASIN (SD)
STREET LIGHT CONDUIT LINE (SL)

TELEPHONE LINE (T)
TELEVISION LINE (TV)
WATER LINE & VALVE (W)
AUTOMATIC SPRINKLER RISER
BACKFLOW PREVENTION DEVICE
ELECTROLIER
FIRE DEPARTMENT CONNECTION
FIRE HYDRANT
FLAG POLE
GUY ANCHOR
GAS METER
HANDICAP SYMBOL
HOSEBIBB
MAIL BOX
POST INDICATOR VALVE
POWER POLE/JOINT POLE
TRANSFORMER
TRAFFIC SIGN
TREE (12"TR)
UTILITY BOX
WALK-BOLLARD LIGHT
WATER VALVE

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Sheet Title:

TOPOGRAPHIC SURVEY

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Date: 01/29/2020
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Drawn By: MC

Sheet No:

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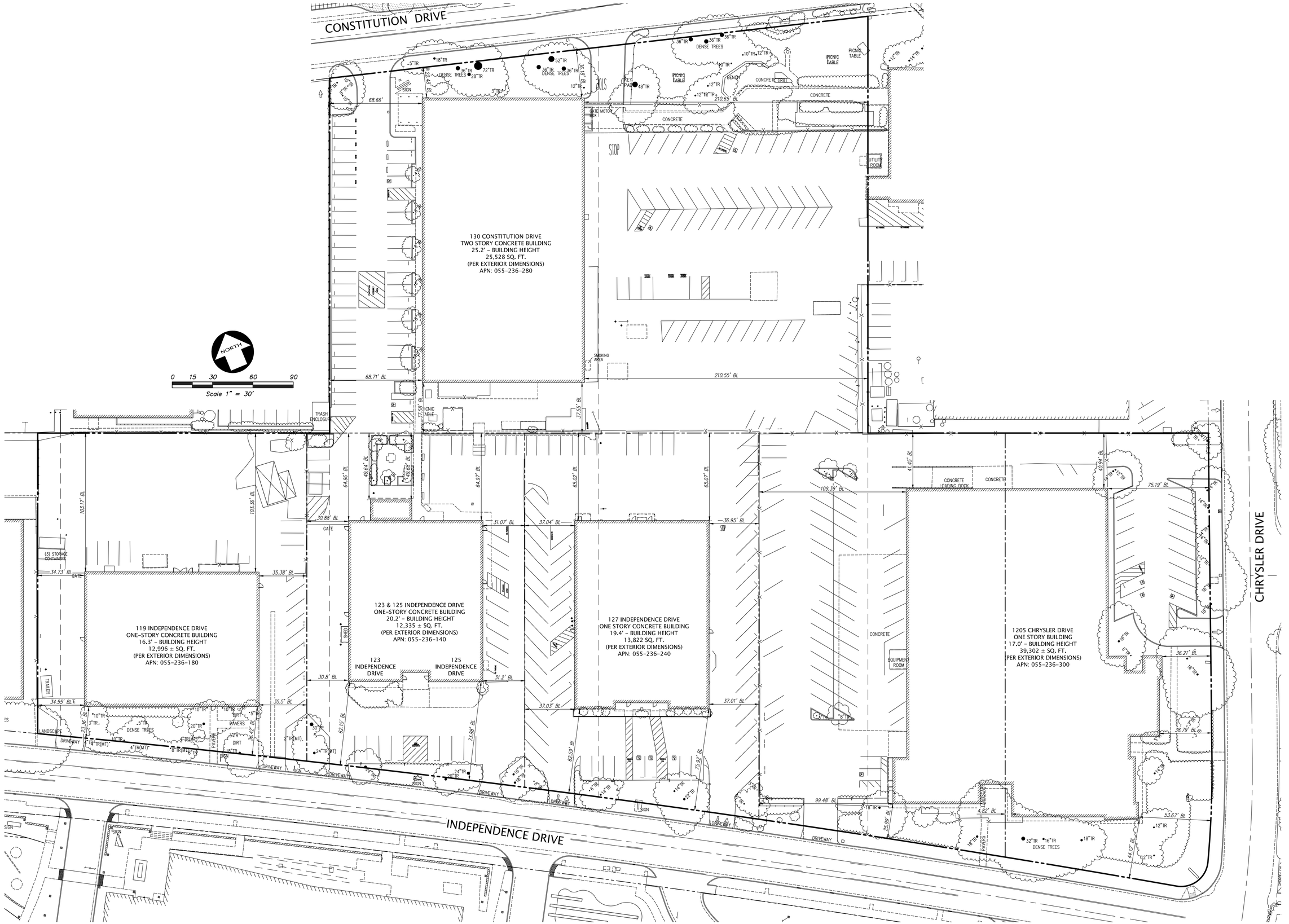

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Sheet Title:

EXISTING SITE PLAN

Job No. 15034
Date: 01/29/2020
Scale: AS SHOWN
Drawn By: MC

Sheet No:

C1.1

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Sheet Title:

PROPOSED SITE PLAN

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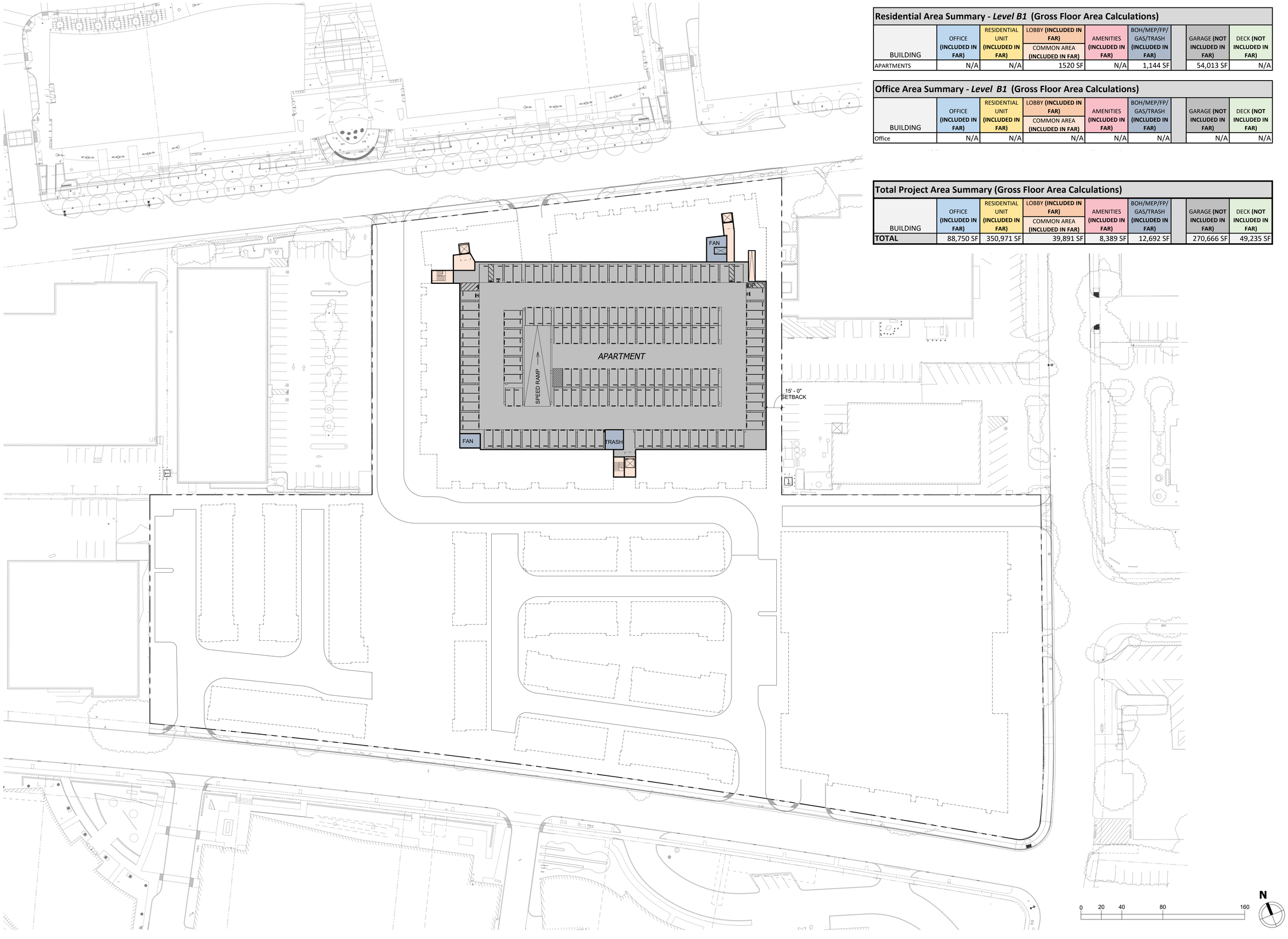

Residential Area Summary - *Level B1* (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)		GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	N/A	1520 SF	N/A	1,144 SF		54,013 SF	N/A

Office Area Summary - *Level B1* (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)		GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	N/A	N/A	N/A	N/A	N/A		N/A	N/A

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)		GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF		270,666 SF	49,235 SF

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Sheet Title:

SUBTERRANEAN PARKING LEVEL B1

Job No. 15034
Date: 01/29/2020
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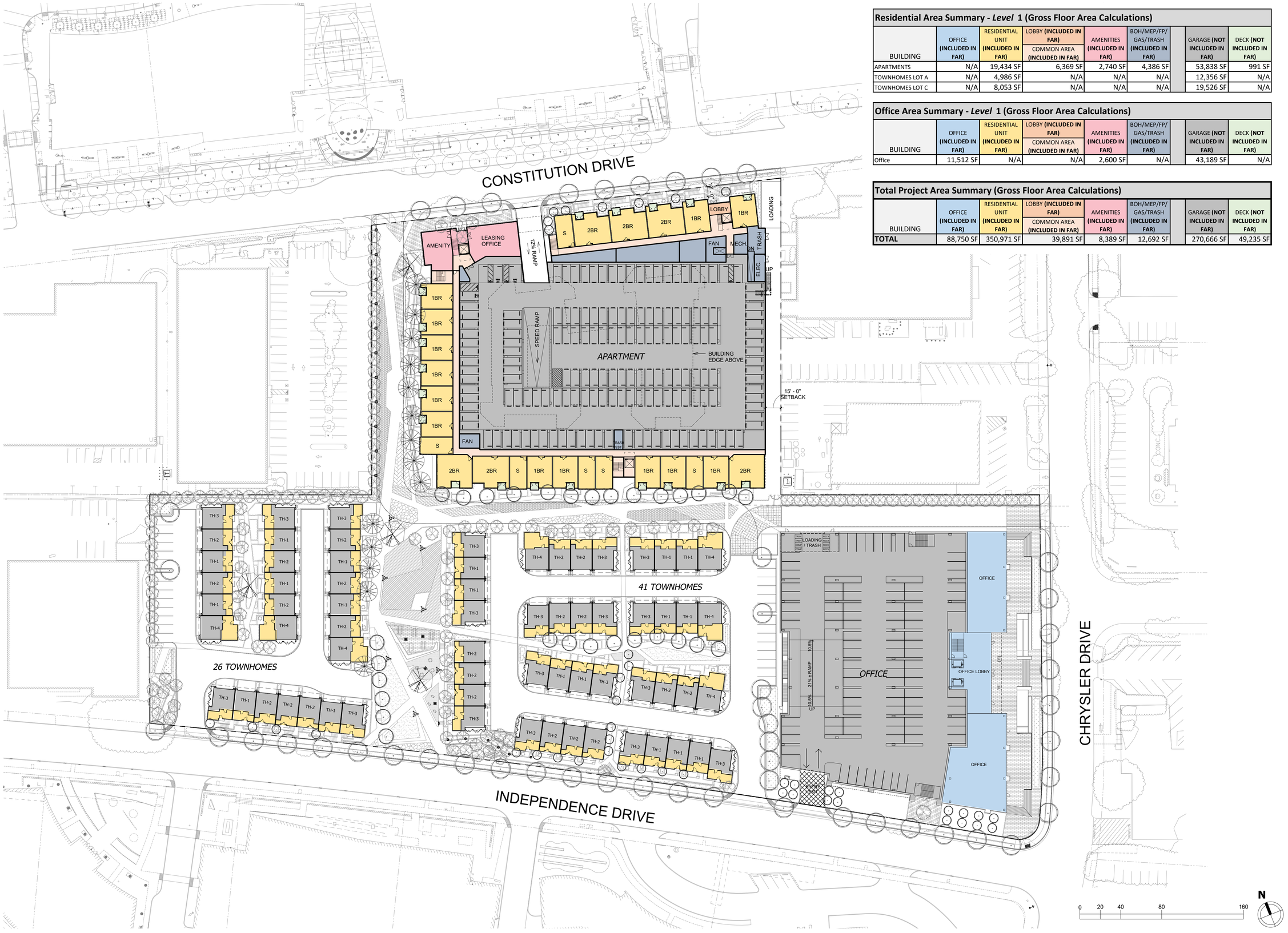

Residential Area Summary - *Level* 1 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	19,434 SF	6,369 SF	2,740 SF	4,386 SF	53,838 SF	991 SF
TOWNHOMES LOT A	N/A	4,986 SF	N/A	N/A	N/A	12,356 SF	N/A
TOWNHOMES LOT C	N/A	8,053 SF	N/A	N/A	N/A	19,526 SF	N/A

Office Area Summary - *Level* 1 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	11,512 SF	N/A	N/A	2,600 SF	N/A	43,189 SF	N/A

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF	270,666 SF	49,235 SF

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FLOOR PLAN: LEVEL 1

Job No. 15034
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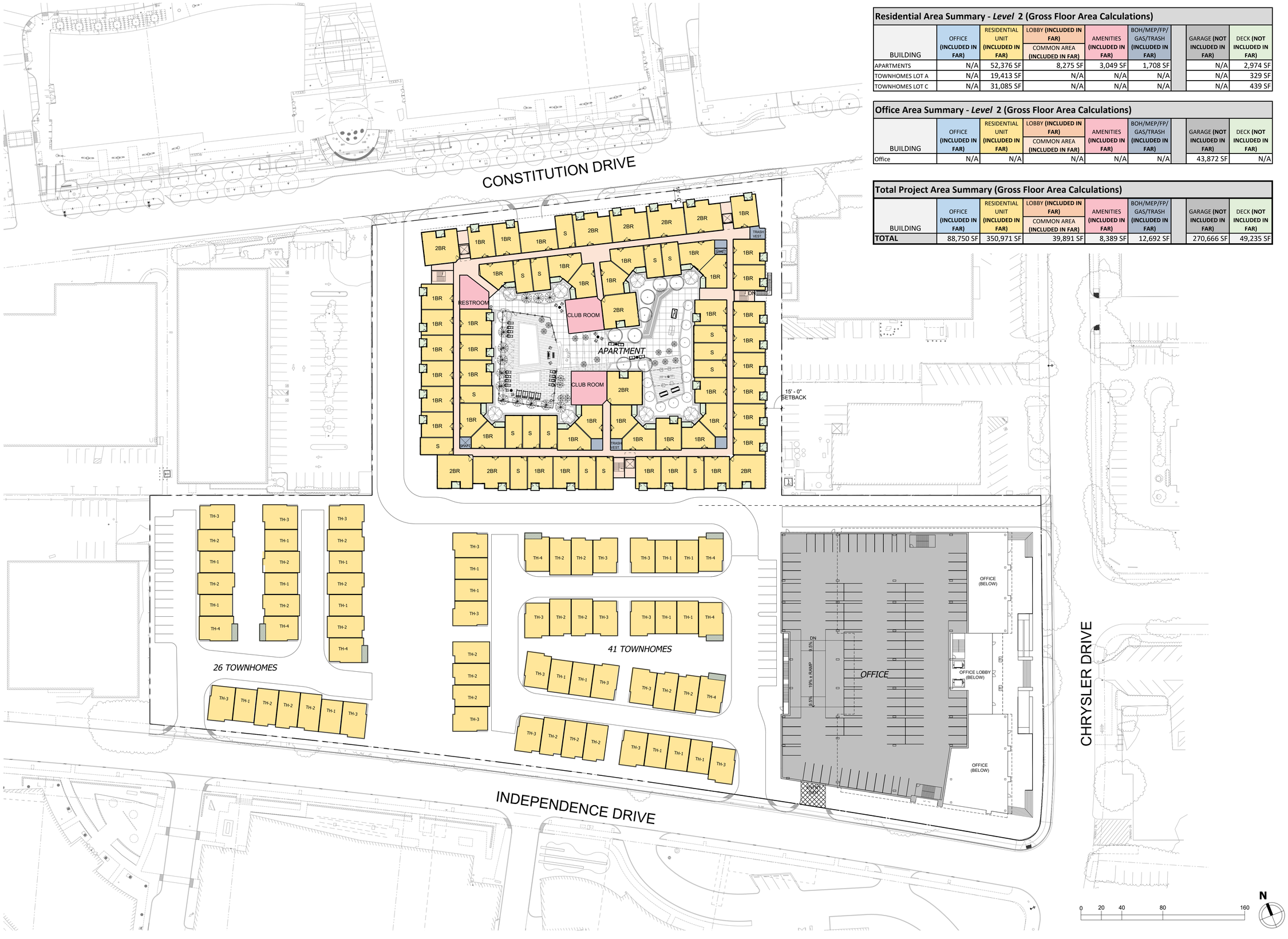

Residential Area Summary - *Level* 2 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	52,376 SF	8,275 SF	3,049 SF	1,708 SF	N/A	2,974 SF
TOWNHOMES LOT A	N/A	19,413 SF	N/A	N/A	N/A	N/A	329 SF
TOWNHOMES LOT C	N/A	31,085 SF	N/A	N/A	N/A	N/A	439 SF

Office Area Summary - *Level* 2 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	N/A	N/A	N/A	N/A	N/A	43,872 SF	N/A

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF	270,666 SF	49,235 SF

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FLOOR PLAN: LEVEL 2

Job No. 15034
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Scale: 1" = 40'

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Residential Area Summary - *Level* 3 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	53,404 SF	7,909 SF	N/A	1,818 SF	N/A	3,032 SF
TOWNHOMES LOT A	N/A	18,685 SF	N/A	N/A	N/A	N/A	963 SF
TOWNHOMES LOT C	N/A	30,203 SF	N/A	N/A	N/A	N/A	1,200 SF

Office Area Summary - *Level* 3 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	N/A	N/A	N/A	N/A	N/A	43,872 SF	N/A

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF	270,666 SF	49,235 SF

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FLOOR PLAN: LEVEL 3

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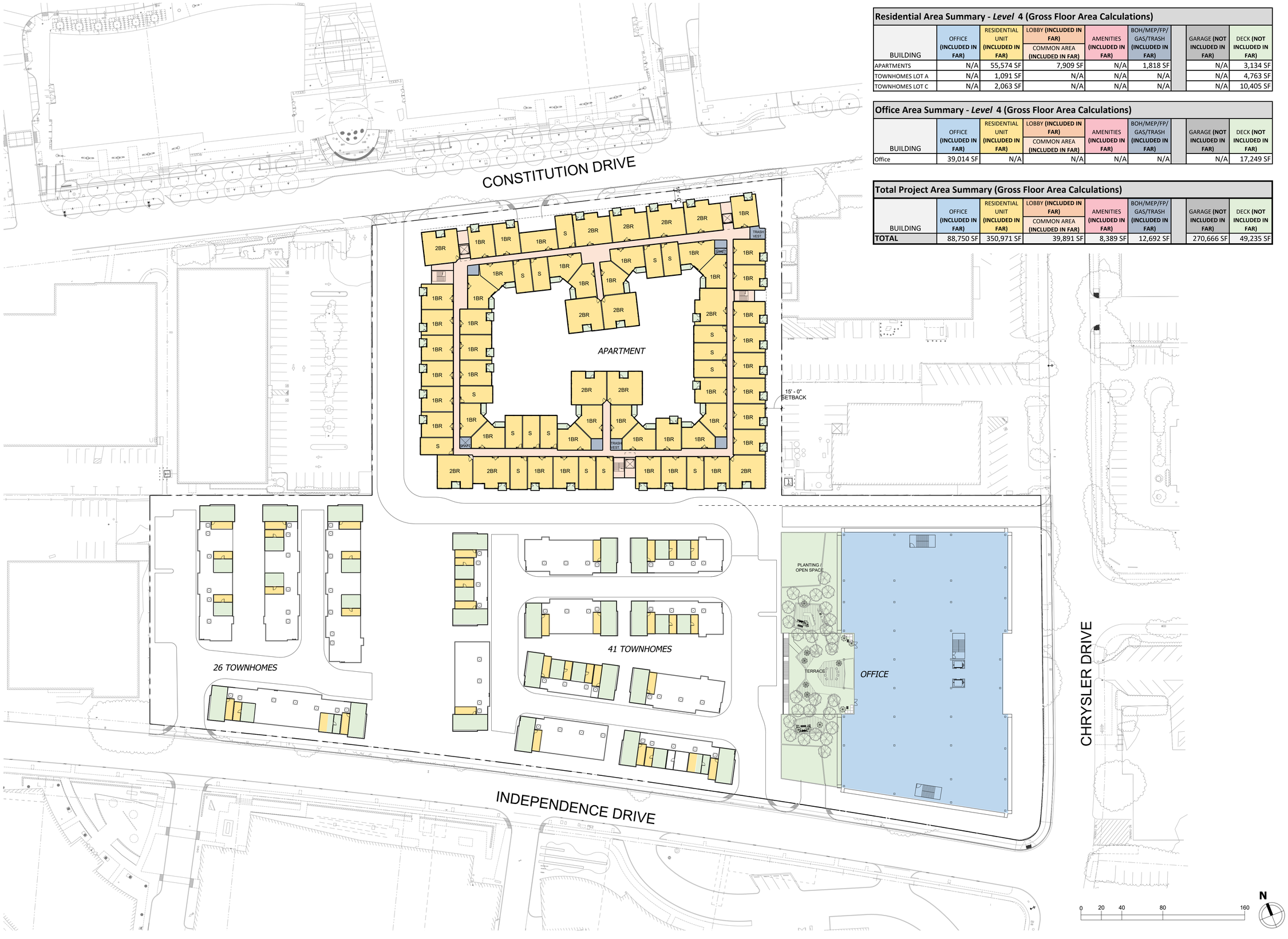

Residential Area Summary - *Level* 4 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	55,574 SF	7,909 SF	N/A	1,818 SF	N/A	3,134 SF
TOWNHOMES LOT A	N/A	1,091 SF	N/A	N/A	N/A	N/A	4,763 SF
TOWNHOMES LOT C	N/A	2,063 SF	N/A	N/A	N/A	N/A	10,405 SF

Office Area Summary - *Level* 4 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	39,014 SF	N/A	N/A	N/A	N/A	N/A	17,249 SF

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF	270,666 SF	49,235 SF

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FLOOR PLAN: LEVEL 4

Job No. 15034
Date: 01/29/2020
Scale: 1" = 40'

Sheet No:

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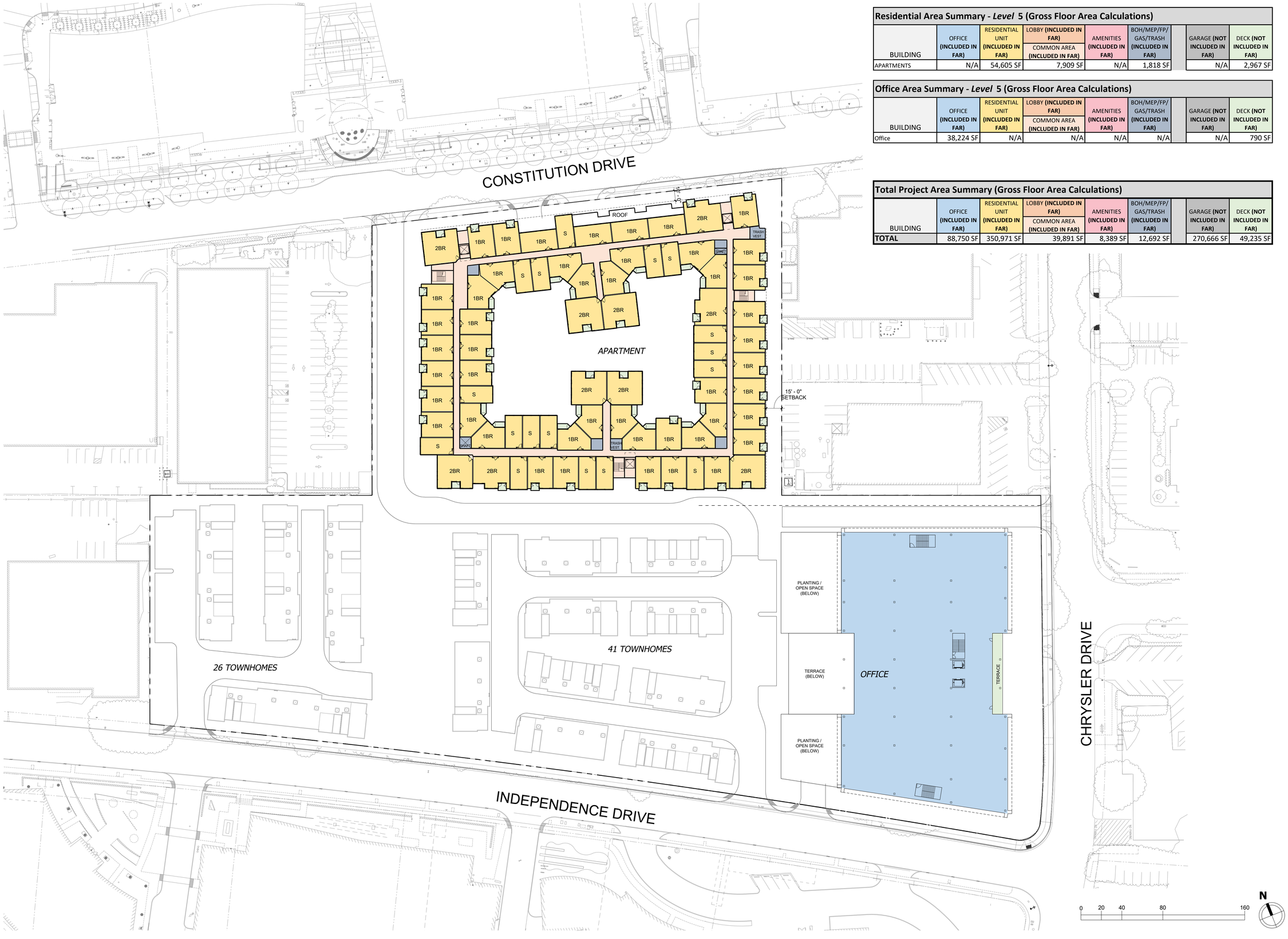

Residential Area Summary - *Level* 5 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
APARTMENTS	N/A	54,605 SF	7,909 SF	N/A	1,818 SF	N/A	2,967 SF

Office Area Summary - *Level* 5 (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
Office	38,224 SF	N/A	N/A	N/A	N/A	N/A	790 SF

Total Project Area Summary (Gross Floor Area Calculations)

BUILDING	OFFICE (INCLUDED IN FAR)	RESIDENTIAL UNIT (INCLUDED IN FAR)	LOBBY (INCLUDED IN FAR) / COMMON AREA (INCLUDED IN FAR)	AMENITIES (INCLUDED IN FAR)	BOH/MEP/FP/ GAS/TRASH (INCLUDED IN FAR)	GARAGE (NOT INCLUDED IN FAR)	DECK (NOT INCLUDED IN FAR)
TOTAL	88,750 SF	350,971 SF	39,891 SF	8,389 SF	12,692 SF	270,666 SF	49,235 SF

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123 Independence
Menlo Park, CA

The Sobrato Organization
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Mountain View, CA

Sheet Title:

FLOOR PLAN: LEVEL 5

Job No. 15034
Date: 01/29/2020
Scale: 1' = 40'

Sheet No:

A2.06

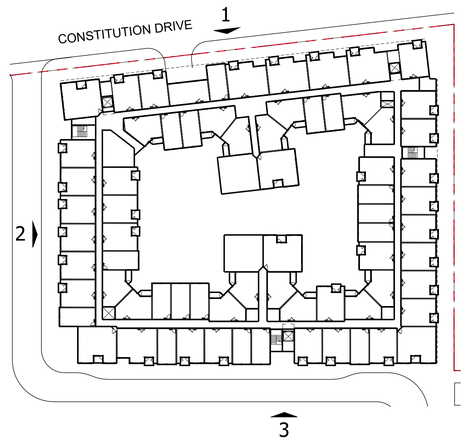
1. CONSTITUTION DRIVE

2. PASEO

3. SOUTH SIDE

LEGEND

1. **CEMENT PLASTER COLOR 1**
2. **CEMENT PLASTER COLOR 2**
3. **CEMENT PLASTER COLOR 3**
4. **CEMENT PLASTER COLOR 4**
5. **CEMENT PLASTER COLOR 5**
6. **PORCELAIN TILE**
7. **STONE VENEER**
8. **SIMULATED WOOD SIDING COLOR 1**



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Menlo Park, CA

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Sheet Title:

BUILDING ELEVATIONS: APARTMENT

Job No. 15034
Date: 01/29/2020
Scale: 1/16" = 1'-0"

Sheet No:

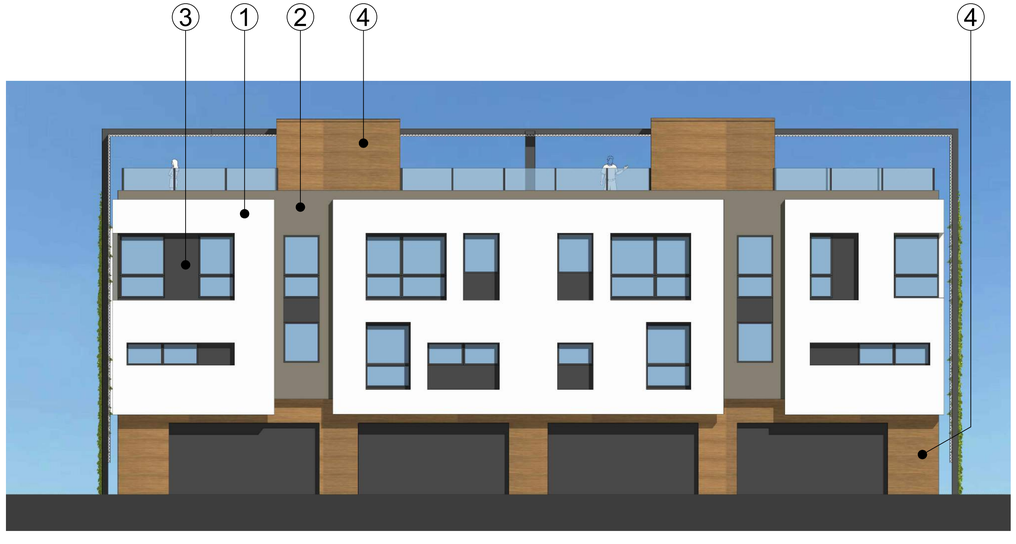
A3.01

LEGEND

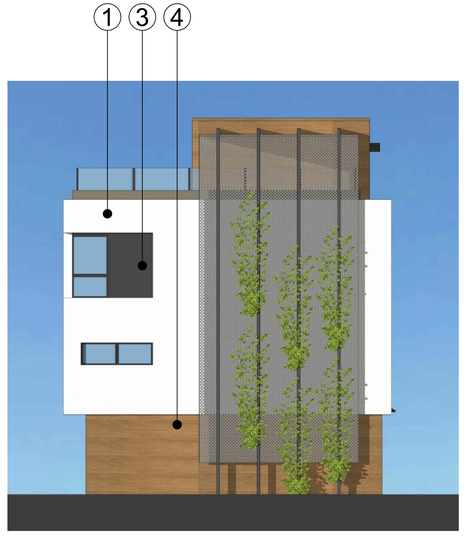
1. CEMENT PLASTER COLOR 1
2. CEMENT PLASTER COLOR 2
3. CEMENT PLASTER COLOR 3
4. SIMULATED WOOD SIDING COLOR 1
5. SIMULATED WOOD SIDING COLOR 2

1. TYP. TOWNHOME STYLE A - FRONT

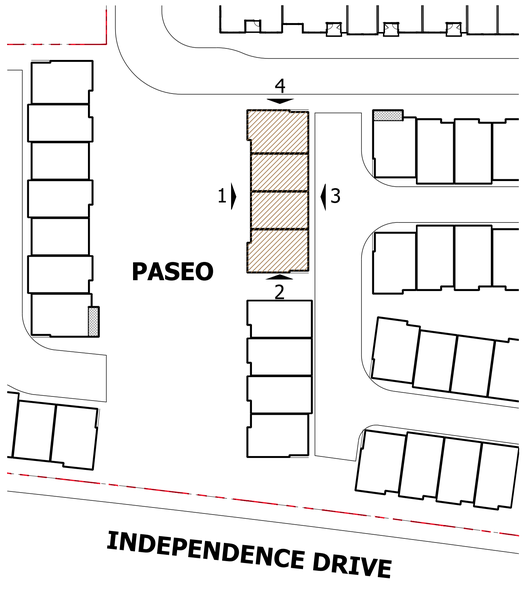
2. TYP. TOWNHOME STYLE A - SIDE



3. TYP. TOWNHOME STYLE A - REAR



4. TYP. TOWNHOME STYLE A - SIDE



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Sheet Title:

BUILDING ELEVATIONS: TOWNHOMES

Job No. 15034
Date: 01/29/2020
Scale: 1/8" = 1'-0"

Sheet No:

A3.02

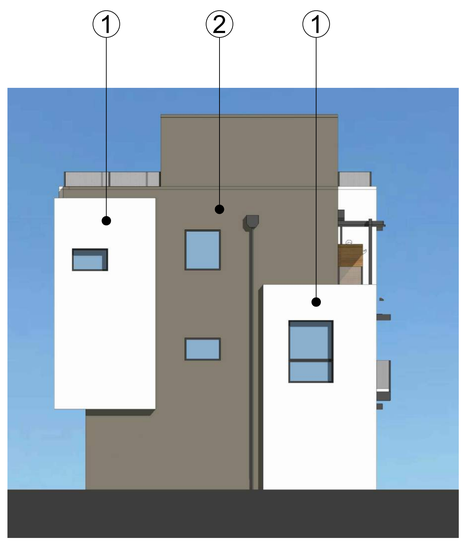
LEGEND

1. CEMENT PLASTER COLOR 1
2. CEMENT PLASTER COLOR 2
3. CEMENT PLASTER COLOR 3
4. SIMULATED WOOD SIDING COLOR 1
5. SIMULATED WOOD SIDING COLOR 2

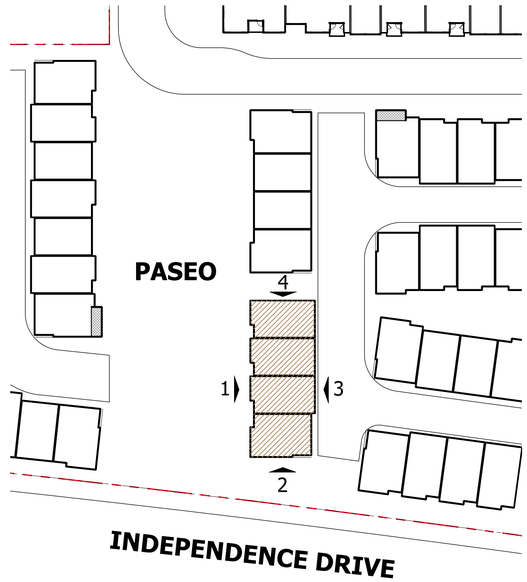
1. TYP. TOWNHOME STYLE B - FRONT

2. TYP. TOWNHOME STYLE B - SIDE

3. TYP. TOWNHOME STYLE B - REAR



4. TYP. TOWNHOME STYLE B - SIDE



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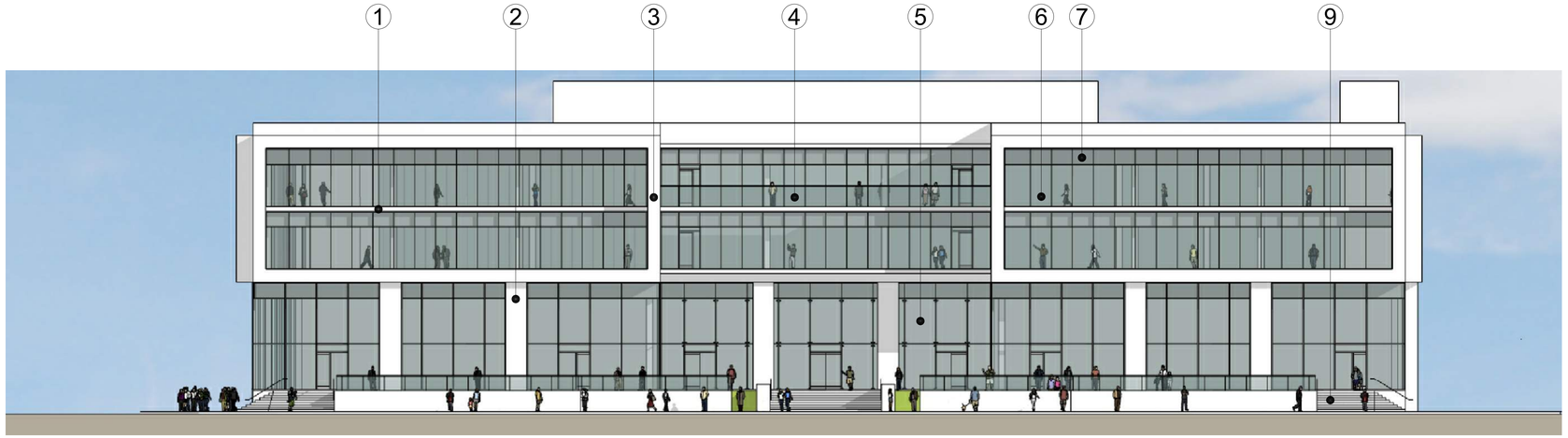
Sheet Title:

BUILDING ELEVATIONS: TOWNHOMES

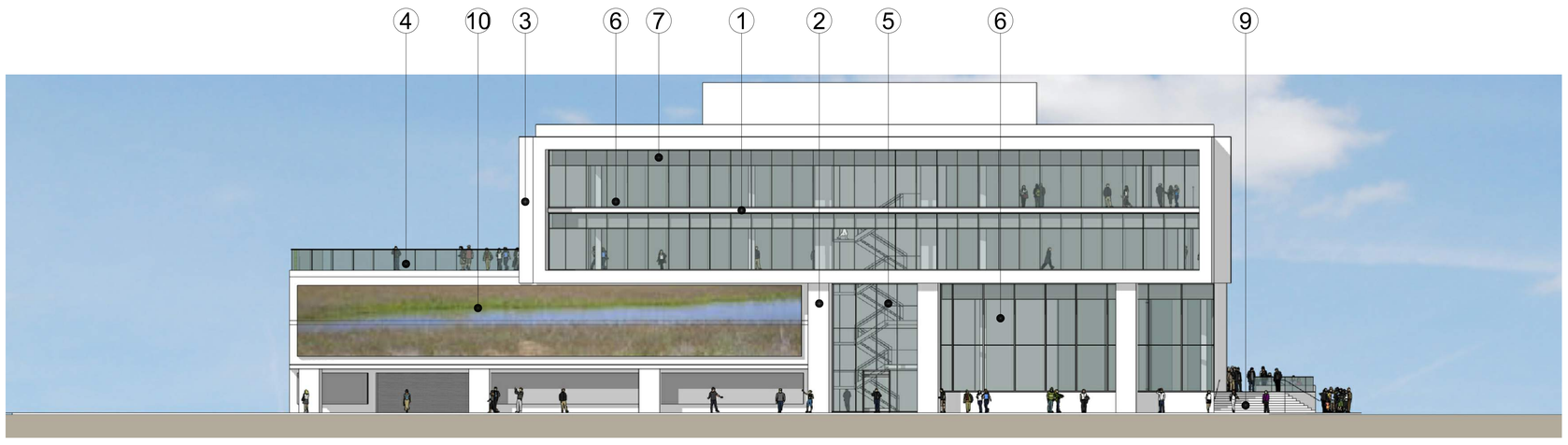
Job No. 15034
Date: 01/29/2020
Scale: 1/8" = 1'-0"

Sheet No:

A3.03



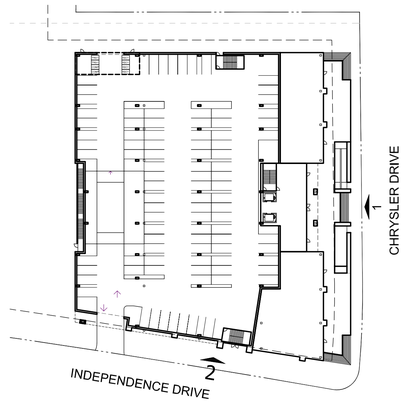
1. CHRYSLER DRIVE (EAST ELEVATION)



2. INDEPENDENCE DRIVE (SOUTH ELEVATION)

LEGEND

1. PROJECTING SLAB EDGE
2. COLUMN CLADDING
3. PROJECTING CLADDING
4. CLEAR GLASS RAILING,TYP.
5. POINT-SUPPORTED GLAZING,TYP.
6. MULLION-SUPPORTED GLAZING, TYP.
7. PLENUM SPANDREL
8. VINE PLANTING
9. CAST CONCRETE STAIRS
10. DECORATIVE SCREEN
11. GREEN SCREEN / PLANTING



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Cupertino, CA

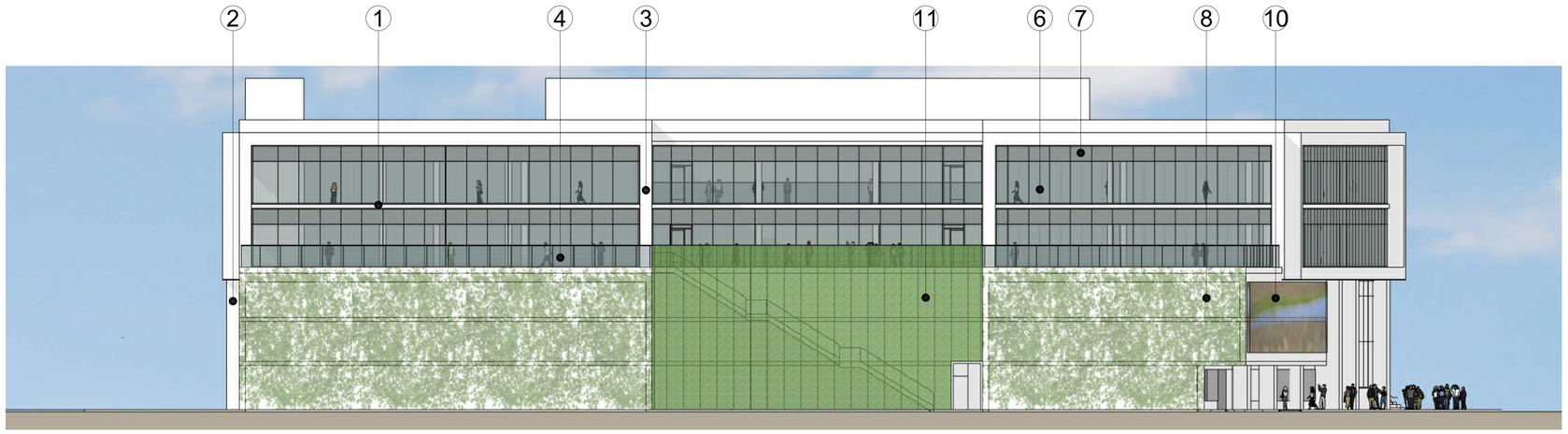
Sheet Title:

BUILDING ELEVATIONS: OFFICE

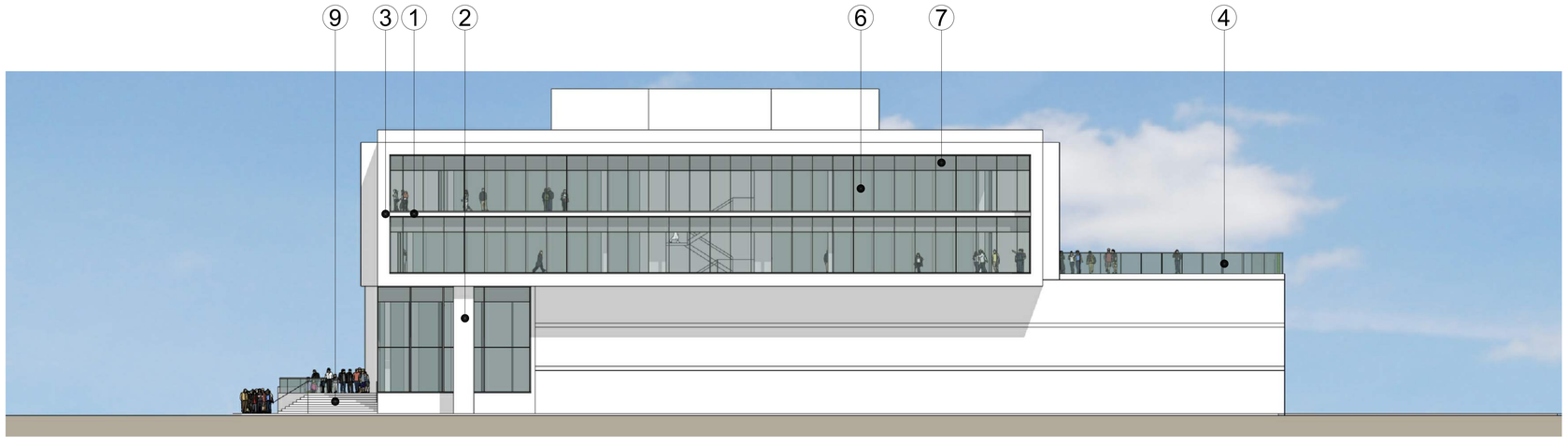
Job No. 17042
Date: 01/29/2020
Scale: 1/16"=1'-0"

Sheet No:

A3.04



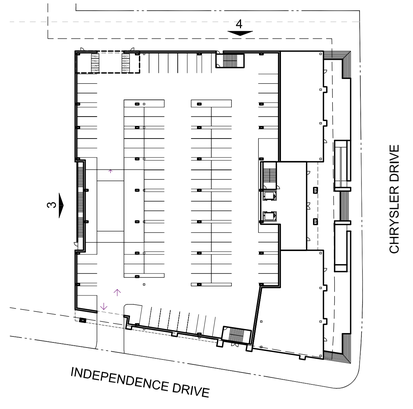
3. WEST ELEVATION



4. NORTH ELEVATION

LEGEND

1. PROJECTING SLAB EDGE
2. COLUMN CLADDING
3. PROJECTING CLADDING
4. CLEAR GLASS RAILING,TYP.
5. POINT-SUPPORTED GLAZING,TYP.
6. MULLION-SUPPORTED GLAZING, TYP.
7. PLENUM SPANDREL
8. VINE PLANTING
9. CAST CONCRETE STAIRS
10. DECORATIVE SCREEN
11. GREEN SCREEN / PLANTING



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Cupertino, CA

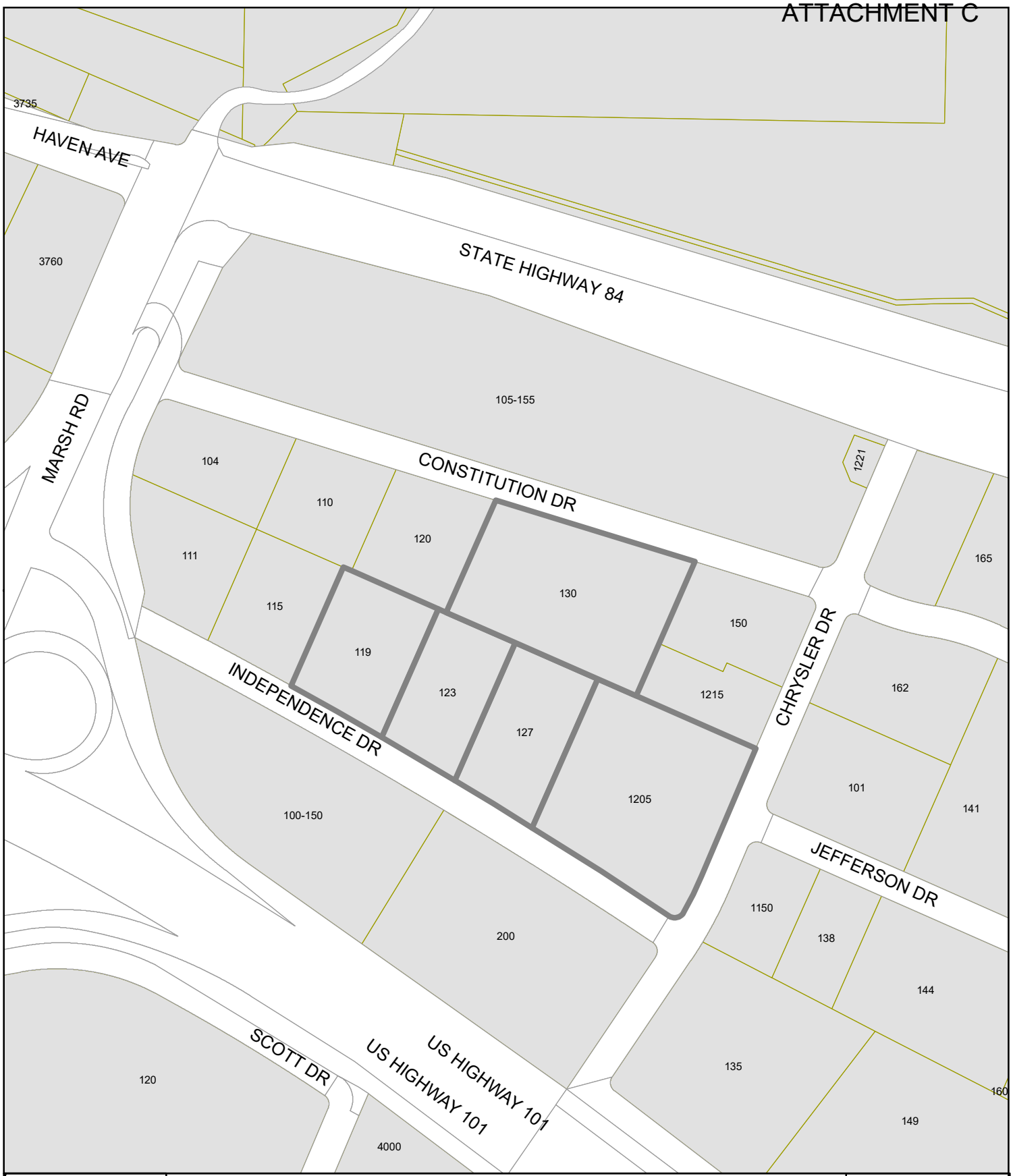
Sheet Title:

BUILDING ELEVATIONS: OFFICE

Job No. 17042
Date: 01/29/2020
Scale: 1/16"=1'-0"

Sheet No:

A3.05



CITY OF MENLO PARK

LOCATION MAP

123 INDEPENDENCE DRIVE PROJECT

DRAWN: TAS CHECKED: DMC DATE: 10/13/20 SCALE: 1" = 300' SHEET: 1

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ATTACHMENT D

September 21, 2020

FINAL PROPOSAL FOR SERVICES

Menlo Park

123 INDEPENDENCE MIXED-USE PROJECT EIR

for the
City of Menlo Park

PLACEWORKS

PLACEWORKS

September 21, 2020
FINAL PROPOSAL FOR SERVICES

Menlo Park

123 INDEPENDENCE MIXED-USE PROJECT EIR

for the City of Menlo Park

Submitted By:

PlaceWorks
1625 Shattuck Avenue, Suite 300
Berkeley, California 94709
510.848.3815

In Association With:

W-trans
Keyser Marston Associates, Inc

TABLE OF CONTENTS

PLACEWORKS TEAM

W-Trans: California Traffic Engineering Consultants
Keyser Marston Associates, Inc

CHAPTER 1:
PROJECT UNDERSTANDING

The project applicant proposes to redevelop the project site and construct a new mixed-use project at 123 Independence Drive in the Bayfront Area of Menlo Park. The project site is assigned Assessor Parcel Numbers 055-236-140, -180, -240, -280, and -300. The project site has a General Plan land use designation of Mixed-Use Residential (MUR) and is zoned R-MU-B (Residential Mixed Use-Bonus).

The project site is located in a highly developed area of Menlo Park and currently includes four one-story buildings, one two-story building, and associated infrastructure, with access from Independence Drive, Chrysler Drive, and Constitution Drive. The project site is generally flat and located in a Federal Emergency Management Agency (FEMA)-designated 100-year floodplain that is subject to tidal flooding from San Francisco Bay. The project site also includes minimal landscaped areas with mature trees along the border.

The T-shaped project site is bounded by Constitution Drive to the north, Chrysler Drive, and neighboring developed parcels to the East, Independence Drive to the south, and developed parcels to the west. The general project area also includes several other new developments (Menlo Gateway) and proposed projects currently under environmental review (111 Independence Drive, 115 Independence Drive, 141 Jefferson Drive, 162 Jefferson Drive, 165 Jefferson Drive, and others in the Bayfront Area). The project site is located in close proximity to high-volume roadways with Highway US-101 (a six-lane roadway to the south), Marsh Road (a four-lane roadway to the west), and Highway 84 (a four-lane roadway). The project site is served by existing utility infrastructure including, electricity, water lines, sewer lines, and stormwater collection.

The proposed project would demolish the existing buildings (approximately 103,000 square feet) and construct 67 townhomes, 316 residential apartment units, and an 88,750 square-foot office building on four new Parcels: A, B, C, and D. Parcels A and C would be three-story townhome communities that would be subdivided via condominium mapping and would be oriented to public streets, a neighborhood park, a paseo, and other common green spaces. Parcel B would be a five-story apartment building with stoops along public streets and pedestrian walkways. Parcel D would be a three-story office building with a third-floor terrace. According to the proposed site design, the proposed project would accommodate sea-level rise, and all proposed ground-level residential units would be raised 2 feet above the 5-foot FEMA flood elevation.

In compliance with Municipal Code Ordinance Number 1026, the proposed project would be seeking bonus-level development. The maximum height for the apartments would be 85 feet above the existing grade, and the average height of all buildings would be below 62.5 feet. Fifteen percent of the total units on-site would be affordable housing units for moderate, low, and very-low income households.

PlaceWorks understands the project size is within the development caps of the ConnectMenlo General Plan Update from 2016, but the number of residential units being proposed (in combination with all the previous projects submitted since 2016) exceeds the

number of residential units studied in the ConnectMenlo EIR. Therefore, our scope of work includes limited tiering from ConnectMenlo EIR to focus the content of the EIR where feasible. Furthermore, the project has been submitted under the provisions of Senate Bill 330 (SB 330) (The Housing Crisis Act of 2019), which, amongst other provisions, has reduced project approval review times for projects subject to the California Environmental Quality Act (CEQA).

Based on our review of the proposed project, our familiarity with the City of Menlo Park and the project area, and our experience preparing environmental review for infill, redevelopment projects, we propose the scope of work for the 123 Independence Mixed-Use Project EIR outlined in Chapter 3 of this proposal. Our scope of work includes technical analysis for housing needs, vehicle level-of-service, and parking at the request of the City.

CHAPTER 2:
TEAM ORGANIZATION

PLACEWORKS
1625 SHATTUCK AVENUE, SUITE 300
BERKELEY, CA 94709
510 | 848.3815

PlaceWorks has assembled a highly qualified team to complete the 123 Independence Mixed-Use Project EIR. This chapter describes the qualifications of the firms on the PlaceWorks team and the key personnel that will be assigned to the project.

Resumes for the key staff identified below or any additional materials are available on request. This chapter provides an overview of PlaceWorks qualifications, as well as the experience of key personnel that will be assigned to the project.

PLACEWORKS

PlaceWorks is one of the West's preeminent planning and design firms, with approximately 120 employees in seven offices. Formerly known as The Planning Center|DC&E, PlaceWorks' history dates back over 40 years.

PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review, urban design, landscape architecture, community outreach, and Geographic Information Systems (GIS). Our talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. We are also passionate about how we work with our clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place we work on is distinctly different, so is our thinking.

PlaceWorks has been providing environmental planning services to communities in the Bay Area for over 40 years. We have prepared hundreds of legally sound CEQA and National Environmental Policy Act (NEPA) documents throughout our firm's history. This includes Categorical Exemptions, Negative Declarations, Mitigated Negative Declarations, Initial Studies, Environmental Assessments, Statutory Worksheets, Environmental Impact Reports and Statements (EIR/EIS), Addendums, Supplemental and Focused EIRs/EISs, and Findings of No Significant Impact (FONSI).

Through this work, we have continued to hone our approach in order to best meet the needs of our clients and adhere to the allotted budget and schedule.

For the 123 Independence Mixed-Use Project EIR for the City of Menlo Park, PlaceWorks will serve as the prime consultant and oversee all aspects of the project and ensure its successful and timely completion.

SERVICES BY DISCIPLINE

COMMUNITY PLANNING

- Comprehensive Planning including General Plans, Specific Plans
- Housing Research and Analysis
- Transit-Oriented Development Planning
- Corridor Planning
- Infill Planning and Design
- Zoning and Form-Based Code
- Climate Action and Resiliency Planning
- Transferable Development Rights
- Community Engagement
- Municipal Services
- Geographic Information Systems
- Creative Media

ENVIRONMENTAL SERVICES

- CEQA/NEPA Documentation
- Third-Party Review
- Technical Studies, including Air Quality and GHG Emissions/Inventory, Noise, Traffic, Shade and Shadow
- Site Investigation
- Remedial Engineering Design
- Health Risk Assessment
- Regulatory Compliance

DESIGN

- Transit-Oriented Design
- Downtown Planning
- Design Standards/Guidelines
- Site Planning
- Large-Scale Planning and Design
- Strategic Plans

LANDSCAPE ARCHITECTURE

- Streetscape Design
- Parks and Trails Planning
- Urban Agriculture and Urban Forestry
- Storm Water Management Planning
- Evidence-Based Design

ECONOMICS

- Economic and Market Analysis
- Economic Development Planning
- Site Selection and Development
- Feasibility Studies

Key Staff

Terri McCracken, Associate Principal, will serve as Principal-in-Charge and will ensure that all products are produced on-time, on-budget, and meet the highest standards of quality. Additionally, she will be available to facilitate public workshops and critical meetings throughout the process. With over 15 years of experience, Terri is an extremely organized and efficient planner with a detailed understanding of the environmental review process. A team member of PlaceWorks since 2010, Terri's work has focused on the application of CEQA, NEPA, and other State and federal environmental regulations and guidelines. Terri effortlessly manages, coordinates, reviews, and conducts research for various types of environmental review documents for a broad range of projects, including residential, recreational, resort, and public works. She is responsible for the preparation of environmental constraints, feasible mitigation measures, and viable project alternatives, and for responding to public and agency comments on environmental documents. She is also responsible for managing project schedules in order to provide work products on time and within budget. Terri has served as project manager for many complex and high profile EIRs including the City of Santa Rosa *Southeast Greenway General Plan Amendment EIR*, City of Menlo Park *General Plan EIR*, *Millbrae Station Area Specific Plan and TOD EIR*, and City of Hayward *Downtown Specific Plan EIR*.

Alexis Mena, LEED AP, Senior Associate, will serve as Project Manager and will be responsible for the day-to-day management of the project, as well as for maintaining regular contact with City staff, coordinating with subconsultants, facilitating public meetings on the CEQA process, and participating in all project meetings. A team member of PlaceWorks since 2008, Alexis brings valuable experience in both the public and private sectors. As a project manager, she is organized and detail-oriented, works collaboratively with her clients, thinks strategically, and maintains a flexible and responsive work process. She is highly committed to providing high-quality graphic and written products on schedule and on budget. Alexis' work at PlaceWorks has focused on environmental review and planning for a range of land use, smart growth, urban design, and sustainability projects. She recently served as project manager for the *Broadway Plaza EIR* for the City of Redwood City; *1700 Dell Office Development Project EIR* for the City of Campbell; *Marina Plaza Mixed-Use Redevelopment Project Initial Study/Mitigated Negative Declaration* for the City of Cupertino; and *Terra Vi Initial Study* for the County of Tuolumne.

Jacqueline Protsman, Project Planner, brings a comprehensive skill set to the PlaceWorks team. She has worked on a variety of projects including CEQA analysis, comprehensive planning, and climate adaptation planning. With a background in environmental management and policy, and an interest in climate adaptation planning, she wants to create healthier, sustainable, and resilient communities through her work. Jacqueline possesses a comprehensive set of technical skills through both her educational and work experience. She is currently working on CEQA analysis for multiple site-specific infill redevelopment projects for Cupertino and program-level analysis for the *San Rafael General Plan Update and Downtown Precise Plan EIR*, the *Walnut Creek Sustainability Action Plan*, and the *San Carlos Mitigation and Adaptation Plan*. Prior to joining PlaceWorks, Jacqueline worked in the public sector as a long-range planner for the County of San Luis Obispo, where she gained experience in policy implementation, ordinance and General Plan amendments, and community planning.

Nicole Vermilion, Principal, Air Quality/GHG, combines broad perspective and big-picture thinking with a good technical grounding to find workable solutions to environmental

constraints. She is a skilled project manager and smoothly guides difficult and controversial projects to completion. She most often manages CEQA review for general plans and specific plans, such as the *Los Alamitos General Plan EIR*. Nicole's environmental analyses are accurate, clear, and thorough, and her grasp of technical considerations and up-to-date knowledge ensure that each project's issues, constraints, and community concerns are carefully managed.

Nicole is also an air quality specialist and an expert on global climate change as it relates to CEQA analysis. She closely follows the rapid changes in requirements and the latest information on CEQA thresholds and analysis methodology. She has performed numerous greenhouse gas emissions inventories for individual projects as well as citywide emissions inventories for general plans and specific plans that include business park uses such as office, medical office, light industrial, and research and development land uses. Nicole frequently presents at conferences, including APA's and AEP's California state conferences. She participated in the San Joaquin Valley Air Pollution Control District's CEQA GHG significance thresholds working group for development projects, beta-tested the South Coast Air Quality Management District's new CalEEMod program, and is a member of AEP's Climate Change Committee.

Joshua Carman, INCE-USA, Senior Associate, Noise and Vibration, has 20 years of experience in the field of acoustics and air quality and has participated in the environmental review and monitoring process for a diversity of projects in California, Washington, Nevada, and New York. Joshua prepares noise, air quality/greenhouse gas and community health risk assessments for environmental impact studies (CEQA/NEPA) and technical studies using federal, state, and local guidelines and methodology. His experience includes complex project- and program-level analyses of General Plan updates; Specific Plans; mixed-use development; traffic, transit and rail; vibration-sensitive; industrial; infrastructure, utilities, and telecommunications; long-term and remote construction noise and vibration monitoring; and underwater construction (e.g., pile driving and blasting) projects. He is certified in the use of the FHWA's Traffic Noise Model (TNM) and the US EPA AERMOD air dispersion model.

Steve Bush, PE, Senior Associate, Health Risk Assessment, is a member of both the Environmental Sciences and the CEQA teams. Steve's eclectic skill set covers a wide range of technical services. As a member of the CEQA team's air quality and greenhouse gas assessment group, Steve has completed air quality and GHG analyses for a variety of projects, including residential development (88 Broadway in San Francisco), industrial warehousing (100 Halcyon Dr in San Leandro, 506 Brookside Dr in Richmond), and mixed-use Specific Plan areas (*Millbrae Station Plan*). He leads our risk assessment practice, providing air toxics/health risk, pipeline safety, railroad safety, and EMF risk analyses for schools. Additionally, Steve is proficient in different air quality modeling software such as CalEEMod2016, AERMOD, and HARP.

Michael Watson, PG, Associate Geologist, has over a decade in the environmental consulting industry. Mike is proficient in providing field and office support to project managers performing site assessment and remediation. He performs site assessments, geohazard studies, air quality and industrial hygiene assessments, groundwater investigations, and remedial actions. Mike also manages materials acquisition, field equipment maintenance, and subcontractor coordination on large field investigations and monitoring programs.

Sean Anayah, Associate, Biological Resources, supports the Environmental Team in managing, preparing, and processing CEQA compliance documents on a wide range of projects including the *San Leandro Shoreline Master Plan EIR Amendment*, the *Town of Corte Madera zoning amendments IS*, and CEQA review projects for a new high school in Dublin, and a middle school in Fremont, each undergoing a full EIR. He coordinates early with the Technical, Planning, and Design Teams, and participates in project management and proposal preparation. Previously, he worked as a Biologist at Caltrans where his project contribution consisted of biological technical reports included as analyses in EIR's, ISMND's, and CE's. He also conducted routine biological surveys and mitigation monitoring for highway, bridge, local roadways, and associated projects. His primary interests include minimizing environmental hazards and risks, sustainable project design, environmental impact minimization and mitigation, and environmental compliance.

Relevant Projects

ConnectMenlo General Plan, M-2 Area Zoning Update, and EIR
for the City of Menlo Park

PlaceWorks led a two-year effort with a multi-disciplinary team to update the Land Use and Circulation Elements of the General Plan, and to create new zoning regulations and high-quality design standards for the rapidly developing innovation hub around the Facebook headquarters. ConnectMenlo balances new office development with housing and the direct provision of real community amenities such as a grocery store and pedestrian/bicycle safety improvements in the Belle Haven neighborhood between US Highway 101 and the San Francisco Bay. Other community benefits include alternative transportation to alleviate severe traffic congestion and to reduce vehicle-miles traveled, and affordable and market-rate housing to support both the adjacent neighborhoods and the increasing workforce. ConnectMenlo was achieved on an accelerated schedule in order to enact solutions in the face of a skyrocketing rate of development. The project included an innovative suite of public participation components, including area tours, a mobile app, educational symposia, and focus groups. The final products, including the new zoning ordinance sections, are easy to understand and administer, and are well received by Belle Haven residents, and the environmental and development communities as fair and appropriate.

PlaceWorks prepared a program-level EIR that focused on the specific impacts of this area of change as well as city-wide impacts. PlaceWorks prepared General Plan policies and zoning regulations that were specific to mitigating the potential environmental impacts associated with future development in the city. These policies and regulations were identified in each topic area of the EIR to demonstrate how they were applied to reduce impacts. The EIR evaluated three alternatives to the proposed project. Key issues addressed in the EIR included potential impacts related to air quality, GHG emissions, noise, traffic, and land use compatibility.

San Leandro Shoreline Development Project EIR
for the City of San Leandro

The proposed San Leandro Shoreline Development represented five years of planning by the City of San Leandro, Cal Coast Companies, and a 35-member community stakeholder group. The visionary plan aimed to transform the underutilized San Leandro Marina, consisting of 52 acres of City-owned shoreline and 23 acres of water area, into a vibrant mixed-use community by providing a range of uses that take advantage of the scenic and recreational opportunities afforded by the City's bay shoreline, while simultaneously strengthening the City's economic base. The Project would be built in three phases, with Phase I consisting of site demolition and preparation. This phase would include construction of a conference hotel; two restaurants; and an office building with ground-floor retail, a parking structure, mixed-use residential, townhouses, multi-family residential, and a library/community building. Phase 2 would consist of constructing a café/boat rental facility, additional office space and parking, and single-family and detached golf-course homes. Phase 3 would consist of building an office/mixed-use building and additional office space. Infrastructure improvements would be provided during each phase of development. PlaceWorks prepared an EIR that provides project-level information for all phases, enabling development to occur over the course of the project with minimal additional environmental review. The public review period for the EIR closed in February 2015 and PlaceWorks prepared a Final EIR that included responses to comments received during the public review period, as well as edits and clarifications to the Draft EIR. Areas of particular concern included impacts to traffic, noise, and biological resources, and impacts resulting from sea-level rise. The City of San Leandro certified the EIR in July 2015.

Broadway Plaza Project EIR
for the City of Redwood City

PlaceWorks prepared an EIR for a proposed mixed-use development consisting of 520 multi-family dwelling units, 420,000 square feet of new office space, a relocated CVS Pharmacy, childcare space, and 11,000 square feet of new retail space, located at the gateway intersection of Broadway and Woodside Road. Other project components included surface parking for the retail uses, shared underground parking for the residential and office uses, and on-site open space. The project included affordable housing, childcare, and a relocation of an existing CVS Pharmacy. Areas of concern analyzed in the Draft EIR included traffic impacts on major arterials and the adjacent highway, hazardous materials and site remediation, construction noise, and air quality impacts related to construction and operation of the project.

W-TRANS: CALIFORNIA TRAFFIC ENGINEERING CONSULTANTS

W-Trans provides traffic engineering and transportation planning services that emphasize mobility within available resources and help transform streets to serve all potential users. We are particularly skilled in retrofitting streets and roads to make walking, bicycling and transit use safer and more convenient while also appropriately managing vehicle traffic.

W-Trans strength and focus are on balancing the technical needs and functionality of traffic with the desire of communities to create more livable streets and sustainable transportation systems.

W-Trans staff have applied their skills to a variety of projects ranging from traffic operation analyses, traffic collision reduction programs, transportation facilities design including traffic signal and roundabout design to downtown revitalization, streetscape planning efforts and complete street projects. W-Trans take a holistic approach to traffic engineering, realizing that solutions cannot be developed in a vacuum or strictly follow the standards of the past. Traffic analysis and design must be sensitive to the context of the surrounding land use and community goals to be successful. W-Trans service areas include

- Complete Streets
- Traffic Impacts
- Pedestrian Safety and Design
- Bicycle Facilities
- Safe Routes to School
- Traffic Engineering Design
- Roundabouts
- Traffic Operations
- Municipal Staff Services
- Traffic Safety
- Traffic Calming
- Parking
- Transit

W-Trans is currently working with the City of Menlo Park to prepare the City's Transportation Master Plan.

W-Trans is certified as a woman-owned business (DBE) by the California Department of Transportation. A copy of our certification can be provided upon request.

Key Staff

Mark Spencer, PE, Senior Principal and manager of the Oakland office, focuses on traffic analysis for multi-disciplinary projects, and excels at community engagement. He is registered in California as a Traffic Engineer.

Mark holds a B. Eng. in Civil Engineering from McGill University and an M.S. in Civil Engineering from the University of California at Berkeley. He has been working as a consultant in the Bay Area since 1990 and joined W-Trans in 2011. His work includes managing a wide array of transportation planning projects, from EIRs and General Plans to parking studies and neighborhood traffic management plans. He is often invited to present projects before community forums and elected officials and is recognized for his ability to present technical topics to both general and professional audiences. When asked what he does for a living, Mark will typically respond that, through transportation, he works to make communities better, safer, and more liveable. He also enjoys his role in mentoring and training staff.

Mark has been an active member of ITE since he was a Student Chapter President "back in the day" and then as an elected officer in the San Francisco Bay Area Section. He was Chair of the 2010 ITE Western District Annual Meeting in San Francisco and was elected to the Western District Board in 2014. He is the past President of the ITE Western District, and an Executive Board Member of the ITE International Transportation Consultants Council. Mark has presented papers at ITE and TRB Meetings on topics ranging from ITS to Parking Guidance Systems and ADA Training for Professionals.

KEYSER MARSTON ASSOCIATES, INC

Keyser Marston Associates (KMA) has broad experience analyzing the impacts of new development on the need for housing. Their experience includes preparation of housing needs assessments that analyze the impacts of specific development proposals as well as affordable housing nexus studies that analyze the housing impacts of new development by land use category. KMA has prepared over 80 affordable housing nexus studies to support affordable housing impact fees and requirements that apply to new residential and non-residential development.

For Menlo Park, KMA has prepared housing needs assessments for major projects that include multiple phases of the Facebook Campus and the Menlo Gateway Project. In total, KMA has prepared or has underway seven housing needs assessments for residential and non-residential projects in the city. These include the following:

- Menlo Gateway Project
- Facebook Campus
- Facebook Campus Expansion Project
- 1350 Adams Court Project
- 111 Independence (in progress)
- Menlo Uptown (in progress)
- Menlo Portal (in progress).

Key Staff

David Doezema is a Principal in KMA's San Francisco office with over 15 years' experience in real estate and economic consulting. David holds a master's degree in urban planning and a bachelor's degree in civil and environmental engineering from the University of Michigan, Ann Arbor. David focuses on affordable housing nexus, fiscal and economic impact analysis, successor agency finance services and sports facilities. He has broad experience in affordable housing nexus, inclusionary housing, and financial feasibility analyses to support consideration of new or updated affordable housing requirements. David has prepared fiscal impact analyses for projects throughout California spanning a wide variety of land uses including master planned communities, military base reuse plans, medical facilities, and mixed-use projects.

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CHAPTER 3:
WORK SCOPE

This chapter describes the scope of services to be completed by the PlaceWorks team for the 123 Independence Mixed-Use Project EIR. To facilitate your review of this proposal, we have prepared a concise scope that emphasizes key components of our approach to this project.

We are flexible regarding the proposed scope of work and will work with you to prepare a more detailed scope when we enter into a contract. We also recognize that it may be necessary to alter the scope as the project progresses and would be happy to work with you to ensure the successful completion of the project.

A summary of the work program is presented in Table 1.

TABLE 1 WORK PROGRAM SUMMARY

Task 1: Project Initiation and Project Management	
1.1 Data Review and Kick-Off Meeting 1.2 Status Meetings	1.3 Project Management
Task 2: Scoping and Project Description	
2.1 Notice of Preparation 2.2 Scoping Meeting	2.3 Scoping Comment Matrix Memo 2.4 Project Description
Task 3: Technical Reports and Analysis	
3.1 Housing Needs Assessment 3.2 Transportation Impact Analysis 3.3 Air Quality/GHG Analysis	3.4 Health Risk Assessment 3.5 Noise Analysis 3.6 Water Supply Assessment
Task 4: Environmental Review	
4.1 Administrative Draft EIR 4.2 Alternatives Evaluation 4.3 Screencheck and Public Review Draft EIR	4.4 45-day Review and Draft EIR Public Hearing 4.5 Administrative Draft Final EIR and MMRP 4.6 Screencheck and Public Review Final EIR and MMRP
Task 5: Findings of Fact and Statement of Overriding Considerations	
5.1 Administrative Draft and Final Findings	
Task 6: Public Hearings on the EIR	
6.1 Public Hearings on the Draft EIR	
Task 7: Notice of Determination	
7.1 Notice of Determination	

Task 1. Project Initiation and Project Management

1.1 Data Review and Kick-off Meeting

PlaceWorks will initiate the project by scheduling a project kick-off meeting to introduce the project team. Terri McCracken and Alexis Mena will organize a kick-off meeting with City staff, and others as desired by the City. Mark Spencer of W-Trans and David Doezema of KMA will also attend the kickoff meeting.

The kick-off meeting will allow for a review of project goals, communication protocols, project schedule, work plan, data needs, and status of current and planned efforts that are relevant to the project.

Specifically, we will discuss the environmental impact analysis data to be used to ensure it is fully aligned with that used on other recent and ongoing projects in the vicinity of the project. We will identify critical path items necessary to ensure a smooth and timely work schedule. Discussions will also focus on the cumulative impact setting and potential alternative concepts for the project to be evaluated in the EIR.

In advance of the meeting, the PlaceWorks team will review all available materials and prepare an agenda, contact sheet, and draft schedule for review and approval by the City. We assume the City will establish the date and meeting platform, assuming an online meeting.

Deliverable(s):

- Electronic copy of the draft agenda, EIR data needs memorandum, contact sheet, and preliminary schedule prior to the meeting
- Electronic copy of the revised preliminary schedule
- Electronic copy of the revised EIR data needs memorandum

1.2 Status Meetings

Consistent and regular communication between City staff and the PlaceWorks team throughout the project will provide the opportunity for the project team to coordinate and keep the project moving forward in order to meet the expedited timeline. At the project kick-off meeting, we will establish a regular schedule for project check-in calls. We offer meeting flexibility to match project needs by conducting a mix of phone, in-person, and web-based check-in meetings as appropriate to the task and public health mandates. Prior to each meeting, we will work with staff to draft an agenda, determine the most appropriate format, and identify the necessary participants to best meet the needs of each meeting.

The status meetings are intended to be focused discussions on issues that arise during review of the applicant's technical studies and during the course of preparing the EIR, bringing together City staff, PlaceWorks, and other team members as needed. The status meetings would be in addition to regular email and phone communication between project team members.

Deliverable(s):

- Electronic copy of the Status Meeting Agendas and Summaries

1.3 Project Management

Our project management team includes Terri McCracken, Principal-in-Charge, and Alexis Mena, Project Manager. Alexis will serve as the day-to-day contact for the project and will oversee the coordination of the regular status conference calls. Alexis will also be responsible for overseeing the budget, schedule, and overall team throughout the preparation of the EIR. Alexis will be assisted by Jacqueline Protsman, Assistant Project Manager. Terri and Alexis have teamed on numerous complex and high profile EIRs for over ten years. They work together seamlessly to ensure the highest quality of deliverables on time and on budget.

Task 2. Scoping and Project Description

2.1 Notice of Preparation

Concurrently with the preparation of the Project Description (Task 2.4), PlaceWorks will draft a Notice of Preparation (NOP) of an EIR pursuant to CEQA Guidelines Section 15082. The NOP will include a brief project history and a description of the topics to be analyzed in the EIR. For full disclosure and to help streamline the environmental process pursuant to SB 330, the environmental issues found not to require additional analysis due to the project location will be included in the NOP (e.g., agricultural, forestry, and mineral resources, dividing an established community, use of septic tanks, airport-related impacts, wildfire, etc.) and will not be evaluated further in the EIR.

PlaceWorks will work with the City to prepare a master distribution list for the NOP. PlaceWorks will assist the City with AB 52 compliance including contacting the Native American Heritage Commission for an up-to-date list of tribal contacts, if necessary, and drafting noticing letters to each identified tribe. PlaceWorks staff will be responsible for circulation to the State Clearinghouse. City staff will be responsible for mailings to local and regional agencies. City staff will submit the NOP to the County Clerk and pay all applicable filing fees at the time of posting.

Deliverable(s):

- PlaceWorks is part of a pilot program with the State Clearinghouse for electronic submittals that eliminate the need to mail and excessively print multiple hard copies PlaceWorks will submit the NOP along with the required forms to the State Clearinghouse
- Electronic copy of the NOP to the City

2.2 Scoping Meeting

During the 30-day comment period for the NOP, PlaceWorks staff will attend a public scoping meeting (either through an online format or in-person, depending on health regulations) to hear comments on the environmental issues to be addressed in the EIR. PlaceWorks will prepare supporting material as appropriate for the final meeting format, including a brief presentation, comment cards, sign-in sheet, and other materials. Terri McCracken or Alexis Mena will facilitate the CEQA portion of the scoping meeting depending on the format (in-person or virtual). We will prepare a written summary of the environmental issues raised at the scoping meeting for inclusion in the Draft EIR. Our scope

of work does not include the services of a court reporter to record oral comments from an in-person meeting, but we can arrange to have this service provided at the City's request.

Deliverable(s):

- Materials for Scoping Meeting (e.g., brief presentation, comment cards, sign-in sheets)
- Electronic copy of the Meeting Summary Memorandum

2.3 Scoping Comment Matrix Memo

Following the 30-day comment period for the NOP, PlaceWorks will collect all of the comments provided to the City on the scope and content of the Draft EIR and prepare a summary of the comments in a matrix format. The summary and comments will be included as an appendix to the Draft EIR.

Deliverable(s):

- Electronic copy of the Scoping Comments Matrix Memorandum

2.4 Project Description

One of the most important elements of the EIR is the project description, as it forms the basis of analysis of environmental impacts. PlaceWorks will draft a project description using graphics and textual information provided by the project applicant. The project description will include detailed information on project features for the proposed project, including building sizes and heights, circulation patterns, and intended uses. PlaceWorks will work with City staff to develop the CEQA-required project objectives, which will be used to facilitate the alternatives discussions.

We will respond to one round of City comments on the administrative draft project Description and submit a revised description for City approval prior to beginning the environmental review.

Deliverable(s):

- Electronic copy of the Administrative Draft Project Description
- Electronic copy of the Revised Project Description

Task 3. Technical Reports and Analysis

3.1 Housing Needs Assessment

The following describes the preparation of a Housing Needs Assessment (HNA) to be prepared for the proposed project by KMA at the request of the City. The HNA will address the following major housing-related topics:

- Net impact on housing supply and housing need by income level considering:
  - Housing supply added by the proposed project;
  - Net impact on worker housing need from removal of the existing 103,000 square feet office / industrial buildings, and construction of 88,750 square feet of new office space; and

- Added worker housing need associated with off-site retail and other services to residents of the new 383 residential units.

- Menlo Park share of net housing impacts; and
- Qualitative evaluation of potential influence on the regional housing market that would address the potential effects on housing prices and rents from the addition of new housing supply, removal of existing employment space, and addition of new office space.

These housing-related impacts are not required to be analyzed under CEQA but may be of interest to decision-makers and/or the public in evaluating the merits of the proposed project. This analysis, if included in the EIR, will be labeled as informational and not required by CEQA. These analyses are being provided consistent with the terms of a 2017 settlement agreement with the City of East Palo Alto. The pertinent paragraph from the 2017 settlement agreement states the following:

> *When the preparation of an EIR is required pursuant to this Agreement, concurrent with the preparation of the EIR, Menlo Park or East Palo Alto, whichever is the lead agency for the Development Project, will conduct a Housing Needs Assessment ("HNA"). The scope of the HNA will, to the extent possible, include an analysis of the multiplier effect for indirect and induced employment by that Development Project and its relationship to the regional housing market and displacement. Nothing in this section indicates an agreement that such an analysis is required by CEQA.*

a. Housing Needs Data Collection

Following the Kick-off Meeting (Task 1.1), KMA will provide a list of data needs to complete the HNA and work with PlaceWorks and the City's project team to gather the necessary data.

b. Net Impact on Housing Supply and Housing Need by Income Category

KMA will quantify, by affordability level, the net impact on housing supply and housing demand associated with the Project. The analysis will address the following:

- *Housing Supply Addition by Income Level* – The 383 residential units to be added to the housing supply by the proposed project will be summarized based on the income level(s) applicable to the Below Market Rate (BMR) affordable units and the estimated income level(s) applicable to the market rate apartment and for-sale townhome units. The income level(s) for market rate rental units will be estimated based on the estimated market rents for the units. The income level(s) for the townhome units will be estimated based on the estimated sales prices for the units. If desired, two scenarios will be evaluated regarding the income level(s) applicable to BMR units.
- *Net Impact to Worker Housing Demand* – The net impact to worker housing demand will be based on the estimated net change in employment levels from removal of the existing office / industrial buildings, and construction of the new office space, combined with household size ratios developed from U.S. Census data. The net impact to housing demand by income level will be estimated using a methodology consistent with other recent HNAs prepared for the City. The analyses utilize a combination of Bureau of Labor Statistics, U.S. Census, and California Employment Development Department data to estimate the household incomes of workers.

- *Housing Demand for Off-site Jobs Supported by Residential* – Development of new residential units adds to the demand for services such as retail, restaurants, healthcare and education. KMA will prepare an analysis to estimate housing demand by income for workers associated with off-site services to residential units. The analysis will utilize the most current data available and will follow a series of steps linking the estimated incomes of residents living in the new units, their demand for goods and services, the number of jobs associated with providing these services, and the housing need by income level of the workers who fill those jobs. Multiplier effects will be considered as part of the analysis.
- *Net Housing Demand / Supply Effect* – The net housing supply / demand effects will be computed by combining the findings of the above analyses.

c. Menlo Park Share of Housing Supply / Demand Effects

The prior Task 3.1.b determines the total housing supply and demand effects irrespective of geography. In this task, the share of impacts occurring in Menlo Park is estimated. New housing units will be located in Menlo Park while the net change in worker housing need is distributed based upon the locations where workers live. Estimates will be based upon data on commute patterns available through the U.S. Census and could incorporate commute data for the existing office / industrial space, if available.

d. Relationship to Regional Housing Market and Displacement

Lower income communities in the Bay Area have become increasingly vulnerable to displacement of existing residents. Employment growth, constrained housing production, and rising income inequality are among the factors that have contributed to increased displacement pressures, especially within lower income communities in locations accessible to employment centers where many households are housing-cost burdened.

In this task, KMA will draw on the findings of the prior tasks and context materials assembled for prior HNAs prepared for other projects to provide a qualitative evaluation of the potential housing market effects of the proposed project. The proposed qualitative discussion of housing market effects and displacement is more limited in scope than has been provided for past HNAs addressing solely non-residential projects. The proposed project is anticipated to result in a net increase in housing availability considering the net effect of the 383 new residential units and a potential net increase in housing needs for on-site and off-site workers. As such, a limited qualitative approach to the displacement analysis task is proposed, generally consistent with HNAs currently being prepared for other primarily residential projects.

e. HNA Report Preparation

KMA will respond to one set of unified, consolidated, and non-contradictory comments on two administrative drafts of the HNA Report and will prepare a final HNA Report.

Deliverable(s):

- Electronic copy of HNA data needs list
- Electronic copies of two Administrative drafts and Final HNA Reports

3.2 Transportation Impact Analysis

The following tasks will provide a transportation impact analysis report that meets Transportation Impact Analysis (TIA) Scope Guidelines prepared by the City of Menlo Park Transportation Division for SB 330 projects, including the proposed project. These tasks meet the City of Menlo Park, San Mateo County Congestion Management Program (CMP), and SB 330 requirements and provides focused information on the proposed project. The following tasks include CEQA-required analysis for inclusion in the EIR (vehicle miles traveled) and analysis that is for informational purposes requested by the City that is no longer required under CEQA (level of service). The EIR will clearly state whether analysis is required by CEQA or included for informational purposes. The EIR also will analyze the VMT impacts, if any, from proposed roadway improvements the City may desire to address LOS issues.

a. Existing Conditions

i. Data Collection

The list of intersections and roadway segments represent those facilities that are most likely to be degraded by the proposed project. If it is found, through the course of the transportation analysis, that additional intersections or roadway segments should be analyzed, then W-Trans will bring that to the attention of City staff at that time. W-Trans proposes 15 study intersections and one (1) local arterial roadway segment (March Road) assumed to be included in this analysis. Jurisdictions other than City of Menlo Park are denoted within parentheses for each intersection.

The study intersections include the following:

1. Marsh Road and Bayfront Expressway (State)
2. Marsh Road and US-101 NB Off-Ramp (State)
3. Marsh Road and US-101 SB Off-Ramp (State)
4. Marsh Road and Scott Drive (Menlo Park)
5. Marsh Road and Bay Road (Menlo Park)
6. Marsh Road and Middlefield Road (Atherton)
7. Marsh Road and Florence Street-Bohannon Drive (Menlo Park)
8. Chrysler Drive and Bayfront Expressway (State)
9. Chrysler Drive and Constitution Drive (Menlo Park)
10. Chrysler Drive and Jefferson Drive (Menlo Park)
11. Chrysler Drive and Independence Drive (Menlo Park)
12. Chilco Street and Bayfront Expressway (State)
13. Chilco Street and Constitution Drive (Menlo Park)
14. Willow Road and Bayfront Expressway (State)
15. University and Bayfront Expressway (State)

It is assumed that the City of Menlo Park will provide recent a.m. and p.m. intersection turning movement counts for all study intersections for a typical non-holiday weekday (Tuesday, Wednesday, or Thursday) morning (7:00 to 9:00 a.m.) and evening (4:00 to 6:00 p.m.) peak period, as well as daily traffic volumes on Marsh Road..

ii. Field Reconnaissance

W-Trans staff will conduct field visits during the a.m. and p.m. peak periods on a typical weekday (Tuesday, Wednesday, or Thursday) for those intersections not recently evaluated under other projects. W-Trans will observe:

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

b. Transportation Analysis

i. Project Trip Generation and Distribution

As there is a possibility that the proposed project will generate fewer than 100 net new peak hour trips, W-Trans will conduct a trip generation calculation prior to continuing with proposed analysis described. This will also inform whether CMP roadway analysis is required. W-Trans will submit a Memorandum of Assumptions for City staff review and confirmation prior to proceeding with subsequent tasks.

W-Trans will estimate the number of net new trips that would be added to the study area by the proposed project. The vehicle trip generation will be based on a three-step process: trip generation, trip distribution patterns, and trip assignment, and determined based on standard average trip rates published in the latest edition of the Institute of Transportation Engineers' *Trip Generation* Manual. Credit for any existing active uses on-site will be estimated and confirmed with City staff, as well as the potential for any pass-by trips or internal trip capture.

W-Trans will peer review the applicant's Transportation Demand Management (TDM) plan and assess the level of trip reduction (up to 20 percent) that can be applied to the trip generation forecast. W-Trans will use C/CAG, CAPCOA or other appropriate guidance to evaluate if the TDM plan provides adequate evidence that the proposed measures are forecasted to achieve the desired trip reduction result.

The trip distribution will be based on the City's Circulation System Assessment (CSA) document and the likely paths of travel to common destinations (such as: regional transportation facilities, schools, and shopping and employment centers).

W-Trans will submit a Memorandum of Assumptions for City staff review and confirmation prior to proceeding with subsequent tasks listed below.

ii. CEQA-Required Transportation Analysis

a) Site Plan and Access Evaluation

To the extent that the site plan has been developed, W-Trans will review the site plan for the project, and access locations with respect to on-site traffic circulation, proposed site access and operational safety conditions. W-Trans will also evaluate whether the project would result in inadequate emergency access to existing, offsite buildings.

b) Pedestrian Conditions, Bicycle Access and Transit Impacts Analysis

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

c) Vehicle Miles Traveled

Elite Transportation Group, Inc. (ETG) is a travel modeling consulting firm that works with W-Trans to provide travel forecasting modeling services. ETG will extract project (TAZ based) VMT from the City of Menlo Park model per SB 743. This will be for residential per capita and employment per service population. ETG will run the City's model to extract housing VMT because the current project TAZ does not include housing. W-Trans will compare the VMT per capita for each proposed project land use to the existing VMT and the 2040 No Project VMT (if the project does not conform to the General Plan).

The City of Menlo Park will soon (anticipated summer 2020) adopt its own local threshold VMT significance criteria and will not be using OPR's default threshold. W-Trans will confirm the appropriate VMT thresholds for this project in order to make a CEQA impact finding.

d) Support for Air Quality, Greenhouse Gas and Noise Studies

W-Trans will work with ETG to obtain the following information for the air quality, GHG emissions, and noise analysis:

- Average Daily Trips (weekday, weekend) associated with existing land uses (2020) in study area by land use type
- Average Daily Trips (weekday, weekend) associated with No Project and Project land uses in study area (at buildout) by land use type
- VMT associated with existing land uses in the Plan Area
- VMT associated with the 2040 No Project and Project land uses in the study area
- VMT for 2030 and 2050 (interpolated/extrapolated using 2020 and 2040 VMT)
- VMT by speed bin, if available
- VMT by I-X, X-I, I-I (excluding X-X trips), if available
- Potential reductions in trips from TDM Measures and other project design features that support transit, bicycles, walking, and other shifts in travel length, travel frequency, or travel mode.
- GIS: City Centerline data with the segments coded (e.g., X Street – Y Street to Z Street) for highways, major roadways and arterials in the study area
- ADT segment volumes (both directions, not one-way) for all highway, major roadway and arterial segments in the traffic study area in Excel for all scenarios.
- Daytime (7:00 a.m. to 7:00 p.m.)/Evening (7:00 to 10:00 p.m.)/Nighttime (10:00 p.m. to 7:00 a.m.) percentage splits on segments for existing and future timeframes
- Number of lanes/roadway widths for the above segments
- Existing posted speeds limits on highways, major roadways and arterial segments

e) Development of Mitigation Measures

For the EIR Transportation chapter, W-Trans will discuss specific mitigation measures to address any potential transportation impacts related to pedestrian, bicycle, transit, and VMT that are attributed to or exacerbated by the construction and operation of the proposed project.

f) Project Alternatives Analysis

We have assumed quantitative analysis of three project alternatives (No Project and two other land use alternatives). For these alternatives, W-Trans will prepare VMT analysis comparison tables, and mitigation measures (if required) for each alternative.

iii. Non-CEQA Transportation Operations Analysis

a) Study Intersection Traffic Analysis

Intersection levels of service also referred to as "LOS" analysis will be for informational purposes only in the EIR. Any identified measures necessary to address LOS will be potential conditions of approval imposed by city decision makers, not mitigations imposed through the EIR. As potential conditions of approval, their effect on VMT would be analyzed in the EIR.

The a.m. and p.m. peak hour operational levels of service will be analyzed at the study intersections. The analysis will include the following scenarios:

- Existing Conditions
- Near Term Conditions (Existing [a] + Approved and Pending Projects, plus an annual growth rate to account for background traffic growth (growth factor to be determined based on traffic growth in C\CAG 2040 Travel Forecast Mode along key study corridors)
- Near Term [b] + Project Conditions
- Cumulative Conditions (No Project Alternative, Approved and Pending Projects plus an annual growth rate to 2040 for background traffic based on C\CAG 2040 Travel Forecast Model projections along key study corridors
- Cumulative [d] + Project Conditions (based on proposed project full build out)

All study intersections will be evaluated during the a.m. and p.m. peak hours using VISTRO software and the Highway Capacity Manual 6 (HCM 6) methodology. This traffic analysis will include estimates of average vehicle delays on all approaches. For any impact found to be significant, W-Trans will determine the traffic contribution from the proposed project. The suggested measures in the recently adopted Traffic Impact Fee (TIF) and in other approved development projects in Menlo Park, as detailed in the documents or EIRs prepared for those projects, will also be included if they are within the jurisdiction of Menlo Park.

W-Trans will confirm with City staff the list of approved and pending projects prior to conducting analysis, including the status of capital improvement projects proposed as part of other projects.

b) Near-Term Trip Generation and Distribution

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

c) Arterial and Collector Streets Assessment

W-Trans will estimate the daily traffic on Marsh Road and estimate whether the proposed project would result in a significant impact under the City's significance criteria. For any study intersections or roadway segments not in Menlo Park (if any), W-Trans will apply the local agency's adopted analysis methods and significance criteria.

d) Planned Transportation Improvements

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

e) Parking Analysis

W-Trans will review the proposed parking supply considering the City's Code requirements and the anticipated peak parking demand based on ITE *Parking Generation* rates.

f) Development of Transportation Operational Improvements

For the Non-CEQA Transportation Operations analysis, W-Trans will recommend improvement measures to improve operational conditions. Potential measures may include those to intersections, roadways, on-site circulation and access, as well as parking, bicyclist, pedestrian and transit operations. The analysis shall first concentrate on short-term strategies that can be implemented by the applicant, and then longer-term joint effort strategies. If there are any capacity-enhancing roadway improvements recommended, W-Trans will analyze the potential secondary VMT changes that may result.

Transportation improvement measures identification and selection process will be coordinated with City staff. As part of this task, W-Trans will provide conceptual drawings for recommended improvement measures, up to the budget resources available.

c. TIA Report Preparation

W-Trans will document all work assumptions, analysis procedures, findings, graphics, impacts and recommendations in an Administrative Draft TIA Report for review and comments by City staff. The report will be organized by CEQA- and Non-CEQA required analysis.

W-Trans has assumed preparation of two Administrative Drafts of the TIA Report and one final TIA Report (three total submittals).

W-Trans will respond to one set of unified, consolidated, and non-contradictory comments from the City on each Administrative Draft TIA Report. To support the TIA report, W-Trans will provide a technical appendix that may include more detailed transportation analysis such as level-of-service calculations, technical memoranda that were developed as part of this proposal, and other supporting materials. The final TIA Report and the appended materials will be included as appendix to the Draft EIR.

Deliverable(s):

- Electronic copy of Memorandum of Assumptions
- Electronic copy of two Administrative Drafts and one TIA Reports

d. Optional Transportation Task

1. New intersections counts can be conducted at a cost of $400/intersection for weekday a.m. and p.m. peak periods. The usefulness of new traffic counts considering Shelter in Place, seasonal and economic variations will be discussed with City staff prior to any new data collection.

2. If requested, W-Trans will prepare an analysis for San Mateo County CMP analysis for CMP segments including level-of-service analysis during the weekday a.m. and p.m. peak hours for the following CMP locations:

   Arterials
   - SR 84 Bayfront Expressway
   - SR 109 University Avenue
   - SR 114 Willow Avenue

   Freeways
   - US 101, North of Marsh Road
   - US 101, north of Willow Road
   - US 101, north of University Avenue
   - US 101, south of University Avenue

   Freeway Ramps
   - US 101 ramps at Marsh Road
   - US 101 ramps at Willow Road

   Existing traffic conditions and levels of service will be taken from the most recent San Mateo County CMP Monitoring Report. The identification of the potential impacts of adding project-generated peak hour trips to these routes will be examined. Evaluation of the CMP routes will be based on the most recently approved CMP Traffic Impact Analysis guidelines in the Land Use section of the CMP.

3.3 Air Quality/GHG Analysis

PlaceWorks will prepare an air quality, greenhouse gas (GHG) emissions, and community risk and hazards analysis to evaluate impacts of the proposed mixed-use project. The analysis will be prepared in accordance with the Bay Area Air Quality Management District's (BAAQMD or Air District) CEQA Guidelines, which are in the process of being

updated by BAAQMD. The approach outlined below is based on BAAQMD's May 2017 CEQA Guidelines and screening tables for Project-Level analyses. The air quality and GHG emissions impact analysis and technical information will be summarized in the Draft EIR and modeling data will be included as an appendix.

a. Criteria Air Pollutants and GHG Emissions – Construction Phase

PlaceWorks will quantify construction emissions as required pursuant to the BAAQMD CEQA Guidelines. Construction emissions will be quantified using the latest version of California Emissions Estimator Model (CalEEMod) program and will be based on anticipated construction activities, phasing, equipment mix, and demolition debris and soil haul volumes (if applicable) as provided to PlaceWorks. Project-related construction emissions will be compared to the applicable BAAQMD construction significance thresholds. Mitigation measures will be considered, as needed, to reduce potentially significant Project impacts. If, after mitigation, criteria air pollutants exceed BAAQMD's thresholds, PlaceWorks will explain the likely health impacts of that exceedance.

b. Off-Site Construction Health Risk

PlaceWorks will prepare a Construction-Related Health Risk Assessment (HRA) to analyze the Project's site-specific off-site community health risks from diesel-particulate matter (DPM) from off-road equipment and fine particulate matter ($PM_{2.5}$) emissions for the Project. Dispersion modeling will be performed using a BAAQMD-accepted computer-based model (e.g., AERMOD). Cancer and toxicity data published by the California Environmental Protection Agency (Cal-EPA) will be used to estimate long-term and short-term (acute) health risks for the nearest off-site sensitive receptors. Measures to reduce health risks from short-term and long-term construction activities will be incorporated in the EIR.

c. Criteria Air Pollutants and GHG Emissions – Operation Phase

The existing uses within the project area generate criteria air pollutants and GHG emissions associated with transportation (passenger vehicles and trucks), energy, area (landscape fuel, aerosols, transport refrigeration units), water/wastewater use, and solid waste disposal. The proposed project would intensify development on-site and increase regional criteria air pollutant and GHG emissions. PlaceWorks will model existing and project-related emissions. The transportation sector emissions will be based on the trips and/or VMT provided by the traffic engineer. Implementation measures, such as transportation demand measures, and design standards identified in the Project that reduce emissions will be incorporated into the buildout model run. Impacts will be based on the net increase in emissions compared to the CEQA baseline. Based on communications with BAAQMD, BAAQMD staff is recommending that the brightline threshold of 1,100 $MTCO_2e$ be reduced by 40 percent to account for the additional reductions needed to address the Senate Bill 32 (SB 32) target of 40 percent below 1990 levels by 2030. Mitigation measures to reduce criteria air pollutant and GHG emissions will be incorporated, as necessary, to reduce Project impacts. If, after mitigation, criteria air pollutants exceed BAAQMD's thresholds, PlaceWorks will explain the likely health impacts of that exceedance.

d. Project Consistency with Plans Adopted to Reduce GHG Emissions

The GHG section will discuss the GHG reduction goals of Assembly Bill 32 (AB 32), Senate Bill 32 (SB 32), and SB 375. The California Air Resources Board has adopted the 2017

Climate Change Scoping Plan Update to achieve the SB 32 reduction target. In addition, the Association of Bay Area Governments (ABAG)/Metropolitan Transportation Commission (MTC) has adopted a regional transportation plan/sustainable communities strategy (Plan Bay Area 2040) to ensure that the Bay Area can attain the regional transportation-related GHG reduction goals of SB 375. Furthermore, the City of Menlo Park has prepared a Climate Action Plan. The GHG analysis will include a consistency evaluation of the project with these applicable state, regional, and local plans adopted for the purpose of reducing GHG emissions.

e. *Air Quality Management Plan Consistency, CO Hotspots, and Odors*

The San Francisco Bay Area Air Basin is in non-attainment for particulate matter and for ozone. Consistency with BAAQMD's air quality management plan to attain the federal and state ambient air quality standards will also be discussed in the EIR. The propose mixed-use project would not generate enough traffic to warrant a detailed carbon monoxide hotspot analysis or generate substantial odors; therefore, a detailed analysis compared to BAAQMD's carbon monoxide thresholds and odor impacts is not necessary and impacts would be handled qualitatively based on BAAQMD's CEQA Guidelines screening analysis.

Deliverable(s):

- Electronic copies of the air quality, GHG, and dispersion modeling data and technical information, to be included as an appendix to the Draft EIR

3.4 Operational Health Risk Assessment Report

Separate from the construction HRA described in Task 3.3.b, PlaceWorks will prepare an operational HRA to evaluate the impacts of the surrounding land uses on the future occupants of the proposed project. The on-site operational HRA will be prepared for the proposed project to meet the requirement of Mitigation Measure AQ-3b in the City's ConnectMenlo Mitigation Monitoring and Reporting Program because the proposed project would place sensitive receptors (i.e., residents of the project) within 1,000 feet of US 101, SR 84, and in proximity to potential stationary sources of toxic air contaminants (TACs). Specifically, the project site is approximately 400 feet north of US 101 and 130 feet east of SR 84.

Emissions generated by vehicles traveling on the highway will be determined by using data provided by the California Department of Transportation (fleet mix and freeway volumes) and the California Air Resources Board's EMFAC2017 computer model. BAAQMD will be contacted to assist in identifying facilities within 1,000 feet of project which could potentially impact residents of the project. Air dispersion modeling will be performed using a BAAQMD accepted computer-based model (e.g., AERMOD) to determine concentrations of hazardous air pollutants at the project site. Cancer and toxicity data published by the California Environmental Protection Agency will be used to estimate long-term health risks for on-site sensitive receptors. If the operational HRA finds that the unmitigated cancer risk is greater than 10 in a million for future residents of the proposed project, potential mitigation measures will include the installation of air filters in the building's ventilation system with an appropriate minimum efficiency rating value (MERV).

PlaceWorks will respond to one set of unified, consolidated, and non-contradictory comments from the City on the administrative Draft Operational HRA.

Deliverable(s):

- Electronic copies of the draft and final copies of the Operational Health Risk Assessment Report

3.5 Noise Analysis

PlaceWorks will prepare a technical evaluation of the potential noise and vibration impacts from the construction and operational phases of the proposed project based on federal, state and local standards, including those in the Noise and Safety Element and Municipal Code.

a. Existing Noise Conditions

PlaceWorks proposes to assess existing conditions and identify the nearest sensitive receptors based on our experience of similar noise environments, aerial photography, site plans, and work on the ConnectMenlo Program EIR. Given the roadway configuration around the project site, traffic noise is expected to be the dominant noise source in the area; both now and at project build-out. As such, no field measurements of ambient noise levels are indicated, and existing conditions will be addressed via available traffic data and City noise contours.

b. Construction Noise & Vibration Impacts

PlaceWorks will prepare a quantitative assessment of temporary noise and vibration impacts during project construction activities using detailed construction information, such as equipment and schedules, as provided by the project applicant. Construction noise and vibration levels will be calculated and quantified using published data from the Federal Transit Administration and Federal Highway Administration. Impacts are based on the overall noise and vibration levels, the duration of construction activities, and the time of day construction activities would occur.

c. Operational Impacts

Long-term operational noise impacts will be primarily related to project-generated traffic. Traffic noise impacts to uses along nearby roadway segments will be assessed based on data in the project's traffic study. Other on-going noise sources at the site (such as HVAC units) will also be addressed in the technical analysis.

Deliverable(s):

- Electronic copies of the noise data and technical information, to be included as an appendix to the Draft EIR

3.6 Water Supply Assessment

The scope of work for a Water Supply Assessment (WSA) is designed to meet the requirements of California Senate Bill 610 (SB 610). SB 610 requires an assessment of whether available water supplies are sufficient to serve the demand generated by the proposed project, as well as the reasonably foreseeable cumulative demand in the region over the next 20 years under average normal year, single dry year, and multiple dry year conditions. In some jurisdictions, the local water purveyor prepares the WSA; in other cases, the project applicant prepares the WSA. This scope of work and cost estimate is

presented in the event that the City deems a WSA necessary for the project. The WSA will rely on information provided in the *Menlo Park Municipal Water District 2015 Urban Water Management Plan* and water demand factors based on land use. The WSA will include the following information:

- Sources of water supply
- Quantification of past, current, and projected future water demands
- Quantification of past, current, and projected water supply
- Evaluation of drought impacts and consideration of variability in demand and supply based upon hydrologic conditions
- Assessment of water supply sufficiency for the project, based upon this analysis.

If it were determined that there are insufficient supplies to meet demand over the next 20 years, additional sources of supply would need to be identified. If this is the case, the WSA will make recommendations of how and where these new supply sources will come from. The WSA can also recommend project modifications that could reduce the demand (water usage) at the proposed project. Recommended demand reductions could be incorporated into the Draft EIR for the proposed project as specific mitigation measures, project alternatives, or both.

PlaceWorks will respond to one set of unified, consolidated, and non-contradictory comments from the City on the Administrative draft WSA Report. The final WSA Report will be included as appendix to the Draft EIR.

Deliverable(s):

- Electronic copy of an Administrative Draft and a final WSA Report

Task 4. Environmental Review

4.1 Administrative Draft EIR

PlaceWorks will prepare an Administrative Draft EIR (ADEIR) and submit it to City staff for review and comment. The ADEIR will include the following chapters:

- **Introduction and Executive Summary.** PlaceWorks will create a summary in a form consistent with CEQA Guidelines, Section 15123. This summary will facilitate a quick understanding of environmental issues and the actions required to mitigate potential impacts. It will include a summary table of impacts, mitigation measures, and levels of significance before and after mitigation.
- **Project Description.** The ADEIR will include the Project Description drafted for the project.
- **Setting, Impacts, and Mitigation Measures.** The existing setting information, impact analyses, and mitigation measures developed in the EIR will be combined to create chapters describing environmental consequences for each CEQA-required topic.
- **Alternatives Evaluation.** The alternatives evaluation completed above will be incorporated into the ADEIR. This chapter will include a tabular comparison of the alternatives impacts.

- **CEQA Required Assessment Conclusions.** PlaceWorks will prepare assessment conclusions to meet CEQA Guidelines for the following mandatory findings:
  - Cumulative Impacts
  - Growth Inducement
  - Unavoidable Significant Effects
  - Significant Irreversible Changes
  - Impacts Found Not to be Significant
- **Report Preparers.** This chapter will identify the consultants and staff who prepared the EIR.

The comprehensive impact analysis will address all CEQA requirements. For each identified environmental impact, a set of feasible mitigation measures will be recommended. PlaceWorks will use the applicable technical analysis described above and the analysis described below to prepare an EIR that focuses on the CEQA resource categories where substantial evidence of a potentially significant environmental impact exists. This approach will allow for preparation of a rigorous environmental analysis and a legally defensible EIR on an optimized schedule and budget.

a. Aesthetics

PlaceWorks will use its expertise in urban design and visual assessment, and its familiarity with the city's visual resources, to analyze potential aesthetic impacts associated with the project. The analysis will focus on the CEQA Appendix G thresholds applicable to urban areas. We understand the proposed project is proposing a maximum height of 85 feet.

b. Biological Resources

Given the urbanized nature of the project site, the biological resources discussion will focus on the mitigation measures from the General Plan EIR addressing the potential for disturbance of avian nests, protected by the federal Migratory Bird Treaty Act and California Department of Fish and Game Code.

c. Cultural and Tribal Cultural Resources

Given the developed nature of the project site, and the lack of known cultural or tribal cultural resources, PlaceWorks will evaluate the potential for disturbance of unknown buried archaeological resources, including human remains and tribal cultural resources pursuant to AB 52.

d. Energy

This section will describe the required energy demands for the proposed project and energy conservation features to determine if the project will result in wasteful, inefficient, or unnecessary consumption of energy resources during project construction or operation. This section will be prepared to be consistent with the energy demands evaluated in the air quality and GHG emission sections. In addition, this section will describe the state and local mandatory requirements for energy efficiency and demonstrate if the project will conflict with or obstruct any of these requirements.

e. Geology and Soils

The environmental analysis will provide an overview of current geologic/soil conditions at the project site and an evaluation of the potential for the proposed project to result in significant direct and/or indirect environmental impacts related to geology and soils. The section will be prepared under the direction of a Registered Geologist in the State of California.

f. Hazards and Hazardous Materials

PlaceWorks will evaluate environmental hazards associated with hazardous materials, hazardous waste disposal and wildland fire. This section will include a database search of the site and nearby properties that use, store, or transport hazards of hazardous materials. Recognized environmental concerns will be evaluated and addressed in this section of the environmental analysis, along with other past site activities, and proposed construction and development activities, the presence/absence and significance of hazardous waste risks, and recommendations for remediation measures, as appropriate.

g. Hydrology and Water Quality

This section will identify and evaluate issues relating to surface and groundwater hydrology, site drainage, storm water pollution prevention during construction and operation, and flooding. The project site is located in the 100-year floodplain that is subject to tidal flooding from San Francisco Bay and will be subject to specific design requirements to reduce flooding hazards. The analysis will address sea level rise. The documentation of best management practices, including source control, site design, and stormwater treatment measures, will be described in this section along with low impact development measures. This section will be prepared under the direction of a Registered Engineer in the State of California.

h. Land Use and Planning

PlaceWorks will describe the existing character of the project site and surrounding uses; and provide a description of the existing and proposed regulating general plan and zoning designations. As required by CEQA, the land use analysis will focus on whether the project would be inconsistent with policies adopted for the purposes of avoiding or reducing significant environmental impacts.

i. Population and Housing

Based on existing site conditions, the proposed project would not displace any existing housing or people, so the analysis will focus on employee and population growth compared to local and regional planning efforts in order to determine whether the project would result in unplanned growth.

j. Public Services and Recreation

The primary purpose of a public services and recreation impact analysis is to examine the impacts associated with physical improvements to public service and recreation facilities required to maintain acceptable service ratios, response times, or other performance objectives. Public service and recreation facilities need improvements (i.e., construction, renovation, or expansion) as demand for services increase. Increased demand is typically

driven by increases in population. The proposed project would have a significant environmental impact if it would exceed the ability of public service providers to adequately serve residents, thereby requiring construction of new facilities or modification of existing facilities. PlaceWorks will evaluate the potential need for expanded public services as a result of the proposed project, including law enforcement, fire protection, schools, parks, and recreational facilities. As part of this evaluation, PlaceWorks will contact service providers for background information, assistance with impact assessments, and mitigation recommendations, as needed.

k. Utilities and Service Systems

PlaceWorks will evaluate potential impacts related to wastewater treatment and water supply infrastructure, stormwater infrastructure, solid waste disposal, and energy conservation. PlaceWorks will contact utility providers for background information, assistance with impact assessments, and mitigation recommendations. PlaceWorks will incorporate the findings of the WSA into this section of the EIR.

Deliverable(s):

- Electronic copy of the Administrative Draft EIR

4.2 Alternatives Evaluation

Building off of the analysis above, PlaceWorks will develop a list of up to three potential draft alternatives, including the CEQA-required No Project Alternative, designed to avoid or lessen at least some of the potentially significant impacts identified in the EIR. We will work with City staff to finalize the list and complete an impact analysis of each alternative for inclusion in the EIR. The alternatives analysis will include technical modeling for a quantitative comparison of impacts for the CEQA-required transportation analysis described in Task 3.2 above, as well as for air quality, greenhouse gas emissions, and noise. All other environmental topics will include a qualitative discussion for a comparison of impacts. This section will also identify the environmentally superior alternative.

Deliverable(s):

- Electronic copy of the alternative evaluation as part of the Administrative Draft EIR described in Task 4.1

4.3 Screencheck and Public Review Draft EIR

PlaceWorks will respond to one set of unified, consolidated, and non-contradictory comments on the ADEIR from City staff to create the Screencheck Draft EIR for final review and approval prior to publication. Comments on the Screencheck Draft EIR will be limited to grammatical, format and typographical comments. PlaceWorks assumes 30 hours for addressing comments from the City staff on the Screencheck Draft EIR, preparing the Draft EIR, and publication of the document.

PlaceWorks will be responsible for delivery of the Draft EIR, Notice of Availability (NOA) and Notice of Completion (NOC) to the State Clearinghouse. We assume the City staff will publish and locally distribute the NOA.

Deliverable(s):

- Electronic copy of the Screencheck Draft EIR to the City

- Sixteen hard copies with the technical appendices on compact disc (CD) attached and an electronic copy of the Public Review Draft EIR to the City
- PlaceWorks is part of a pilot program with the State Clearinghouse for electronic submittals that eliminate the need to mail and excessively print multiple hard copies. PlaceWorks will submit the NOA, Executive Summary, and Draft EIR and technical appendices along with the required forms to the State Clearinghouse

4.4 45-day Review and Draft EIR Public Meeting

PlaceWorks will attend one public meeting on the Draft EIR. PlaceWorks will prepare materials for the public meeting, including a brief presentation, comment cards, and sign-in sheets, as determined, based on public health regulations in place at that time.

Deliverable(s):

- Materials for Public Meeting (e.g., brief presentation, comment cards, sign-in sheets)

4.5 Administrative Draft Final EIR and MMRP

Following the mandatory CEQA 45-day review period, PlaceWorks will prepare an Administrative Draft Final EIR, starting with a detailed response to comments matrix to facilitate review by City staff. PlaceWorks has assumed 40 hours of staff labor for completion of the responses to comments. If additional time is needed due to an unforeseen volume of comments, we may request a contract modification to cover additional labor costs.

Concurrent with the preparation of the Administrative Draft Final EIR, we will prepare an MMRP for the mitigation measures included in the EIR pursuant to the City's policies and procedures. The MMRP, shown in tabular form, will identify responsibility for implementing and monitoring each mitigation measure, along with monitoring triggers and reporting frequencies. The MMRP will be submitted as a draft document to the City and revised for publication with the Final EIR.

Deliverable(s):

- Electronic copies of the Administrative Draft Final EIR and MMRP

4.6 Screencheck and Public Review Final EIR and MMRP

Following receipt of comments on the Administrative Draft Final EIR, PlaceWorks will prepare a Screencheck Final EIR and a Final EIR for publication. PlaceWorks assumes 20 hours to address City comments on the Final EIR.

Deliverable(s):

- Electronic copy of the Screencheck Fina EIR to the City
- Sixteen hard copies of the Public Review Final EIR with the appendices on compact disc (CD) attached and an electronic copy of the Public Review Final EIR to the City

Task 5. Findings of Fact and Statement of Overriding Considerations

5.1 Administrative Draft and Final Findings

PlaceWorks will assist the staff in preparing the findings for the resolutions on the EIR. In the event that significant and unavoidable impacts are disclosed, we will prepare the statement of overriding considerations necessary to support certification of the EIR. PlaceWorks will prepare draft and final documents, pending City staff review and comment.

Deliverable(s):

- Electronic copy of the draft and final version of the findings and overrides (if applicable) to the City

Task 6. Public Hearings on the EIR

6.1 Public Hearings on the EIR

The PlaceWorks team, including W-Trans staff, will attend up to two public hearings (either through an online format or in-person, depending on health regulations) on the certification of the EIR.

Task 7. Notice of Determination

7.1 Notice of Determination

Within five days of approval of the project, PlaceWorks will prepare a Notice of Determination (NOD) for submittal to the County Clerk. City staff will submit the NOD to the County Clerk and pay all applicable filing fees at the time of posting. The budget does not include payment of any filing fees.

Deliverable(s):

- Electronic copy of the Notice of Determination (NOD) to the City

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CHAPTER 4:
SCHEDULE AND COST

SCHEDULE

As shown in the schedule on **Figure 1**, we anticipate that the CEQA process can be completed within a 9- to 10-month schedule depending on the timing of public hearings scheduled by the City. The schedule includes 2 weeks for City review at each phase (with the exception of time allowance for City holidays). We believe this schedule is in keeping with your needs, but we are happy to revise this schedule if necessary.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with its clients. Over years of managing projects similar to the 123 Independence Mixed-Use Project EIR, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and our subconsultants and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff and subconsultants with adequate time for editing and formatting into finished reports.

COST

As shown in Table 2, the estimated cost to complete the scope of work described in this proposal is $293,749. PlaceWorks recommends planning for a 5 percent contingency fund ($14,687) to cover any unforeseen out-of-scope work that might be necessary for the project. Contingency funds would only be used with written consent by the City. PlaceWorks bills for its work on a time-and-materials basis with monthly invoices. The billing rates for each team member are included in Table 2. We are flexible regarding project costs and hope that you will not eliminate us from consideration on the basis of cost alone.

Assumptions:

- PlaceWorks will provide 16 hard copies of the Draft EIR, and FEIR, with appendices on CDs. All other submittals will be electronic.
- All State Clearinghouse submittals will be made via OPR's online portal.
- Our scope includes 40 hours to respond to comments received on the Draft EIR.
- Members of the PlaceWorks team will participate in two public meetings during the public review periods and two public hearings during the approval process.

FIGURE 1 SCHEDULE

Task	Owner	Duration (work days)
Issue Notice to Proceed	City	1
TASK 1. Project Initiation and Project Management		
Data Review and Kick-Off Meeting	City/PlaceWorks	1
Status Meetings	City/PlaceWorks	18
TASK 2. Scoping and Project Description		
Notice of Preparation	PlaceWorks/City	20
30-day NOP Review Period and Scoping Meeting	PlaceWorks/City	30
Scoping Comment Matrix Memo	PlaceWorks	2
Project Description	PlaceWorks/City	20
TASK 3. Technical Reports and Analysis		
Housing Needs Assessment	PlaceWorks/KMA/City	55
Transportation Assumptions Memo, Data Summary, and Impact Analysis	PlaceWorks/W-Trans/City	55
Technical Analysis dependent on Transportation Data (AQ/GHG/HRA/Noise)	PlaceWorks/City	20
Water Supply Assessment	PlaceWorks/City	35
TASK 4. Environmental Review		
Administrative Draft EIR	PlaceWorks/City	60
Alternatives Evaluation	PlaceWorks/City	30
Screencheck and Public Review EIR	PlaceWorks/City	25
45-day Review Period and Draft EIR Public Hearing	PlaceWorks/City	45
Administrative, Screencheck, and Public Final EIR/MMRP	PlaceWorks	45
TASK 5. Findings of Fact and Statement of Overriding Considerations		
Administrative Draft and Final Findings	PlaceWorks/City	20
TASK 6. Public Hearings on the EIR		
Planning Commission and City Council Meetings	PlaceWorks/City	2
TASK 7. Notice of Determination		
Notice of Determination	PlaceWorks/City	2

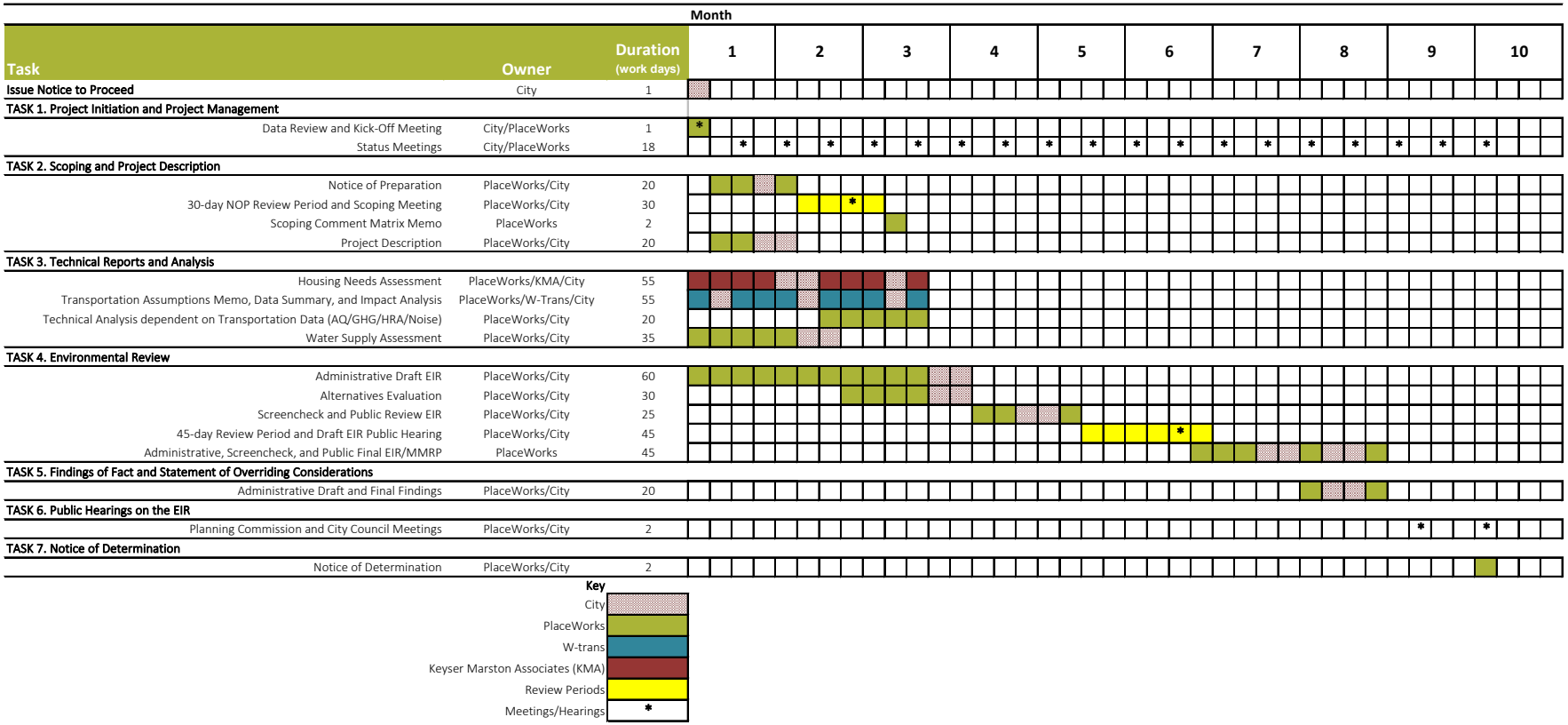

TABLE 2 COST ESTIMATE

	PLACEWORKS															SUBCONSULTANTS				
	McCracken	Mena	Protsman	Vermilion	Carman	Bush	El Chammas/ Watson/Anayah	Garcia	Nguyen	GRAPHICS/ GIS	TECH. EDITOR	WP/ CLERICAL				W-Trans	Keyser Marston			
Hourly Rate:	Principal In Charge $205	Project Manager $175	Project Planner $120	Air Quality/ GHG Principal $215	Noise Senior Associate $200	Senior Engineer $170	Associate $135	Associate $135	Project Scientist $125	$115	$115	$100	PlaceWorks Hours	PlaceWorks 2% Office Expenses	PlaceWorks Total	Transportation	Housing	10% Subconsultant Markup	Subconsultant Total	Total Task Budget
TASK 1. Project Initiation and Project Management																				
1.1 Data Review and Kick-Off Meeting	4	4	4										12	$40	$2,040	$3,020	$2,000	$502	$5,522	$7,562
1.2 Status Meetings	14	14	18										46	$150	$7,630	$1,360	$0	$136	$1,496	$9,126
1.3 Project Management	14	20	8										42	$147	$7,477	$2,730	$0	$273	$3,003	$10,480
Task 1. Subtotal	**32**	**38**	**30**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**100**	**$337**	**$17,147**	**$7,110**	**$2,000**	**$911**	**$10,021**	**$27,168**
TASK 2. Scoping and Project Description																				
2.1 Notice of Preparation	2	4	12							2		1	21	$58	$2,938	$0	$0	$0	$0	$2,938
2.2 Scoping Meeting	4	2	4							2			12	$38	$1,918	$0	$0	$0	$0	$1,918
2.3 Scoping Comment Matrix Memo	1	1	6									1	9	$24	$1,224	$0	$0	$0	$0	$1,224
2.4 Project Description	4	6	16							4		1	31	$87	$4,437	$0	$0	$0	$0	$4,437
Task 2. Subtotal	**11**	**13**	**38**	**0**	**0**	**0**	**0**	**0**	**0**	**8**	**0**	**3**	**73**	**$207**	**$10,517**	**$0**	**$0**	**$0**	**$0**	**$10,517**
TASK 3. Technical Reports and Analysis																				
3.1 Housing Needs Assessment	1	2											3	$11	$566	$0	$32,000	$3,200	$35,200	$35,766
3.2 Transportation Impact Analysis	2	2											4	$15	$775	$41,860	$0	$4,186	$46,046	$46,821
3.3 Air Quality/GHG Analysis	1	2		21					95		1	1	121	$343	$17,503	$0	$0	$0	$0	$17,503
3.4 Health Risk Assessment	1	2				31	26		25	2	2	1	90	$260	$13,280	$0	$0	$0	$0	$13,280
3.5 Noise Analysis	1	2			12			28			1	1	45	$139	$7,089	$0	$0	$0	$0	$7,089
3.6 Water Supply Assessment	1	2				12	45						60	$173	$8,843	0	0	$0	$0	$8,843
Task 3. Subtotal	**7**	**12**	**0**	**21**	**12**	**43**	**71**	**28**	**120**	**2**	**4**	**3**	**323**	**$941**	**$48,056**	**$41,860**	**$32,000**	**$7,386**	**$81,246**	**$129,302**
TASK 4. Environmental Review																				
4.1 Administrative Draft EIR	22	40	90	1	1	1	23		20	6	6	4	214	$606	$30,886	$0	$0	$0	$0	$30,886
4.2 Alternatives Evaluation	10	18	28	3	3	9	6		24			1	102	$305	$15,550	$0	$0	$0	$0	$15,550
4.3 Screencheck and Public Review Draft EIR	10	24	44		1		4		2	2	2	2	91	$264	$13,444	$0	$0	$0	$0	$13,444
4.4 45-day Review and Draft EIR Public Hearing	4	4	4							2		1	15	$47	$2,377	$0	$0	$0	$0	$2,377
4.5 Administrative Draft Final EIR and MMRP	10	20	38	2	2	2	3		2	4	4	4	91	$265	$13,520	$0	$2,000	$200	$2,200	$15,720
4.6 Screencheck and Public Review Final EIR and MMRP	4	12	16							2	2	2	38	$110	$5,610	$0	$0	$0	$0	$5,610
Task 4. Subtotal	**60**	**118**	**220**	**6**	**7**	**12**	**36**	**0**	**48**	**16**	**14**	**14**	**551**	**$1,597**	**$81,387**	**$0**	**$2,000**	**$200**	**$2,200**	**$83,587**
TASK 5. Findings of Fact and Statement of Overriding Considerations																				
5.1 Administrative Draft and Final Findings	2	4	8										14	$41	$2,111	$0	$0	$0	$0	$2,111
Task 5. Subtotal	**2**	**4**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**14**	**$41**	**$2,111**	**$0**	**$0**	**$0**	**$0**	**$2,111**
TASK 6. Public Hearings on the EIR																				
6.1 Public Hearings on the EIR	8	8	8							2			26	$85	$4,315	$4,080	$0	$408	$4,488	$8,803
Task 6. Subtotal	**8**	**8**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**0**	**26**	**$85**	**$4,315**	**$4,080**	**$0**	**$408**	**$4,488**	**$8,803**
TASK 7. Notice of Determination																				
7.1 Notice of Determination	1	1	2									1	5	$14	$734	$0	$0	$0	$0	$734
Task 7. Subtotal	**1**	**1**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**5**	**$14**	**$734**	**$0**	**$0**	**$0**	**$0**	**$734**
Labor Hours Total	**121**	**194**	**306**	**27**	**19**	**55**	**107**	**28**	**168**	**28**	**18**	**21**	**1092**							
Labor Dollars Total	**$24,805**	**$33,950**	**$36,720**	**$5,805**	**$3,800**	**$9,350**	**$14,445**	**$3,780**	**$21,000**	**$3,220**	**$2,070**	**$2,100**		**$3,222**	**$164,267**	**$53,050**	**$36,000**		**$97,955**	**$262,222**
PlaceWorks Percent of Total Labor	11%	18%	28%	2%	2%	5%	10%	3%	15%	3%	2%	2%								
EXPENSES																				
PlaceWorks Reimbursable Expenses																				$3,532
Subconsultants' Reimbursable Expenses																				$27,995
EXPENSES TOTAL																				$31,527
GRAND TOTAL																				**$293,749**

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PLACEWORKS

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Berkeley, California 94709
510.848.3815

www.placeworks.com

City of Menlo Park

Proposal to Prepare an Environmental Impact Report for the 123 Independence Drive Project

Prepared by:

IMPACT SCIENCES

20445 Prospect Road
Suite C
San Jose, CA 95129

Submitted to:

City of Menlo Park
Tom Smith, Senior Planner
701 Laurel Street
City Hall - First Floor
Menlo Park, CA 94025

September 4, 2020

TABLE OF CONTENTS

1. LETTER OF INTEREST

IMPACT SCIENCES
20445 Prospect Road, Suite C
San Jose, CA 95129
www.impactsciences.com

Submitted via e-mail

August 24, 2020

City of Menlo Park
City Hall - 1st Floor
701 Laurel St.
Menlo Park, CA 94025

Attn: Tom Smith, Senior Planner, tasmith@menlopark.org

Re: Proposal to Complete an Environmental Impact Report (EIR) for a new mixed-use development proposed at 123 Independence Drive in Menlo Park

Dear Mr. Smith,

On behalf of Impact Sciences, Inc., we are pleased to present a proposal to prepare an Environmental Impact Report and associated technical studies for a new mixed-use development proposed by The Sobrato Organization at 123 Independence Drive in Menlo Park, California.

As you will see from the information presented in this proposal, our team has prepared environmental documents and supporting studies for various development projects, including residential development projects across the State. Our team's extensive experience with developers, cities and counties makes the Impact Sciences team uniquely qualified for this contract.

Mr. John Anderson, Associate Principal, will serve as the primary contracting contact and Team Leader, with day-to-day management being provided by, Vanessa Williford who will act as the Senior Project Manager for this Project. Mr. Anderson has over 30 years of consulting experience and has managed hundreds of environmental documents for a variety of development projects including Environmental Impact Reports (EIRs) and Initial Studies/Mitigated Negative Declarations (IS/MNDs).

Should you have any questions about this proposal or need further information from us, please feel free to contact Mr. Anderson at (310) 918-7791 or janderson@impactsciences.com.

Sincerely,
Impact Sciences, Inc.

Jessica Kirchner Flores, AICP
President & Managing Principal

John R. Anderson
Associate Principal

2. Firm and Subconsultant Information

Impact Sciences, Inc., is a California "S" Corporation founded in Thousand Oaks that has been preparing environmental documentation since its founding in 1988. Impact Sciences is a certified woman-owned business (WBE), a certified Small Business Enterprise (SBE), and a certified Disadvantaged Business Enterprise (DBE).

Impact Sciences has a staff of 12 planners, technical specialists and administrative support and maintains offices in San Jose, Los Angeles, and Oakland. Services for this Project will be provided from our San Jose office with support from our Los Angeles and Oakland offices, as needed. The primary contact for this proposal is John Anderson, Associate Principal.

San Jose Office	**Oakland Office**	**Los Angeles Office**
20445 Prospect Rd., Ste. C	505 14th Street, Ste. 900	811 W. 7th Street, Ste. 200
San Jose, CA 95129	Oakland, CA 94612	Los Angeles, CA 90017
Phone: (408) 516-1440	Phone: (510) 267-0494	Phone: (213) 935-1901

Impact Sciences has extensive local knowledge and a successful 32-year history in preparing a full range of documents in compliance with the California Environmental Quality Act (CEQA). We can assist the City in all aspects of CEQA compliance, including the determination of whether the proposed action qualifies as a Project under CEQA, and if so, what type of CEQA documentation is required. We have prepared all types of CEQA documents, ranging from documentation in support of Categorical Exemptions (Cat Ex), ISs, Negative Declarations (NDs), MNDs, Sustainable Community Environmental Assessments (SCEAs), up to EIRs, including Program and Project EIRs, Focused EIRs, Supplemental EIRs, Subsequent EIRs, and Addendums to EIRs. Impact Sciences is also capable of preparing Findings of Fact and Statements of Overriding Considerations, where necessary. Impact Sciences also assists with the distribution and filing of the required noticing of environmental documents, including but not limited to, Notices of Preparation (NOP), Notices of Intent to Adopt (NOIA), Notices of Availability/Notices of Completion (NOA/NOC), and Notices of Determination (NOD).

CEQA planning is Impact Science's primary service sector. However, we also provide expertise related to Environmental Planning Program Management, National Environmental Policy Act (NEPA), local, regional, and federal permitting, as well as technical reports for various environmental impact categories and emerging environmental issues (e.g., Sustainability Plans, Health Risk Assessments, Resilience Planning, Hazard Mitigation, and Environmental Justice).

Impact Sciences places emphasis on the active participation of experienced senior staff, responsiveness to the unique demands of each Project, problem solving, effective communication of planning and environmental information to the decision makers and the public, and active Project management. Our commitment to this approach has resulted in successful performance on a wide variety of assignments and long-term relationships with our clients.

Subconsultants

Our approach in building a project team is defined by the needs and requirements of each individual project. For this proposed project, we have teamed with the following partners in order to provide an appropriate suite of services to the City:

- VRPA Technologies, Inc. – Transportation

- Harris & Associates – Housing Needs Assessment
- Basin Research Associates – Cultural Resources, including Tribal Resources, and Tribal Consultation
- Vollmar Natural Lands Consulting, Inc. – Biological and Natural Resources

VRPA Firm Summary

VRPA Technologies, Inc.'s innovative approach is evident by the expanse of services available to our diverse clientele, which includes both the public and private sectors consisting of State governments, regional agencies, counties, and cities, as well as private planning/engineering/environmental firms.

Specialized Fields

VRPA Technologies, Inc., was founded in 1988 and offers comprehensive consulting services throughout the State of California, other Western States, and the East Coast. Specialized fields of service include transportation planning/modeling, circulation and traffic engineering analysis, transportation demand and systems management (TDM/TSM) assessment, infrastructure financial planning, Intelligent Transportation Systems (ITS) planning and integration, as well as mass transportation, bicycle, non-motorized, and aviation planning and design. Furthermore, VRPA Technologies has extensive experience in public outreach, land use modeling, regional housing needs assessment, environmental analysis including transportation/circulation/vehicle miles traveled (VMT)/Level of Service (LOS), air quality, greenhouse gas (GHG) and noise impact assessment, planning and modeling.

Staff Experience

Our trailblazing staff has successfully completed over 1,000 transportation planning/modeling, environmental, air quality/GHG planning, noise, engineering, and Intelligent Transportation Systems (ITS) projects. From this existing experience base, VRPA continuously seeks to further expand the experience level of the firm and its staff. VRPA prides itself on a desire to tackle unique projects from an innovative angle. One such specialized experience is VRPA's unique capability to convey technical engineering and planning information to the public and political stakeholders.

Public Outreach

VRPA conducts all public outreach activities in-house and often serves as a subconsultant to other transportation firms for small and large projects. VRPA has been successful with the development of complicated and controversial transportation projects where communication and outreach to the public and various stakeholders is critical to the success of the project. In a position to utilize this broad experience base is an energetic staff equipped with the necessary tools and "can do" attitude to ensure a successful outcome to every challenge undertaken.

Meeting Our Clients' Needs

VRPA is always committed to providing continuous and direct consulting services to our clients and understands that the ability to respond to the immediate needs of clients is often the key to a successful client/consultant relationship, resulting in viable projects of high quality. VRPA's capabilities in meeting client needs and finishing projects on budget and schedule is demonstrated through successful completion of projects ranging from large regional transportation plans with large public outreach components and technical environmental assessment to small development traffic and environmental impact assessment projects for local cities and counties. Each client receives what VRPA is known for…on time, on target, on

budget professional service. VRPA offices are located in Fresno, San Diego, Berkeley in California and in Prescott, Arizona.

Certified Disadvantaged Business Enterprise

VRPA is a registered Disadvantaged Business Enterprise (DBE) under the California Unified Certification Program, certified as a Women Business Enterprise (WBE), qualifying as an Under-Utilized Disadvantaged Business Enterprise (UDBE), and is also a State of California Small Business/Microbusiness.

Harris & Associates Firm Summary

Harris & Associates' Community Planning services factor in all the diverse elements contributing to a community's well-being, with careful consideration of resources at every step. Our strategic advisors and planners, drawing on our firm's vast experience in engineering, construction management, and housing, collaborate with municipal leaders and communities to establish a vision along with the goals, policies, actions, and financing options for making it a reality.

Across the entire spectrum of community improvements, Harris draws from a unique breadth of expertise with complex, interconnected systems to account for the domino effect today's planning decisions will have far into the future. We bring climate change, resilience, technology, and sustainability to every aspect of planning to support thriving communities that meet the most stringent requirements.

Given the importance of public participation in community planning, Harris also garners support from residents to develop equitable plans that meet the entire community's needs.

In terms of experience, Harris prepared a detailed inclusionary housing in-lieu fee analysis for the City of Oxnard under the direction of Ms. Mosesman. As part of the analysis, we evaluated the impact on affordable housing demand (up to and including housing for moderate-income households) resulting from the development of market-rate housing, quantified on a per-unit basis.

The proposed Harris Team (while at RSG, Inc.) evaluated the housing need as part of a fiscal and economic impact analysis for a proposed mixed-use development in the City of Simi Valley that involved the rezoning industrial land for residential use. The evaluation focused on inventory, rental rates, vacancy, absorption, citywide land availability, and land value. Based on these metrics, the analysis reflected a strong demand for residential development relative to the industrial and office markets. The analysis incorporated a description of how the proposed development would help the City to achieve its RHNA goals, the impacts to onsite employment and earning capacity resulting from the rezoning, as well as fiscal and economic impact analyses estimating one-time and annual impacts to City revenues and expenditures along with local economic activity. analysis for a proposed mixed-use development in the City of Simi Valley that involved the rezoning industrial land for residential use.

Staff Experience

The Harris team has significant expertise in economic and housing analysis to provide comprehensive services to the City of Menlo Park. This team is led by Hitta Mosesman, formerly partner and shareholder of RSG, Inc. prior to joining Harris in 2019. Hitta has over 20 years of experience in providing fiscal and economic analysis for development projects and policy initiatives, as well as housing services to cities, counties and public agencies throughout California. Ms. Mosesman has assisted clients with analyzing the economic impacts resulting from residential, commercial and industrial development projects, including direct, indirect and induced job creation and the housing demand generated by those jobs at various income

levels. Ms. Mosesman has significant experience in all aspects of housing – planning, financial analysis, development feasibility, grants/funding, reporting, compliance and strategy. She counts the San Gabriel Valley Regional Housing Trust, and the cities of Irvine, Garden Grove, Duarte, Hawthorne, Victorville, and the Irvine Community Land Trust as current and recent clients. Ms. Mosesman has been a featured speaker at the Housing California, Urban Land Institute and the Orange County Housing Summit in recent years.

Basin Research Associates Firm Summary

BASIN is a Small Business Enterprise specializing in the preparation of cultural resources compliance documents to meet the requirements mandated by historic preservation laws and regulations. Since 1980, BASIN has worked with many federal, state and local agencies and environmental consulting firms in California and Nevada to provide the cultural resources research, field investigations and analyses necessary to meet the mandates of the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA) as well as local historic preservation requirements.

BASIN focuses on in managing and completing small and medium size projects but also has developed and managed large-scale projects through either joint ventures or cooperative agreements with other environmental and cultural resources management firms.

BASIN is a small firm where all staff participate in a project and any outside discipline specialists are expected to participate and contribute to a project's successful completion. The BASIN team and our partners are committed to developing creative and innovative problem-solving approaches to assist clients in achieving their project objectives in multi-disciplinary and multi-agency regulatory environments. BASIN's "lessons-learned" from past projects and the experience and quality of our staff and outside consultants have allowed the firm to develop a reputation of providing compliance services consistent with the mandates to protect and preserve cultural resources while remaining responsive to client needs and regulatory requirements.

Vollmar Natural Lands Consulting Firm Summary

Vollmar Natural Lands Consulting, Inc. (VNLC) is a natural resources consulting and research company providing expertise on the technical and regulatory aspects of natural resource assessment, impact analysis, mitigation, conservation, restoration, and land stewardship. Since our founding in 1996, we have completed more than 350 projects ranging from small site assessments to large-scale conservation, mitigation, research, and development projects. We work throughout California and other western states, as well as internationally, providing expertise in the following key areas:

- Rare Plant and Wildlife Surveys, Habitat Assessments, and Species Restoration
- Formal Wetland Delineation and Sensitive Habitat Mapping
- Vegetation Ecology, Classification, and Mapping
- Regional Conservation Planning and Development Studies
- Mitigation Bank and Mitigation Preserve Establishment
- Conservation Land Management and Monitoring, and Invasive Species Control
- Wetland, Riparian, and Upland Habitat Restoration
- Rangeland Management and Grazing Assessments
- Biological Constraints Analysis, Impact Assessment, and Permitting
- Advanced GIS Analysis, Remote Sensing, and Cartography

VNLC works as a collaborator as well as a hired consultant or researcher for governmental agencies, private landowners, small businesses, corporations, conservation groups, and land trusts. We take pride in our ability to communicate effectively with ranchers and farmers as well as government regulators, conservation advocates, and developers. Through our projects, we have helped establish more than 80,000 acres of conservation lands throughout California, and have developed and implemented restoration, management, and monitoring plans on numerous public and private preserves covering many thousands of acres

Impact Sciences Additional Considerations

Contracting Commitment

Impact Sciences affirmatively states that it would require no exceptions to the standard JUHSD Contract Documents, which have been approved by the General Counsel to the Board of Trustees.

Insurance Requirements

Impact Sciences maintains the following insurance coverages:

- Comprehensive General Liability Insurance, Contractual Liability Insurance, and Projects Liability Insurance
- Errors and Omissions Insurance
- Worker's Compensation

Equal Opportunity Employer

Impact Sciences affirmatively states that it provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability, or genetics. In addition to federal law requirements, Impact Sciences complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training. Impact Sciences expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status.

3. PROPOSED METHODOLOGY

Project Understanding

Based on project information provided by the City of Menlo Park, the applicant proposes to demolish five (5) existing industrial and office buildings across five parcels located at 119, 123-125, and 127 Independence Drive; 130 Constitution Drive; and 1205 Chrysler Drive, and construct 67 for-sale three-story townhomes, a five-story apartment building with 316 units, and an 88,750-square-foot office building ("Project"). The proposal includes a request for an increase in height, density and floor area ratio (FAR) under the bonus level development allowance in the City's Zoning Ordinance, subject to obtaining a use permit and providing one or more community amenities required by the R-MU-B (Residential Mixed Use, Bonus) zoning district regulations.

The project size is within the maximum amount of new residential development potential identified in the Land Use Element of the City's 2016 General Plan Update, commonly referred to as ConnectMenlo. The Land Use Element identifies the potential for 4,500 new residential units in the Bayfront Area, located in an area historically developed with industrial, warehousing, and office uses north of US Highway 101 and south of State Route 84 (Bayfront Expressway) adjacent to the San Francisco Bay.

This project in combination with all previously submitted projects since ConnectMenlo was approved totals 3,199 residential units, which is within the maximum number of units identified in the General Plan. However, the program EIR for ConnectMenlo analyzed the remaining development potential of 150 residential units, the potential for 3,000 new residential units and the potential for 1,500 corporate campus units in the Bayfront Area. Because the proposed project exceeds the number of residential units analyzed in the ConnectMenlo EIR by 49 units (3,150 residential units - 3,199 residential units), the proposed project would not be able to tier from the ConnectMenlo EIR (unlike the other multi-family housing projects currently being reviewed by the City) and would need to evaluate all applicable EIR topic areas under CEQA.

It also is important to consider City CEQA review process currently underway for the proposed project located at:

- 111 Independence Drive. For that project, SP Menlo, LLC has submitted an application to construct a new eight-story residential apartment building with 105 dwelling units and a community serving retail space. The proposal would include a total of 14 residential units (15 percent) as below market rate (BMR) units, per the requirements of the City's BMR Ordinance. The site contains an existing one-story office building, approximately 15,000 square feet in size, that would be demolished as part of the project.

- 115 Independence Drive and 104 and 110 Constitution Drive: For that project, Greystar has submitted a proposed project, tentatively named Menlo Portal, to redevelop three parcels with approximately 335 multi-family dwelling rental units, 34,819 square feet of office, and 1,608 square feet of commercial space on a 3.20-acre site. The three project parcels are located at e in the R-MU-B (Residential Mixed Use-Bonus) zoning district.

Beyond the required cumulative analysis, the ConnectMenlo, 111 Independence Drive, and Menlo Portal projects may allow for efficiencies with regard to many of the proximal and regional environmental impact categories. For example, required consultation with responsible agencies Tribal Nations and impact

categories that require a proximal off-site analysis (e.g., Air Quality, Biologic Resources, Hazards & Hazardous Materials, Utilities, Land Use and Planning, etc.) my reduce the scope and provide relevant stakeholder feedback that informs the CEQA process for this project. *As a result, this proposal represents a "not-to-exceed" scenario in terms of scope, schedule and budget.*

Project Context - Settlement Agreement between the City of Menlo Park and the City of East Palo Alto

This proposal acknowledges that the CEQA process for this project must be completed in compliance with the Settlement Agreement (12/5/17) between the City and the City of East Palo Alto. Specifically:

1. Reciprocal Environmental Review for Future Development Projects. Menlo Park will prepare an EIR for any project located in the Office (O), Life Science (LS) or Residential Mixed Use (R-MU) district that exceeds 250,000 net new square feet and would require a use permit, that proposes bonus level development, that proposes a master plan project, or that may have a significant environmental impact. These are the type of projects that would generally require the preparation of an EIR. Menlo Park may, with the exception of housing and traffic (which were the focus of East Palo Alto's challenge), simplify the environmental review for future development projects by incorporating analysis and discussions from the General Plan Program EIR. East Palo Alto will prepare an initial study for future development projects to determine the appropriate level of environmental review and will conduct that review, which can be simplified by incorporating by reference analysis and discussions from the General Plan Program EIR.

2. Reciprocal Traffic Studies. Menlo Park and East Palo Alto will work together to ensure that future development projects' potentially significant traffic impacts on the other jurisdiction are analyzed and mitigated.

3. Reciprocal Fair Share Mitigation Impact Fees. Menlo Park or East Palo Alto, whichever is the lead agency, will require a development project that has a significant impact on an intersection(s) in the other jurisdiction to pay a fair share mitigation impact fee to be used to implement the mitigation measures(s) that will reduce traffic impacts caused by the project.

4. Reciprocal Trip Cap Projects. If Menlo Park or East Palo Alto imposes a trip cap, that city shall share monitoring and compliance information and a percentage of penalties based on the traffic analysis.

5. Reciprocal Study of Multiplier Effect. When the preparation of an EIR is required as described above, Menlo Park or East Palo Alto, as applicable, will conduct a Housing Needs Assessment, which to the extent possible, will include an analysis of the multiplier effect for indirect and induced employment.

Task 1.0 – Project Initiation/Data Collection

As a first step, our Senior Project Manager will meet with the City staff to discuss the approach to CEQA documentation for the proposed Project. Following that meeting, we will firm up our scope of services for the preparation of the CEQA document.

Under this task we will also discuss the schedule and deliverables, etc., and as needed revise the Project budget. In addition, we will review the existing information, and identify any data gaps needed to complete the CEQA analysis.

Task 2.0 – Preliminary Project Description, Notice of Preparation/Initial Study, and Scoping Meeting

Based on information provided by the City, Impact Sciences will prepare a detailed Project description including text and graphics. Specifically, the Project description will include: (1) the regional and local setting, (2) Project site current land uses, (3) Project goals and objectives, characteristics, and important Project features, (4) discretionary actions required by the City, (5) a list of responsible and other agencies expected to use the EIR in decision making, and (6) a list of approvals for which the document will be used.

We will also prepare draft Notice of Preparation (NOP) for the project. The City has indicated that the CEQA process for this project will not include an Initial Study. This will allow the CEQA process to proceed expeditiously. Impact Sciences will be responsible for mailing copies of the NOP to the State Clearinghouse and to a mailing list, provided by the City. This scope assumes that the City will place a public notice in the local newspaper announcing the availability of the NOP.

It is anticipated that the City will hold up at least one scoping meeting for the EIR during the 30-day scoping period. Our scope assumes that City staff will provide the technical infrastructure to conduct a virtual meeting in compliance with the City's current meeting policies and procedures. It also is assumed that City Staff will prepare and provide materials related to the proposed Project and will run the meeting. Our Senior Project Manager or Project Manager will attend the scoping meeting and will present the CEQA process and explain to the interested public opportunities for public participation in the CEQA process. The City will retain a court reporter (or record the meeting per the City's policies and procedures) to prepare a transcript of the scoping meeting.

At the end of the scoping period, the City will provide Impact Sciences with copies of all comment letters received on the NOP and the transcripts of the scoping meeting so that all relevant comments are appropriately considered in the preparation of the Draft EIR. A revised EIR scope of work will be prepared at the end of the scoping period, if necessary, to address all relevant comments received and refine the scope of analysis of the EIR.

Task 3.0 –Technical Studies

Impact Sciences and its subconsultants will prepare the technical studies needed for the EIR. The scopes of the technical studies are outlined below.

3.1 Air Quality

Impact Sciences will assess the air quality impacts resulting from the proposed Projects pursuant to CEQA Air Quality Guidelines updated by the Bay Area Air Quality Management District (BAAQMD) in May 2017. We propose the following scope of work for the air quality impact analysis:

Assess Construction Air Quality Impacts. We will estimate construction air emissions and impacts resulting from the proposed Project and identify best management practices to control emissions. Construction emissions will be calculated using the latest version of the California Emissions Estimator Model (CalEEMod) Version 2016.3.2 and construction phasing information for each Project. We will compare average daily construction emissions against BAAQMD criteria pollutant thresholds. Impact Sciences will also perform a Health Risk Assessment to determine risk and hazard impacts on nearby sensitive receptors from toxic air contaminants emitted during construction. We will use the U.S. EPA AERMOD dispersion model and the California Air Resources Board (CARB) Hotspots Analysis and

Reporting Program Version 2 (HARP 2) Risk Assessment Standalone Tool (RAST) to estimate cancer and chronic risk, and ambient increases in PM2.5 concentrations at nearby sensitive receptors.

Assess Operational Air Quality Impacts. We will use the CalEEMod model to calculate operational emissions of criteria air pollutants from area, stationary, and mobile sources. These sources may include natural gas use, architectural coatings, cleaning products, landscaping, stationary sources such as generators, and motor vehicle operation. Specific inputs to the model will include traffic generation for the Projects.

Assess Pollutant Concentrations. We will assess changes to air toxics from any on-site diesel-powered stationary sources, such as emergency generators (if diesel powered).

Identify Mitigation Measures. We will identify and evaluate reasonable and feasible mitigation measures to reduce any significant air quality impacts. In addition, we will develop a list of reasonable and feasible dust control measures to reduce construction air quality impacts and, if necessary, measures to reduce construction community risk to acceptable levels.

3.2 Biologic Resources (Vollmar Natural Lands Consulting)

This technical task will address the environmental permitting process for the project by preparing a report that identifies and documents sensitive biological resources on the project site, or with potential to be impacted by the Project. A biological evaluation report (BE) will be prepared that describes habitat types and habitat suitability for special-status plants and animals known from the vicinity of the study area.

Additionally, assuming that a formal wetland delineation will be required, VNLC will conduct a survey and prepare a delineation report. If there are no potentially jurisdictional Waters, no formal survey will be conducted and the lack of such features will be documented within the BE.

Finally, Vollmar will review the project Design to ensure the project is in compliance with the Bird-Friendly code requirements per the City's Green and Sustainable Building Code section 16.45.130.

3.3 Cultural Resources (Basin Research Associates)

The Work Plan is dependent on any cultural studies completed by the Project Proponent and made available to BASIN for review and use. The following is based on the assumption that minimal information will be available for review.

Work tasks will include: (1) an archival records search of the project area and immediately adjacent areas to be conducted by the California Historical Resources Information.

System/Northwest Information Center (CHRIS/NWIC); (2) a review of various published compendiums including the National Register of Historic Places and California Register of Historical Resources; (3) a review of archival literature and records on file with Basin Research Associates for the area; (4) a request to the Native American Heritage Commission (NAHC) for a review of the Sacred Lands Inventory followed by contact and consultation with Native American groups/individuals listed by the NAHC as having special information on the Menlo Park area; and, (5) a field review of the property. All work will be completed or reviewed by an archaeologist meeting the Standards of the Secretary of the Interior for Archaeology.

The results will be prepared in Technical Report and will follow general practice for reporting cultural resources results in central California. The document will provide a description of the project, the results of the archival research and field review, a regulatory over review, contextual information, a summary of results and management/mitigation recommendations. The information will be used by the City of Menlo Park to complete a review and assessment of cultural resources under CEQA. In addition, letters of consultation will be prepared, and tribal contacts will be identified pursuant to AB 52 requirements.

3.4 Greenhouse Gas Emissions

The analysis of the impact of the proposed Project's greenhouse gas (GHG) emissions will be based on the state of the practice in the area of climate change analysis and recent case law, including the 2015 California Supreme Court case for the Newhall Ranch development. Impact Sciences will quantify estimated GHG emissions from construction and operation of the proposed Project and disclose all potential impacts. Further, we will perform a consistency analysis relative to existing plans for the reduction of GHG emissions. To estimate and evaluate the Project's GHG emissions, Impact Sciences will complete the following tasks:

Project-Level Greenhouse Gas Emissions Quantification (for both Design Concepts). The CalEEMod model will be used to quantify GHG emissions from construction and operation of the Projects. This model predicts construction and annual operational GHG emissions in the form of metric tons of equivalent carbon dioxide (MTCO2e/yr.). CalEEMod will be used to develop annual emissions that include indirect sources such as natural gas, electricity use, water usage, and generation of solid waste that is stored in landfills, as well as from direct mobile traffic emissions. We will include in the modeling any energy-efficiency measures or design features proposed by the campus. Modeling outputs will be compared to calculated scaled project specific thresholds as there are no approved BAAQMD operational thresholds of significance for GHG emissions.

Consistency Analysis. As discussed above, Impact Sciences will prepare a consistency analysis which compares the design features included in the proposed Project and climate change impacts to GHG reduction strategies detailed in approved climate action plans. This includes plans at the State (2017 Climate Change Scoping Plan Update), regional (2017 Plan Bay Area 2040), and local levels (2013 City of San Francisco Climate Action Strategy).

Identify Mitigation Measures (for both Design Concepts). We will identify and evaluate reasonable and feasible mitigation measures to reduce any significant GHG impacts.

3.5 Noise

Impact Sciences will complete the following tasks to estimate noise and vibration levels generated during construction and operation of Projects included in the proposed Project:

Ambient Sound Level Measurements. Impact Sciences will use a Larson Davis Model LxT Class 1 Sound Level Meter to conduct existing ambient sound levels at multiple off-site locations to summarize existing sound levels. This will be the basis for comparison for analyzing construction noise.

Assess Construction Noise and Vibration Impacts. This analysis will include the calculation of noise and vibration levels at nearby sensitive land uses from the demolition, renovation of existing facilities, and new construction of the Projects. Noise and vibration levels expected from construction will be compared to

appropriate significance thresholds that are set forth in the City of San Francisco General Plan, and California Department of Transportation - Transportation and Construction Vibration Guidance Manual.

Assess Operational Noise and Vibration Impacts. The operational analysis will primarily include the estimation ambient sound level increases as a result of increased vehicle operation on local roadways. The Federal Highway Administration's (FHWA) Traffic Noise Model Version 2.5 (TNM2.5) will be used to calculate estimated sound levels for street segments identified in the Project traffic study that have the potential to audibly increase traffic noise. Additionally, stationary sources of noise will also be estimated, including noise emanating from parking and heating, ventilation and air conditioning (HVAC) systems. These sound levels will be compared to the standards set forth in the Environmental Protection Element of the San Francisco General Plan which contains Land Use Compatibility Guidelines for Community Noise for determining the compatibility of various land uses with different noise levels.

Identify Mitigation Measures. We will identify reasonable and feasible mitigation measures to reduce any significant noise and vibration impacts.

3.6 Population and Housing (Harris & Associates)

See **Appendix B** for a full Scope.

In general, the HNA will analyze the following impacts of the proposed Project:

- The impacts on the housing supply and housing need (by affordability level) resulting from construction of the new housing units and commercial space, as well as the impacts of eliminating the existing industrial/office buildings on the site. These impacts will be estimated on both a regional and City level.

- A displacement risk assessment given the characteristics of the Project (on a regional basis).

3.7 Transportation

See **Appendix A** for a full Scope.

The purpose of this technical task is to identify tasks associated with development of 67 for-sale three-story townhomes, a five-story apartment building with 316 units, and an 88,750-square-foot office building ("Project") related to the preparation of a: Traffic Impact Analysis (TIA); Transportation Demand Management (TDM) Plan and; Senate Bill (SB) 743 Impact Assessment that meets City of Menlo Park requirements.

Task 4.0 - Administrative Draft EIR

Impact Sciences will prepare an administrative Draft EIR for review by the City. The Administrative Draft EIR will be complete and adequate in all respects, and will provide all text, graphics, and references. Impact Sciences will also maintain and submit a record of all data sources (including supporting technical reports, memos, and emails that provide data used in the EIR, etc.).

Analysis Proposed subtasks related to the Administrative Draft EIR subsections are described below.

Project Description. The Project description will provide enough detail to allow an analysis of the potential impacts of the proposed Project. The Project description will also include a summary description of important characteristics of the site setting, such as existing site uses and surrounding land uses.

Aesthetics. In this section, Impact Sciences will describe existing visual conditions and evaluates potential aesthetic effects associated with implementation of the Project, including visual changes in the context of alteration or obstruction of scenic views from public areas, impacts to visual character of the campus and surrounding area, tree removal, and potential light and glare impacts.

Air Quality. Using the air quality technical analysis prepared under **Task 3.1** above, Impact Sciences will prepare the EIR Air Quality section.

Biologic Resources. Using the biologic report prepared under **Task 3.2** above, Impact Sciences will prepare the EIR Biologic Resources section.

Cultural Resources (including Tribal Cultural Resources/AB 52). Impact Sciences will prepare the cultural resources section based on the assessment and consultation processes described under **Task 3.3** above.

Greenhouse Gas Emissions. Impact Sciences will prepare a Greenhouse Gas Emissions section for the EIR based on the GHG report described in **Task 3.4** above.

Hazardous Waste and Hazardous Materials. In this section we will address the potential impacts associated with hazardous building materials, hazardous materials use and storage, hazardous waste generation and storage, and exposure to soil and groundwater contamination that may result from implementation of the proposed Project. We will incorporate the findings of the Phase I Environmental Site Assessments provided by the City.[1]

Land Use and Planning. We will describe existing land uses and features of the Project site and analyze the compatibility of the Project with nearby existing and planned land uses. Our scope assumes an analysis of the Project relative to the plans, policies, and regulations of the City's General Plan and Planning Code to analyze and assess the Project's environmental impacts. Based on the technical report resulting from **Task 3.6** above, planning impacts related to housing also will be summarized under this EIR section. Finally, as required by the Settlement Agreement with the City of East Palo Alto, any impacts related Land Use and Planning under that jurisdiction will be documented.

Noise. Impact Sciences will prepare a Noise section for the EIR based on the noise analysis described in **Task 3.5** above, incorporating mitigation measures to reduce significant impacts, if necessary.

Population and Housing. Using the Housing Needs Assessment prepared under **Task 3.6** above, Impact Sciences will prepare the EIR Population and Housing section.

Public Services and Recreation. Impact Sciences will consult with City staff and each service provider to determine existing conditions for fire and police. Based on the demand for public services, we will evaluate whether the construction and operation of buildings and facilities on the site would require the

[1] If a Phase 1 ESA is not available from the City, Impact Sciences may engage a sub-consultant to provide such services for the Project.

construction of new or expanded public service facilities. Impact Sciences will also analyze the impact on recreational facilities upon buildout of the Project.

Transportation. Using the Transportation technical analysis prepared under **Task 3.7** above, Impact Sciences will prepare the EIR Transportation section.

Utilities and Service Systems:

- **Water.** Impact Sciences will analyze the impact of the proposed Project on water supply, and will identify mitigation measures to reduce significant impacts, if necessary.

- **Wastewater**. Impact Sciences assumes that the City will estimate wastewater flows that would be generated as a result of the Project and will coordinate regarding the capacity of wastewater collection system of the Daly City and San Mateo County to handle the Project flows. Impact Sciences will use this City provided information to evaluate the Project's impacts on wastewater collection and treatment facilities.

- **Solid Waste**. Impact Sciences will provide updated solid waste generation information and other analysis necessary to fully evaluate solid waste impacts. If necessary, mitigation measures will be proposed to reduce significant impacts.

- **Energy.** Analysis of the energy impacts will be in compliance with the 2020 updated CEQA Guidelines. Impact Sciences will gather and present updated CCSF energy use information, Project energy demand information, and other analysis necessary to fully evaluate energy impacts in relation to the standards of significance. If necessary, mitigation measures will be proposed to reduce significant impacts.

Wildfires. As required by the 2020 updated CEQA Guidelines, we will examine impacts associated with wildfires and we will analyze whether the Project would impair an adopted emergency response plan or emergency evacuation plan, expose Project occupants to pollutant concentrations from a wildfire, require the installation or maintenance of associated infrastructure, or expose people or structures to significant fire risks.

Alternatives and Other Sections of the Draft EIR. Impact Sciences will prepare the Alternatives chapter of the EIR. We will work with the City to develop alternatives that would reduce significant impacts identified during the technical analysis under Task 3. Our scope assumes impact analysis of up to two alternatives in addition to the no-Project alternative. We will also prepare other CEQA-mandated analyses specific to the Project to cover topics such as, growth inducing impacts, unavoidable significant impacts, and significant irreversible impacts.

Our scope assumes the preparation of two administrative drafts EIR. Impact Sciences will revise each draft document to incorporate the City's comments.

Task 5.0 - Prepare Public Draft EIR

Following the final review and approval of the second administrative Draft EIR, we will prepare a camera-ready copy. Following approval of the camera-ready copy, Impact Sciences will provide Microsoft Word and PDF files of the Public Draft EIR to the City for web posting and other uses and print a small number (up to 15) of hard copies for distribution. We will prepare 15 CDs for mailing to the State Clearinghouse (SCH). Impact Sciences will prepare the Notice of Completion (NOC) for the Draft EIR filing with the SCH

and will distribute the NOC and Draft EIR to agencies and other interested parties. Please note that current restrictions mandated under State Health rules and regulations may alter these parameters.

Task 6.0 - EIR Public Hearings

Impact Sciences will attend, and if requested will assist in conducting, five public hearings during the public review period for the Draft EIR. Impact Sciences will be responsible for preparing necessary materials for the two hearings, e.g., (a) a handout depicting and briefly describing the Project and summarizing impacts and mitigations, (b) other large scale graphics, to be determined in consultation with the City staff. Our scope assumes that the City will arrange for a venue and a court reporter for the public hearings. Please note that current restrictions mandated under State Health rules and regulations may alter these parameters.

Task 7.0 - Administrative Draft Response to Comments and MMRP

Following completion of the public review period on the Draft EIR, Impact Sciences will review the comments received in writing and at the public hearings, bracket all relevant comments, and assign identifying numbers to each comment letter and individual comments. Our scope assumes that up to 50 individual comment letters will be received and none of the comments will require new analysis. If the number of comments received is larger than what is originally estimated, a scope amendment may be necessary. Based on the nature of the comments, they will be assigned to Impact Sciences team or the City to address. Responses to all relevant comments will be prepared and presented in a draft Responses-to-Comments document.

As appropriate, based on the comments or any changes to the Project the text and/or graphics of the Draft EIR will be revised. Impact Sciences will also prepare the Mitigation Monitoring and Reporting Program (MMRP) for inclusion in the Final EIR package.

Task 8.0 - Final EIR

Impact Sciences will deliver (a) fifteen (15) bound copies of the Final EIR; (b) fifteen (15) hardcopies of executive summary; (c) ten (10) labeled CDs of a web-ready version of the Final EIR and executive summary in PDF format; and (d) an electronic version of the Final EIR in a mutually agreed upon format to the City. The City will distribute copies of the Final EIR to agencies that provided comments on the Draft EIR. Please note that current restrictions mandated under State Health rules and regulations may alter these parameters.

Impact Sciences also will provide a draft language that may be used in a Statement of Overidding Consideration for the City's approval and use.

If the Final EIR is certified, we will prepare a Notice of Determination (NOD) to be filed with the SCH. Our scope assumes that the City will file the NOD.

Task 9.0 – Project Meetings with the City

Our scope assumes that in addition to attending the kickoff meeting in person, our Senior Project Manager and/or Project Manager and CEQA Lead will attend up to 26 twice-monthly progress meetings with the Campus during the course of this Project.

Task 10.0 - Project Management

This task covers the management and coordination activities of Impact Sciences' management team to provide oversight and guidance to the Project team, review invoices, prepare progress reports, and monitor budget and schedule.

**Assumptions*

It is assumed that the City will provide an ASTM compliant Phase 1 ESA completed within the last 5 years for the Project site. If a Phase 1 is not available, Impact Sciences may retain a sub-consultant to prepare a compliant document for the purposes of CEQA and the City's protection.

4. Firm and Subconsultant Reference Projects

Impact Sciences Housing Project Experience

Mission Town Center EIR – City of Santa Clara

Impact Sciences prepared an EIR for the Mission Town Center Project, a mixed-use development proposed on a 5.7-acre site in the City of Santa Clara. The project sponsor proposed to demolish the residential, commercial, and industrial buildings on the site and construct a mixed-use residential development project that would consist 385 apartment units, approximately 10,000 square feet of conditioned amenity and leasing space, three distinct private open space areas, and about 27,000 square feet of ground floor retail. Key environmental issues for the project included archaeological and historical resources, traffic, air quality, and noise impacts. Impact Sciences worked closely with the City to successfully complete the environmental review on a highly expedited schedule.

Santa Clara Square Residential/ Mixed Use EIR– City of Santa Clara

Impact Sciences prepared an EIR for the Santa Clara Square – Residential/Mixed Use Project, a mixed-use development proposed on a 16-acre site in the City of Santa Clara. The project sponsor proposed to demolish the existing business park buildings on the site and construct a mixed-use residential development project that would consist of 825 apartment units, approximately 44,000 gross square feet of retail space, and 15,300 gross square feet of amenity space. The project included a surface parking lot with 101 parking spaces and a 755,874-square-foot two-level parking garage constructed below the apartment building podium providing a total of 1,758 parking spaces for residents, guests, and overflow retail. Key environmental issues for the project included traffic, air quality, and noise impacts. Impact Sciences worked closely with the City to successfully complete the environmental review on a highly expedited schedule.

Highland Estates Focused EIR – San Mateo County

Impact Sciences was retained by the County of San Mateo to prepare an EIR for the Highland Estates project. The highly controversial Highland Estates project had a 20-year history in that the developers proposed a series of substantially dense projects on a 97-acre vacant site within the San Mateo Highlands west of the San Mateo city limit. The neighbors of the project site opposed the projects put forth by the developers on the grounds that the project was too dense and that it would destabilize existing landslides on the project site. Although a number of EIRs were prepared, they were never certified. In 2007, the developers put forth a proposal that would construct 11 single-family homes on approximately 4.53 acres, and 92 acres of the site would remain undeveloped and would be permanently preserved as open space. Although the project was substantially reduced in its density, it was still opposed by the neighbors on the grounds of potential geologic impacts. To address the neighbors' concerns, Impact Sciences and the team geologist attended numerous meetings with the neighbors and their consulting geologist and performed additional geologic investigations with field verification of the investigations by the neighbors' consulting geologist. The collaborative process used by the County and Impact Sciences resulted in the resolution of the concerns of the neighbors. The highly contentious project was finally approved in early 2010 on the basis of the EIR that Impact Sciences prepared and no CEQA lawsuits were filed. The project has been constructed.

Fairview Corners Residential Specific Plan Final EIR – San Benito County

Impact Sciences was retained by San Benito County to assist with the review of an applicant-prepared Draft EIR for a residential specific plan proposed in San Benito County. Impact Sciences worked closely with

County Planning staff, County Counsel, and outside counsel to review the Draft EIR for technical and legal adequacy and assisted in revising and correcting the Air Quality and Greenhouse Gas Emissions analysis in the Draft EIR. Following the circulation of the Draft EIR, the County retained Impact Sciences to prepare the Final EIR. No litigation ensued because the document was prepared to the satisfaction of all parties. The project was completed successfully.

Scott Ranch Revised EIR – City of Petaluma

Impact Sciences is currently preparing a Revised EIR for the Scott Ranch project in Petaluma, California. The proposed project would create a subdivision of 28 single-family homes on approximately 14 acres. The remaining 44 acres would be preserved for the Barn Center, multi-use trails (north and south of Kelley Creek), and the remainder as open space. The project will require several approvals from the City of Petaluma, including rezoning, a General Plan Amendment (GPA), a Planned Unit Development (PUD) plan and guidelines, and Vesting Tentative Map (VTM). Key environmental issues for the proposed project include aesthetics, biological resources, hydrology and water quality, land use and planning, noise and traffic.

Impact Sciences Transportation Experience

NoHo to Pasadena Environmental Analysis – Los Angeles Metropolitan Transportation Authority

Impact Sciences will prepare an Air Quality, Noise, and GHG analysis for the North Hollywood to Pasadena Bus Rapid Transit (BRT) project. Generally, the proposed project would include dedicated bus lanes in areas where there is adequate existing street width between North Hollywood and the Gold Line in Pasadena, while operating in mixed traffic lanes east of the Gold Line to Pasadena City College. The configuration of dedicated bus lanes could be curb-running lanes, side-running lanes alongside existing parking and bicycle facilities, and/or median-running lanes in the center of the roadway or alongside existing roadway medians. Dedicated bus lanes may necessitate repurposing travel lanes and/or parking, as well as re-designing streets and intersections. BRT stations are significant capital investments and physical structures. The Project includes 18 to 21 potential stations. More specific determinations regarding station locations are dependent upon further design development and environmental analysis. In addition to providing enhanced BRT facilities and associated stations, Metro will assess potential First/Last Mile improvements to further enhance mobility and access to proposed BRT stations.

UC Riverside - Mobility Hub IS/MND

The proposed UCR Mobility Hub is envisioned as a new gateway to campus that integrates transit within an environment that supports multiple campus-oriented activities at the present location of Parking Lot 19. The UCR Mobility Hub is a partnership between UCR and the Riverside Transit Agency (RTA), to build the necessary facilities to consolidate and expand RTA service routes to UCR at the present location of Parking Lot 19, on the UCR campus, to serve as a transit hub. It is a key component from UCR's recently completed Physical Master Plan Study (2016) and was further studied in the UCR Mobility Hub Concept Study (2016). The Mobility Hub is intended to address current and future transportation needs of the campus through the effective integration of transit, passenger drop-off, and bicycle and pedestrian connections at a convenient central location on campus.

City of Azusa - Transit-Oriented Development (TOD) Specific Plan Program EIR

The Specific Plan provides a land use and policy framework to support the transformation of Azusa's future TOD areas into sustainable and economically vibrant districts. The Specific Plan focuses on implementing a community-based vision for the Azusa Downtown Gold Line Station, the Azusa Pacific University/Citrus Station and the immediate surrounding areas, as well as provide direction on how properties within various existing and proposed districts should be developed.

Impact Sciences Housing Experience

City of Los Angeles New Single-Family Zone Citywide IS/ND

Impact Sciences prepared four Negative Declarations for the City's Neighborhood Conservation Project. All four projects were proposed amendments to the Los Angeles Municipal Code (LAMC). The amendments included: modifications to existing R1 zones regarding height, garage placement, and similar changes; updates to the City's Baseline Mansionization and Baseline Hillside Ordinances (BMO/BHO) to modify grading limits and remove certain exceptions; grading limits specifically for the Bel-Air neighborhood; and implementation of Interim Control Ordinances (ICOs) for 15 neighborhoods while the BMO/BHO were being modified.

Los Angeles Permanent Supportive Housing (PSH) Ordinance

The project includes preparing an environmental document for the proposed PSH Ordinance that is proposed to help make development of PSH less cumbersome citywide. Changes include creating a "by-right" process for the development of PSH projects.

Environmental Documents for Four Housing Ordinances in the County of Los Angeles

Impact Sciences prepared four Addendums to the County General Plan EIR for the County of Los Angeles for four housing related ordinances. The four ordinances, Inclusionary Housing, Affordable Housing Preservation, By-Right Housing and Interim and Supportive Housing are necessary to assist the County in meeting the necessary housing goals in the County's Housing Element update. Together, the four ordinances are anticipated to increase affordable housing in the unincorporated County through minor modifications to the zoning code. The environmental documents were prepared on an expediated timeframe with all four being completed in less than six months.

Biologic and Natural Resources Experience (Vollmar Natural Lands Consulting)

City of Santa Clara Sanitary Condition Assessment Repairs Program

Working with the City of Santa Clara's Water and Sewer Utility and their consulting engineers, VNLC conducted biological evaluations at 34 proposed sewer line repair projects. The projects were located throughout the City of Santa Clara, encompassing habitats ranging from tidal sloughs, to riparian corridors, to landscaped urban settings. VNLC's environmental screening for the project identified six repair projects for which CEQA review was warranted. The remaining 28 were Grade 5 defect repair projects which were found to qualify for Class 1 categorical exemption from CEQA (per Section 15301 of the state's CEQA Guidelines). For the six projects that required CEQA review, VNLC prepared a comprehensive biological evaluation report and assisted with the permitting of the projects.

Santa Clara Valley Habitat Agency Open Services

As part of an open services contract with the SCVHA, VNLC surveyed three potential mitigation sites, totaling roughly 4,000 acres, with the objective of characterizing potential special-status species habitat and documenting species presence. We documented preserves of CTS, CRF, and Mt. Hamilton thistle on the properties. The survey reports are used to support conservation funding partnership agreements and permit applications.

Santa Clara Valley Open Space Authority Pond Survey and Management Project

VNLC developed survey protocols, conducted herptile surveys, and assessed pond condition of more than 40 stock ponds on 6 preserves owned and managed by SCVOSA. Surveys were also conducted along stream reaches on some preserves. Surveys included egg mass, larval seine, and night spotlight surveys for California tiger salamander, California red-legged frog, western pond turtle, and other herptiles. The pond assessments focused on documenting current physical condition, hydrology and water quality, vegetation, and potential management issues. The report will include a summary of methods and results and management recommendations for maintaining pond integrity as herptile breeding habitat.

Cultural Resources Experience (Basin Research Associates, Inc.)

Coyote Ridge Open Space Preserve Grazing, Wetland and Riparian Enhancement Projects, Santa Clara County

BASIN is providing archaeological services to identify and evaluate proposed improvements for the Coyote Ridge Grazing Improvements Project, Coyote Ridge Open Space Preserve Grazing, Wetland and Riparian Enhancement Projects, Santa Clara County, to be constructed via grant funding administered by the U.S. Bureau of Reclamation (Reclamation) and other state and federal agencies. The improvements have included fence removal, replacement and relocation, archaeological assistance with fencing of sensitive aquatic resources, spring improvements, trail construction and visitor amenities and assistance with other projects requiring cultural resources review. BASIN's tasks have included archival and literature reviews, archaeological inventories and the completion of technical reports as well as consulting and advising with Open Space Authority staff.

BASIN's cultural resources identification and evaluation efforts resulted in several Technical Reports for regulatory review by the U.S. Bureau of Reclamation to meet National Environmental Policy Act (NEPA) requirements and California Environmental Quality Act (CEQA) requirements for state and local agencies.

BASIN's successful approach involved both pre-field and in-field consultation with the Open Space Authority, the development of a GIS cultural layer for future management and field inventories with appropriate buffer zones to demonstrate to the granting agency(ies) that adequate field reviews had been completed. BASIN also managed Native American consultation. These actions required staff involvement at all levels of the BASIN team.

Blue Oak Ranch Reserve (BORR), Santa Clara County

BASIN provided archaeological services to identify and evaluate proposed improvements to the Blue Oak Ranch Reserve (BORR), Santa Clara County. The BORR, part of the University of California Natural Reserve System (UCNRS), is a 3,000 acre plus ecological research and biological field station located in the Diablo Range northwest of Mount Hamilton. A number of prehistoric and historic archaeological resources

a have been recorded within the BORR with the majority noted during preparation for controlled burns by Cal Fire in association with the University of California.

BASIN was tasked with reviewing resources within the proposed improvement area and in adjacent areas proposed for controlled burns that had not been reviewed by Cal Fire. In addition, BASIN completed Native American consultation in association with the University of California Planning Office (Berkeley) and consulted with Cal Fire archaeologists on appropriate protocols to meet both agency requirements.

BASIN's identification and evaluation effort resulted in a Technical Report and text for the BORR EIR.

BASIN's successful approach involved both pre-field and in-field consultation with the UCNRS manager and his field staff as well as interviews with former reserve managers and Cal Fire cultural resources manager. These actions required staff involvement at all levels of the BASIN team.

Housing Needs Assessment Experience (Harris & Associates)

Economic Analysis (Redevelopment of Industrial Property to residential) Johnson Development Associates

While at RSG, Inc., Ms. Mosesman and Mr. Galkin evaluated the housing need as part of a fiscal and economic impact analysis for a proposed mixed-use development in the City of Simi Valley that involved the rezoning industrial land for residential use. The evaluation focused on inventory, rental rates, vacancy, absorption, citywide land availability, and land value. Based on these metrics, the analysis reflected a strong demand for residential development relative to the industrial and office markets. The analysis incorporated a description of how the proposed development would help the City to achieve its RHNA goals, the impacts to onsite employment and earning capacity resulting from the rezoning, as well as fiscal and economic impact analyses estimating one-time and annual impacts to City revenues and expenditures along with local economic activity.

Inclusionary Housing Study (Multiplier Analyses), City of Oxnard

Harris prepared a detailed inclusionary housing in-lieu fee analysis for the City of Oxnard under the direction of Ms. Mosesman. As part of the analysis, we evaluated the impact on affordable housing demand (up to and including housing for moderate-income households) resulting from the development of market-rate housing, quantified on a per-unit basis. The nexus for the impact was based on the local spending of the market-rate households and the wages of the related jobs. The study was approved by the City Council in May 2020.

Transportation Experience (VRPA Technologies, Inc.)

Sacramento Area Council of Governments, Senate Bill 743 (SB 743) Implementation Tools for Local Agencies

Served as the Program Manager. Provided assistance to local agencies in all areas of SB 743 analysis including minimum project size for VMT analysis, tools for estimation of project-level VMT, mitigation, use of local and regional models, recommendation of significance thresholds, procedures for level of service analysis after implementation of SB 743 and educational materials for decision-makers and stakeholders. This project included periodic meetings with the Local Agency Working Group, a set of stakeholders from local agencies set up to oversee and provide guidance for the project.

Mid County Parkway, Riverside County, CA

Managed traffic analysis, including the incorporation and update of local jurisdiction socioeconomic data and road networks for the travel demand modeling and traffic analysis for seven alternatives and over 20 interchanges and numerous intersections; utilized the SCAG Regional Transportation Model and the Riverside Traffic Analysis Model (RivTAM); and led efforts to compare and analyze the existing 2030 socioeconomic files against City General Plans and new development projects. The traffic analysis was incorporated into the Project EIR/EIS.

City of Fresno, Park Crossings Development, Fresno, CA

Served as Project Engineer. Assisted with development of the Traffic Impact Study (TIS) and led preparation of traffic signal plans and Intelligent Transportation Systems Design. VRPA developed the TIS for the Project, which consisted of the analysis of twenty (20) intersections and six (6) roadway segments. Traffic signal plans were prepared for five (5) intersections that included two (2) new traffic signals and three (3) traffic signal modifications. The ITS design was prepared for approximately 2.5 miles of roadway that included eight (8) intersections and eight (8) roadway segments in the City of Fresno.

5. PROPOSED STAFF

Our team will work closely with City staff and, as needed, technical specialists to be certain documents are internally consistent and meet the requirements of CEQA and ensure continuous coordination of our proposed services. We have clearly defined roles for each team member assigned to the Project. Our Senior Project Manager will direct tasks to staff based on a variety of factors including availability, technical expertise, and cost effectiveness. Impact Sciences will review all technical reports and incorporate the findings into the environmental document as appropriate. This reduces the opportunity for inconsistencies and provides one defined voice for the document.

Below are brief biographical sketches for our key personnel that describe their experience and the responsibilities they would have on this contract with JUHSD. Full resumes are provided in **Appendix C, Resumes for Key Personnel**. *Impact Sciences commits these individuals to the required level of effort in providing the services described herein.*

John R. Anderson, M.A., M. Phil., Associate Principal

Project Role: Principal-in-Charge

Mr. Anderson will be responsible for resources and staff allocation for the duration of the contract and provide technical review, and Senior QA/QC for the Project. Currently, Mr. Anderson is serving as the Principle on Charge of Impact Sciences' Projects with CCSF, City of San Jose and the City of Santa Clara. He spent 17 years as a Contract Professional for the Facilities Division of LAUSD. He served as the Senior Manager of the Environmental Planning Team and, most recently, served as the Senior CEQA Advisor to the Asset Management (aka, Development) Department.

He has assisted in the preparation of environmental documents pursuant to CEQA, including EIRs, MNDs, and addendums for mixed-use developments, public facilities and institutional Projects. Mr. Anderson has extensive experience with stakeholder engagement allowing for fully informed decisions by the Lead Agency. Mr. Anderson's diverse experience also includes preparing documents for the Colusa County Sheriff's Department, the City of West Sacramento, and the Central Basin Municipal Water District.

Vanessa Williford, Senior Project Manager

Project Role: Project Manager

Ms. Williford has more than 16 years of experience in developing and managing innovative and diverse environmental projects successfully guiding them through national, state, and local permitting and regulatory processes with a recent focus in transit-related projects in Southern California. Previous work includes projects for Los Angeles County Metropolitan Transportation Authority (Metro), Riverside County Transportation Commission (RCTC), and Southern California Regional Rail Authority (SCRRA)/Metrolink that are federally funded by the Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). She has been a key contributor in the preparation of more than 70 ISs, EIRs, Environmental Assessments, Sustainable Communities Environmental Assessments (SCEAs), and Environmental Impact Statements for infrastructural, tourism, operational, and industrial developments.

Angela Pan, ENV SP, Project Manager III

Project Role: *QA/QC*

Ms. Pan has assisted in the preparation of environmental documents pursuant to CEQA, including EIRs, MNDs, and addendums for mixed-use developments, public facilities and institutional projects. Her

relevant experience include preparation of an Initial Study for a Project proposed by UC Merced, a CEQA addenda for UC Merced 2020 Project, a CEQA addendum for LBNL, the Dundee-Glasgow Addendum for UCR, and assistance with the UCSC Student Housing West Project EIR.

Ms. Pan's selected experience includes preparing documents for the CCSF, UC Merced, UC Riverside, UC San Francisco, and UC Santa Cruz campuses. Specifically, she has recently assisted in the preparation of an Initial Study for a infrastructure upgrade Project at CCSF, an EIR for a large residential Project on the UC Santa Cruz campus, and the preparation of initial studies for a mobility improvement Project and student housing Project on the UC Riverside campus.

Kaitlyn Heck, Technical Specialist

Project Role: *Technical Specialist*

Ms. Heck works as the Air Quality and GHG Technical Analyst at Impact Sciences. Ms. Heck has conducted air quality and GHG studies for both CEQA and NEPA documents. Her primary area of expertise includes modeling emissions of criteria air pollutants, performing ambient air quality impact analyses and health risk assessments, and providing air quality and greenhouse gas support to our clients. Her modeling skills encompass the range of industry standard software for air quality and greenhouse gases, including air pollutant dispersion modeling programs such as AERMOD and AERSCREEN, as well as emissions modeling programs such as CalEEMod, EMFAC, and OFFROAD.

Ms. Heck will serve as the technical specialist for all Air Quality and Greenhouse analyses.

Kevin Varzandeh, Planner III

Project Role: *Staff Planner*

Mr. Varzandeh has assisted in the preparation of environmental documents pursuant to CEQA, including sections and background reports for EIR's for residential, mixed-use, and jurisdictional regional plans, as well as MNDs for transportation and residential Projects. He has a background in environmental studies and knowledge of issues related to climate change, environmental policy, SVUSD planning, and sustainability. He has assisted in the preparation of environmental documents for commercial, residential, and mixed-use Projects, pursuant to CEQA.

Mr. Varzandeh will assist in conducting the environmental analysis.

Kara Yates Hines, MPS, Publications Manager

Project Role: *Visual Layout, Graphics Creation, and Document Production*

Ms. Hines has more than ten years of experience in marketing, publishing, and writing. As the primary manager for document publication, she handles all aspects of production, including graphics development, document formatting, copyediting, and visual layout. She performs in-house publications of small reports, including booklet assembly, digital productions, and CD/DVD authoring. For larger Projects, she coordinates the in-house production of documents that meet the company's style and quality. Her goal is to ensure environmental reports are visually appealing, consistent, and concise.

Ms. Hines will provide document creation and production services for the CEQA document.

VRPA Technologies Inc.

Georgiena Vivian, President, VRPA Technologies, Inc.

Ms. Vivian, Project Manager for this effort, founded VRPA Technologies in 1988. Prior to founding VRPA, Ms. Vivian was employed by Fresno COG between 1978 and 1988 and was responsible for regional planning programs and studies. She has over 48 years of experience in transportation planning and financing, congestion management, traffic engineering, transportation demand management and transportation systems management (TDM/TSM) activities, land use planning, sustainable communities planning, environmental assessment, air quality, greenhouse gas (GHG), and noise impact analysis and extensive public outreach specifically related to statewide, regional and local transportation planning and engineering studies, plans, reports and programs.

Erik Ruehr, P.E. – Director Of Traffic Engineering, VRPA Technologies, Inc.

Erik Ruehr, Director of Traffic Engineering with VRPA Technologies, Inc., has over thirty years of experience in traffic engineering and transportation planning. Prior to joining VRPA, Mr. Ruehr worked with JHK & Associates, BRW, and the Toledo Metropolitan Area Council of Governments. Mr. Ruehr's experience covers a broad range of traffic engineering and transportation planning specialties. He has extensive experience in the preparation of traffic forecasts for regional transportation plans, corridor studies, and traffic impact analyses and has applied traffic forecasts in a variety of planning, operational, and design projects. Mr. Ruehr' traffic engineering experience includes Intelligent Transportation Systems, traffic signal systems, traffic engineering design, traffic signal timing, and parking. He is a registered as a Civil Engineer and Traffic Engineer in California and as a Professional Engineer in Washington, Oregon, Minnesota, and Florida. Mr. Ruehr has served with the Transportation Research Board's Highway Capacity Committee and has contributed to the 2000, 2010, and 6th Edition versions of the Highway Capacity Manual.

Harris & Associates

Hitta Mossman, Senior Director, Community Economics and Housing Solutions

Hitta Mossman joined Harris in August 2019 and was previously a Principal at RSG, a community development and financial consulting firm serving cities throughout California. Hitta has over 10 years of experience in providing affordable housing services to cities and non-profit agencies. She is working with the Cities of Bellflower, Garden Grove, and Hawthorne on projects related to homeless shelters and permanent supportive housing, as well as development agreements for affordable housing projects and compliance. Hitta is also working with the Cities of Oxnard, Duarte, and San Juan Bautista on affordable housing activities including grant applications, inclusionary housing studies, development feasibility analysis and establishing programs. She has also worked with the City of Irvine and the Irvine Community Land Trust to provide consulting services from affordable housing strategies and implementation plans to housing requirements and specific initiatives.

Dmitry (Dima) Galkin, Housing Analyst

Dima has more than seven years of experience in housing analysis, for both market-rate and affordable development. He has advised California cities on affordable housing asset management and disposition, reviewed pro formas, and provided data analysis for inclusionary housing in-lieu fees. Dima's experience includes a year working directly for the City of Santa Monica's Housing Division.

Vollmar Natural Lands Consulting

Jake H. Schweitzer, Senior Ecologist / GIS Specialist

Mr. Schweitzer combines 18 years of experience as a professional vegetation and wetland ecologist with over 20 years of experience in cartography and geographic information science (GIS, remote sensing/image analysis, and GPS technology). His ecological focus has been in botanical and wetland sciences. He holds federal and state permits to survey for listed fairy shrimp, California red-legged frog, and California tiger salamander and is certified in the vegetation mapping techniques developed by the California Native Plant Society and California Department of Fish and Wildlife. He is also trained to conduct California Rapid Assessment Method (CRAM) surveys. Mr. Schweitzer has been a docent for the past ten years at the East Bay Regional Park Botanic Garden, teaching native California plant ecology to the public.

Cassie M. Pinnel, Senior Ecologist

Ms. Pinnell combines over 15 years as a professional ecologist with over four years as Executive Director of a watershed restoration NGO in California. Her work has included managing large-scale restoration projects and conducting statewide surveys for special-status plant and wildlife species, using a variety of survey techniques in both wetland and upland environments. She has experience in assessing effectiveness of wetland, intertidal, and upland restoration projects, and using GIS and statistical software (R, SPSS) to determine community-level responses to habitat modification and restoration. Ms. Pinnell has also worked on large-scale species distribution assessments and habitat analyses to supplement conservation planning in California. Ms. Pinnell has worked on the preparation of multiple Land and Resource Management Plans and regulatory permitting on projects in the Central Valley and larger Bay Area regions. She is experienced with permitting under Sections 404, 401, and 1602, and has prepared multiple Biological Assessments for Section 7 Consultations.

Basin Research Associates

Colin Busby, Ph.D., Principal – Senior Project Manager

Dr. Busby has 48 years archaeological experience in six states and three foreign counties. His cultural resources management experience has involved all aspects of NEPA and CEQA assessment and regulatory compliance. Experience includes the design, direction and execution of the cultural resource components of EISs, EIRs, EAs and other investigations for federal, state and municipal governments, land developers, the U.S. military and the scientific community in the western United States. Specialties include program management, Native American consultation, public liaison and regulatory agency coordination, research design development, field research, NHPA Section 106 and Section 110 compliance, editing and report production. California Native American consultation has included SB 18 and AB 52 assistance.

Dr. Busby has either acted as the Principal or co-Principal Investigator/Project Manager for over 600 cultural resource assessments, mitigation programs and regulatory compliance programs associated with land development, water resources and wastewater management, energy development, mining exploration and urban development throughout northern and central California and Nevada.

Christopher Canzonieri, Lead Archaeologist/Physical Anthropologist

Mr. Canzonieri has 19 years of experience in cultural resource assessment/management and NEPA and CEQA regulatory compliance. He is an experienced archaeologist and physical anthropologist with expertise in prehistoric and historic California including an extensive background in human osteology both in the field and in laboratory analysis. He presently serves as Lead Staff Archaeologist and Physical

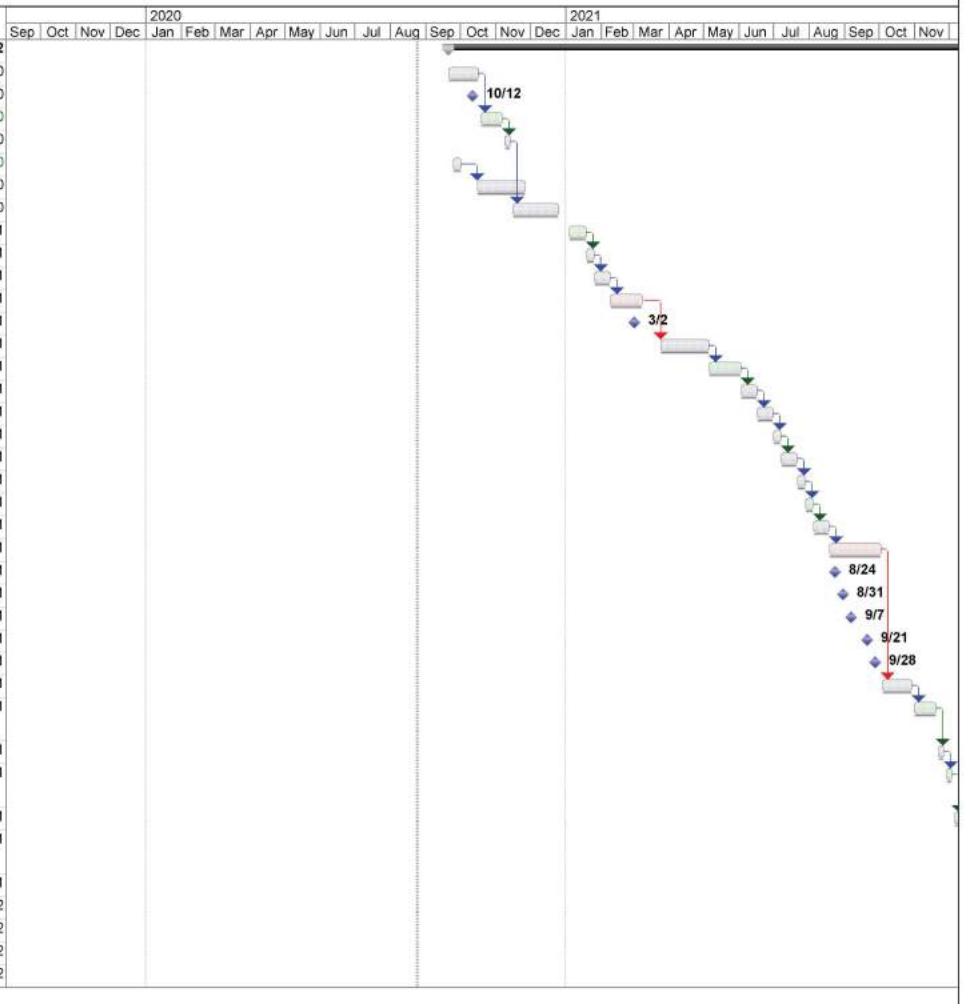
Anthropologist and is BASIN's Native American liaison and facilitator. He has supervised small-scale inventories and archaeological monitoring programs, participated in and supervised archaeological site testing programs and extended data recovery projects in California and conducted focused, project specific research at the direction of the Principal Investigator. Prior to his employment with Basin Research Associates, Mr. Canzonieri worked with other cultural resources firms in central California including a Native American owned cultural resources management firm.

Mr. Canzonieri has contributed to over 60 manuscripts and reports including site assessments, field inventories and evaluations, site testing report and specialized osteological reports. Mr. Canzonieri's research interests are in human osteology, particularly palaeopathology and trauma with other interests in taphonomy, prehistoric migration, human evolution, and the peopling of California.

6. WORK SCHEDULE

City of Menlo Park
123 Independence Drive
CEQA Schedule

ID	Task Name	Duration	Start	Finish
1	**CEQA Documentation**	**375 days**	**Mon 9/21/20**	**Mon 2/28/22**
2	Prepare Project Description	4 wks	Mon 9/21/20	Fri 10/16/20
3	PD Meeting	0 days	Mon 10/12/20	Mon 10/12/20
4	City to Review Project Description	15 days	Mon 10/19/20	Fri 11/6/20
5	Finalize PD	1 wk	Mon 11/9/20	Fri 11/13/20
6	City to Provide All Data Needs	1 wk	Fri 9/25/20	Thu 10/1/20
7	Technical Analysis	6 wks	Fri 10/16/20	Thu 11/26/20
8	Prepare Initial Study and NOP	6 wks	Mon 11/16/20	Fri 12/25/20
9	City Review of Initial Study/NOP	11 days	Mon 1/4/21	Mon 1/18/21
10	Incorporate Comments and Finalize Initial Study/NOP	1 wk	Tue 1/19/21	Mon 1/25/21
11	Prepare and Publish Initial Study/NOP	2 wks	Tue 1/26/21	Mon 2/8/21
12	Circulate Initial Study/NOP	30 edays	Mon 2/8/21	Wed 3/10/21
13	Scoping Meeting	0 days	Tue 3/2/21	Tue 3/2/21
14	Prepare Administrative Draft I EIR	6 wks	Thu 3/25/21	Wed 5/5/21
15	City Review Administrative Draft I EIR	4 wks	Thu 5/6/21	Wed 6/2/21
16	Incorporate City Comments Admin Draft I EIR	10 days	Thu 6/3/21	Wed 6/16/21
17	Prepare Administrative Draft II EIR	2 wks	Thu 6/17/21	Wed 6/30/21
18	City Review Administrative Draft II EIR	1 wk	Thu 7/1/21	Wed 7/7/21
19	Incorporate City Comments Admin Draft II EIR	10 days	Thu 7/8/21	Wed 7/21/21
20	Prepare Screencheck Draft EIR	1 wk	Thu 7/22/21	Wed 7/28/21
21	City Review and Approve Screencheck Draft EIR	1 wk	Thu 7/29/21	Wed 8/4/21
22	Prepare, Publish and Deliver Public Draft EIR	2 wks	Thu 8/5/21	Wed 8/18/21
23	Circulate for Public Review	45 edays	Wed 8/18/21	Sat 10/2/21
24	Draft EIR Public Hearing 1	0 days	Tue 8/24/21	Tue 8/24/21
25	Draft EIR Public Hearing 2	0 days	Tue 8/31/21	Tue 8/31/21
26	Draft EIR Public Hearing 3	0 days	Tue 9/7/21	Tue 9/7/21
27	Draft EIR Public Hearing 4	0 days	Tue 9/21/21	Tue 9/21/21
28	Draft EIR Public Hearing 5	0 days	Tue 9/28/21	Tue 9/28/21
29	Administrative Draft I Response to Comments and MMRP	4 wks	Mon 10/4/21	Fri 10/29/21
30	City Review Administrative Draft I Response to Comments and MMRP	3 wks	Mon 11/1/21	Fri 11/19/21
31	Administrative Draft II Response to Comments and MMRP	1 wk	Mon 11/22/21	Fri 11/26/21
32	City Review Administrative Draft II Response to Comments and MMRP	1 wk	Mon 11/29/21	Fri 12/3/21
33	Prepare Screencheck Final Response to Comments	1 wk	Mon 12/6/21	Fri 12/10/21
34	City Review and Approve Screencheck Final Response to Comments	1 wk	Mon 12/13/21	Fri 12/17/21
35	Prepare Final EIR	1 wk	Mon 12/20/21	Fri 12/24/21
36	Final City Review of Final EIR	3 wks	Mon 12/27/21	Fri 1/14/22
37	Produce Final EIR and Submit to City	3 days	Mon 1/17/22	Wed 1/19/22
38	Planning Commission Hearing	0 days	Mon 2/7/22	Mon 2/7/22
39	City Council Hearing	0 days	Mon 2/28/22	Mon 2/28/22



Impact Sciences Budget
City of Menlo Park
123 Independence Drive Project EIR

Task	Task Description	Principal-in-Charge	PM	Staff Planner	AQ & GHG Specialist	Graphic Artist	QA/QC	Admin Asst.	Total ISI		VRPA Technologies Inc.	Vollmar Natural Lands Consulting	Basin Research Associates	Harris & Associates	ISI Markup	Total Subs	Expenses	TOTAL BUDGET
		$210	$155	$125	$125	$115	$155	$75	Hrs	Fee	Trasnportation	Biologic Resources	Cultural Resources	RHNA - Land Use				
1	Kick-off Meeting	4	6	2	4	2	4	1	23	$3,445								$3,445
2	Prepare Project Description	6	32	8		4		1	51	$7,755								$7,755
3	NOP / Scoping Meeting / DEIR Preparation	6	20	27	4	4	4	1	66	$9,390								$9,390
4	Prepare Technical Studies																	
	Air Quality				34				34	$4,250								$4,250
	Greenhouse Gas Emissions				40				40	$5,000								$5,000
	Noise & Vibration				40				40	$5,000							$200	$5,200
	Transportation	8	8	8	16	8	4		52	$7,460	$103,500 *				$10,350	$113,850		$121,310
5	Prepare Administrative Draft EIR I					14	4	18	36	$3,580								$3,580
	Introduction	1	1	3			8		13	$1,980								$1,980
	Executive Summary	2	2	8		2			14	$1,960								$1,960
	Environmental Impact Analysis																	
	1 Aesthetics	2	12	2					16	$2,530								$2,530
	2 Agricultural & Forestry Resources	1		6					7	$960								$960
	3 Air Quality	4	4		6				14	$2,210								$2,210
	4 Biological Resources	2	9	6					17	$2,565		$9,729			$973	$10,702		$13,267
	5 Cultural Resources	2	8	6					16	$2,410			$10,890		$1,089	$11,979		$14,389
	6 Energy	4	8		20				32	$4,580								$4,580
	7 Geology and Soils	1	4	4					9	$1,330								$1,330
	8 Greenhouse Gas Emissions	6	4	1	14				25	$3,755								$3,755
	9 Hazards & Hazadous Materials	1	4	6					11	$1,580								$1,580
	10 Hydrology and Water Quality	2	2	2					6	$980								$980
	11 Land Use and Planning	8	12	12					32	$5,040								$5,040
	12 Mineral Resources	1		2					3	$460								$460
	13 Noise	4	2	9	8				23	$3,275								$3,275
	14 Population and Housing	10	4	4					18	$3,220				$35,000	$3,500	$38,500		$41,720
	15 Public Services and Recreation	2	4	14					20	$2,790								$2,790
	16 Transportation	6	9	12					27	$4,155								$4,155
	17 Tribal Cultural Resources	1	2	2					5	$770								$770
	18 Utilities and Service Systems	2	8	18					28	$3,910								$3,910
	19 Wildfire	2	2	2					6	$980								$980
	Alternatives		2	2	6				10	$1,310								$1,310
	Other CEQA Requirements	2	8	12					22	$3,160								$3,160
5	Prepare Administrative Draft EIR II	8	16	24	18	12	12	6	96	$13,100								$13,100
6	Prepare Screencheck Draft EIR	8	12	9		4			33	$5,125								$5,125
7	Prepare Draft EIR	8	8	12		8			36	$5,340							$500	$5,840
8	Draft EIR Meeting	8	12					2	22	$3,690								$3,690
9a	Prepare Administrative Final EIR	5	4	8		4	4		25	$3,750							$250	$4,000
9b	Prepare MMRP	2	2	8				1	13	$1,805								$1,805
10	Prepare Final EIR	8	50	21		9			88	$13,090								$13,090
11	Prepare Administrative Record	4	8	24		6			42	$5,770								$5,770
12	Post Certification	1	1	4					6	$865								$865
13	Hearings/Meetings	8	32				4	2	46	$7,410								$7,410
14	Project Management	8	60				8		76	$12,220								$12,220
TOTAL		**158**	**382**	**288**	**210**	**77**	**52**	**32**	**1,199**	**$173,955**	**$103,500**	**$9,729**	**$10,890**	**$35,000**	**$15,912**	**$175,031**	**$950**	**$349,936**

*Note: The budget listed in the table assumes two model runs at $8,500 per run. The number of study intersections and roadway segments may change following the completion of Task 1. The cost identified above will be increased or decreased by $4,000 per intersection dependent upon scoping review/adjustments by the City of Menlo Park and Caltrans. Should traffic model runs be required for the analysis described in the scope provided above, an additional cost of $8,500 per model run would be applied to the cost estimate for the TIS and/or for the VMT analysis noted above

IMPACT SCIENCES

SCHEDULE OF CHARGES

Personnel charges are for work directly related to projects. Charges for personnel services are based on an hourly rate for time charged to the project. Current personnel classifications and rates are as follows:

Classification	Hourly Rate
Principal/Managing Principal	$200.00 – $250.00
Associate Principal	$170.00 – $210.00
Senior Project Manager I/II	$150.00 – $170.00
Project Manager I/II	$125.00 – $150.00
Planner I/II/II	$110.000 – $125.00
Senior Technical Specialist	$145.00
Technical Specialist	$125.00
GIS Technician	$115.00
Visual Simulation	$120.00
Graphics	$115.00
Publication	$115.00
Clerical/Administrative	$75.00

An overtime premium will be added to the hourly rates of non-professional staff. Overtime work is defined as time charged to a project in excess of eight hours per day, and any time worked on weekends or holidays. Travel time spent in the interest of the client will be charged at the hourly rate. When it is necessary for an employee to be away from the office overnight, subsistence will be charged. Contract personnel will be charged according to the hourly rates for their category as listed above.

Other Charges

Subcontractors	Cost plus 10 percent
Expenses and Outside Reproduction Charges	Cost plus 10 percent

Mileage

Off-Road Mileage Expense	$ 0.95 per mile
Staff Mileage Expense	IRS standard reimbursement rate

Equipment Charges

Noise Monitoring Equipment	$ 100.00 per day
GPS Unit	$ 100.00 per day
GPS Unit	$ 75.00 per ½ day
Laser Range Finder	$ 100.00 per day

IMPACT SCIENCES

SCHEDULE OF CHARGES
(continued)

GIS/Visual Simulation Charges

Plotter Prints	$ 8.00 per square foot
Plotter Prints (Gloss or Specialty Paper)	$ 10.00 per square foot
Plotter Prints (Working/Field Maps)	$ 4.00 - 5.00 per square foot
Geo-Referenced Aerial Image	$275.00 </= 5.5 A Site*
Non Geo-Referenced Aerial Image	$ 25.00 per image

Internal Reproduction Costs

Single Sided Black and White Copies

8.5″x11″	$ 0.05 per copy
11″x17″	$ 0.15 per copy

Double Sided Black and White Copies

8.5″x11″	$ 0.10 per copy
11″x17″	$ 0.30 per copy

Single Sided Color Copies

8.5″x11″	$ 0.50 per copy
11″x17″	$ 0.75 per copy

Double Sided Color Copies

8.5″x11″	$ 1.00 per copy
11″x17″	$ 1.50 per copy

Document Scanning $ 0.02 per page

Preparation for court appearances, depositions, presentations to regulatory boards, or other special requests for testimony will be charged on a time-and-materials basis.

* Several factors influence the cost of imagery, including resolution, date and area. Please contact the GIS Group for more specific pricing information.

All rates will be adjusted annually by a minimum of 5%.

APPENDIX A

VRPA Technologies, Inc.: Proposal for Traffic Impact Study, Transportation Demand Management Plan, and Senate Bill 743 Impact Assessment

123 INDEPENDENCE DRIVE MIXED-USE PROJECT EIR, MENLO PARK

Traffic Impact Study,
Peer Review of the Transportation Demand Management Plan,
and Senate Bill 743 Impact Assessment

PROPOSED SCOPE OF SERVICES

Revised September 24, 2020

PURPOSE

The purpose of this scope of services is to identify tasks associated with development of 67 for-sale three-story townhomes, a five-story apartment building with 316 units, and an 88,750-square-foot office building ("Project") related to the preparation of a Traffic Impact Study (TIS), peer review of the Project's Transportation Demand Management (TDM) Plan, and a Senate Bill (SB) 743 Impact Assessment that meets City of Menlo Park requirements.

PROJECT DESCRIPTION

Based on project information provided by the City of Menlo Park, the applicant proposes to demolish five (5) existing industrial and office buildings across five parcels located at 119, 123-125, and 127 Independence Drive; 130 Constitution Drive; and 1205 Chrysler Drive, and construct 67 for-sale three-story townhomes, a five-story apartment building with 316 units, and an 88,750-square-foot office building ("Project"). The proposal includes a request for an increase in height, density and floor area ratio (FAR) under the bonus level development allowance in the City's Zoning Ordinance, subject to obtaining a use permit and providing one or more community amenities required by the R-MU-B (Residential Mixed Use, Bonus) zoning district regulations. Additional project details are available here: https://www.menlopark.org/1695/123-Independence-Drive.

The project size is within the maximum amount of new residential development potential identified in the Land Use Element of the City's 2016 General Plan Update, commonly referred to as ConnectMenlo. The Land Use Element identifies the potential for 4,500 new residential units in the Bayfront Area, located in an area historically developed with industrial, warehousing, and office uses north of US Highway 101 and south of State Route 84 (Bayfront Expressway) adjacent to the San Francisco Bay. This project in combination with all previously submitted projects since ConnectMenlo was approved totals 3,199 residential units, which is within the maximum number of units identified in the General Plan. However, the program EIR for ConnectMenlo analyzed the remaining development potential of 150 residential units, the potential for 3,000 new residential units and the potential for 1,500 corporate campus units in the Bayfront Area. Because the proposed project exceeds the number of residential units analyzed in the ConnectMenlo EIR by 49 units (3,150 residential units - 3,199 residential units), the proposed project would not be able to tier from the ConnectMenlo EIR (unlike the other multi-family housing projects currently being reviewed by the City) and would need to evaluate all applicable EIR topic areas under CEQA.

TRAFFIC IMPACT STUDY SCOPE OF SERVICES

TASK 1 TIS Assumptions Memorandum

VRPA will prepare an Assumptions Memorandum to the City's Public Works Director or designee for review and approval before commencement of the Traffic Impact Study (TIS). The Assumptions Memorandum will identify:

- ✓ Trip rates and generated trips
- ✓ Trip distribution and assignment
- ✓ Final list of study intersections and roadway segments to be analyzed
- ✓ TIS methodology and major assumptions

TASK 2 TIS Executive Summary, Introduction, Project Description, and Study Scope

VRPA will prepare a stand-alone Executive Summary outlining the traffic conditions with and without the Project, Project effects, and appropriate mitigation improvements. The Introduction chapter will contain the TIS purpose, Project Description, and reference the Assumptions Memorandum described in Task 1 above.

TASK 3 Trip Generation and Distribution Analysis

VRPA will estimate daily and peak hour trip generation associated with the Project using the latest edition of the Institute of Transportation Engineers (ITE) Trip Generation Manual. VRPA will then provide the Project's trip distribution based on input provided by the citywide transportation model, previous studies, and/or engineering judgement.

Results of the trip generation and distribution analysis, along with other traffic analysis assumptions, will be incorporated into the TIS Assumptions Memorandum referenced in Task 1 and provided to City of Menlo Park staff for purposes of determining the final scope of the traffic analysis.

TASK 4 City of Menlo Park Consultation / Scoping Meeting

VRPA will meet with appropriate City staff and the client to discuss the TIS Assumptions Memorandum and final scope of the traffic analysis. Discussion of the scope will set the stage for development of the analysis, including an understanding of the Project and its components, the freeway, highway, street and road segments and intersections that should be included in the analysis, issues related to trip generation and distribution, and improvement strategies if appropriate.

TASK 5 Existing Traffic Conditions

According to the City's Transportation Impact Analysis (TIA) Guidelines, intersections expected to add 10 or more peak hour project trips per travel lane and roadway segment are likely to generate project effects based on existing demand and therefore should be studied. Considering City requirements, an analysis of traffic/circulation conditions for up to 16 study intersections (existing and proposed) are listed below. All

connecting roadway segments to these intersections would also be analyzed. ***Note: The number of intersections may change following the completion of Task 1.***

1. Marsh Road and Bayfront Expressway (State)
2. Marsh Road and US-101 NB Off-Ramp (State)
3. Marsh Road and US-101 SB Off-Ramp (State)
4. Marsh Road and Scott Drive (Menlo Park)
5. Marsh Road and Bay Road (Menlo Park)
6. Marsh Road and Middlefield Road (Atherton)
7. Marsh Road and Florence Street-Bohannon Drive (Menlo Park)
8. Chrysler Drive and Bayfront Expressway (State)
9. Chrysler Drive and Constitution Drive (Menlo Park)
10. Chrysler Drive and Jefferson Drive (Menlo Park)
11. Chrysler Drive and Independence Drive (Menlo Park)
12. Chilco Street and Bayfront Expressway (State)
13. Chilco Street and Constitution Drive (Menlo Park)
14. Willow Road and Bayfront Expressway (State)
15. University and Bayfront Expressway (State)
16. Project Entrance at Independence Drive

Task 5.1 Existing Transportation System

VRPA will:

- ✓ Conduct a field review of the existing street system serving the site (number of lanes, street, and roadway classification, etc.)
- ✓ Identify the Circulation System Assessment (CSA) existing traffic volumes including the Average daily traffic volume (ADT) and AM and PM peak hours
- ✓ The CSA existing AM and PM levels of service
- ✓ Existing public transit service providers affecting the area
- ✓ On- and off-street parking conditions and availability
- ✓ Pedestrian and bicycling conditions in the project area

Should additional traffic counts be required, VRPA will conduct new traffic counts in the Study Area in consultation with the City. Under COVID-19 conditions, it is not appropriate to conduct traffic counts since average weekday travel conditions do not currently exist. As a result, VRPA will review alternatives with the City including contracting with a cellphone data firm to estimate travel conditions at the specified intersections and along the street and road segments using cellphone data.

Task 5.2 Identify Existing Traffic Impacts

Based upon data gathered in Task 5.1, VRPA will identify existing traffic impacts along each specified highway and street/road facility (segments) and at intersections specified above from the CSA. Results of the review will provide LOS estimates considering existing traffic conditions. Should other intersections need to be studied that are not reflected in the CSA document, existing LOS for those intersections will be determined using the latest version VISTRO software.

The results of each of these technical analyses and/or review will include weekday ADT and AM and PM peak hour highway, street/road, and intersection LOS estimates, signal (if appropriate) and 4-way stop warrants, and left turn pocket warrants along each segment and at each study intersection, as appropriate.

Task 5.3 Identify Short and Long-term Improvement Projects

In consultation with the City of Menlo Park, identify short- and long-term planned/programmed highway and street/road improvements along the facilities specified above referencing the General Plan, Circulation Element, and Capital Improvement Programs (CIPs). Short–term highway and street/road improvement projects are improvements that will be constructed within one to three (1-3) years of "opening day" of the Project. Such improvement projects may provide relief or enhance traffic impacts associated with the Project or other near-term or cumulative projects. Long-term highway and street/road improvement projects will be identified and considered during the future year impact analysis.

TASK 6 Near Term Traffic Conditions With and Without the Project

VRPA will review impacts associated with CSA near-term conditions and CSA near-term conditions with project consistent with the City's Traffic Impact Analysis Guidelines. VRPA will also:

- ✓ Address any project site circulation and access issues and identify any deficiencies
- ✓ Discuss compliance of project site parking with adopted City code including loading and disabled spaces
- ✓ Discuss any off-site parking impacts (such as neighborhood parking intrusion) of the project
- ✓ Analyze the project in relation to relevant policies of the Circulation Element of the General Plan
- ✓ Analyze potential cut-through traffic generated by the project affecting other City neighborhoods
- ✓ Identify pedestrian conditions and bicycle access, including safety issues
- ✓ Analyze project using the requirements outlined in the San Mateo County Congestion Management Plan (CMP) Land Use Analysis Program guidelines, if applicable

Near-term conditions without the Project will be assessed using the most recent CSA near-term traffic counts and information. Project traffic will then be added to the CSA near-term traffic counts to assess Near-term traffic conditions with the Project on the existing specified highway and street/road segments and intersections in the Study Area including LOS and other necessary evaluations considering methodologies specified in Task 5.

TASK 7 Long Term Traffic Conditions With and Without the Project

VRPA will prepare an assessment of long-term (Year 2040) conditions with and without the Project consistent with the City's TIA Guidelines. Long-term conditions without the Project will be assessed using Year 2040 traffic volumes from the City's General Plan. As an optional task, a Travel Demand Model run could be used to determine Year 2040 traffic forecasts. If a model run is required, VRPA will work with City staff to determine if the same model run referenced in the VMT analysis below could be also used for Year 2040 traffic forecasts.

Project traffic will then be added to the resulting long-term traffic estimates to assess Long-term traffic conditions with the Project on the specified highway and street/road segments and intersections in the Study Area including LOS and other necessary evaluations considering methodologies specified in Task 5.

TASK 8 Recommended Improvements

Where LOS estimates exceed minimum LOS standards outlined in the City's TIA Guidelines, VRPA will develop appropriate improvements considering results of Tasks 6 and 7. Such improvements may include, but are not limited to roadway/highway widening, traffic controls, turn pockets, alignment improvements, Transportation Demand Management (TDM) Plan and/or Transportation Systems Management (TSM) measures and any other improvements that would solve potential traffic problems.

All improvements will be discussed with the City Transportation Division before they are included in the Draft TIS. Improvements will be designed to address the Project's fair share of noncompliance. Improvements that would also be jointly required of the Project and any other on-going related projects in the Study Area will also be identified. The TIS will also:

- ✓ Identify improvement measures to address any site circulation or access deficiencies
- ✓ If roadway improvements include capacity increases for vehicular traffic (e.g., adding lanes or turn lanes), VMT analysis will be conducted as noted in the Senate Bill (SB) 743 Assessment section of this Scope of Services provided below to determine if the measure would increase VMT
- ✓ Discuss possible improvements to address any parking deficiencies
- ✓ Discuss possible improvements to address any effects on pedestrian amenities, bicycle access, safety, and bus/shuttle service

TASK 9 LOS Following Improvements

Identify the resultant LOS for each intersection considering implementation of required improvement measures developed in Task 8 to determine whether the recommended improvements will be effective.

TASK 10 Provide Traffic Data for Noise, Air Quality, and GHG Impact Assessments

VRPA will provide related traffic data to the Project Team, as needed, to develop the noise and air quality/greenhouse gas emissions (GHG) impact assessments.

TASK 11 Preparation of Draft Traffic Study

Based on the analysis described above, a Draft TIS will be prepared and submitted to the City of Menlo Park and any other affected agency for review and comment.

TASK 12 Preparation of Final Traffic Study

Revise the Draft traffic analysis considering affected agency comments resulting from Task 11 and prepare a Final Traffic analysis.

PEER REVIEW - TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

The City of Menlo Park has prepared TDM Guidelines that encourage the use of creative ways to reduce the traffic effects of new development projects. VRPA will conduct a peer review of the TDM Plan prepared by the Project applicant. The peer review will focus on the review and viability of selected TDM strategies and TDM benefits. VRPA will work with the rest of the project team to incorporate the results of the final TDM plan into the project environmental document.

SENATE BILL 743 ASSESSMENT

Senate Bill 743 (SB 743) went into effect throughout California on July 1, 2020. This legislation changed the performance measure for CEQA transportation studies from level of service to vehicle miles traveled (VMT). An assessment of potential VMT impacts associated with the Project will be provided to address changes in CEQA requirements and requirements noted in the City's TIA Guidelines.

With the changes brought about by SB 743 (described previously), Caltrans no longer uses level of service to determine the need for transportation improvements. Instead, focus is on providing adequate facilities for pedestrians, bicycles, and transit as well as safety considerations for all transportation modes. Guidance is provided in the Transportation Impact Study Guide dated May 20, 2020 and the Interim Land Development and Intergovernmental Review Safety Review Practitioners Guidance dated July 2020. This guidance will be used in determining the need for roadway improvements on Caltrans facilities.

TASK 1 VMT Assessment

To address the required VMT analysis, VRPA will complete the following:

- ✓ Determine the appropriate VMT analysis tool referencing Attachment B of the City's TIA Guidelines
- ✓ Determine if the Project is located in a low VMT area. VRPA will refer to the City's online mapping tool for average VMT values in applicable traffic analysis zones (TAZs)
- ✓ Apply Significance Criteria from the City's TIA Guidelines
- ✓ VRPA will provide VMT data for use in the GHG analysis

If it is determined that the VMT analysis will require a travel demand model run, VRPA will be prepared to provide this service as an optional task at $8,500 per model run.

Note: It is assumed that the Project does not require a General Plan/Area Plan/Specific Plan amendment; and therefore, will not require a cumulative VMT analysis.

TASK 2 Mitigation Measures

Should the Project exceed the VMT Significance Criteria noted in the City's TIS Guidelines, VRPA will analyze potential VMT mitigation measures including those referenced in the TDM Plan prepared by the Project applicant, as well as others that will result in reduced VMT to the extent feasible. VRPA will

evaluate VMT measures using the documentation specified in the City's TIA Guidelines, as well other appropriate research.

TASK 3 Mitigation Monitoring Program

Finally, VRPA will prepare a Mitigation Monitoring Program report detailing the monitoring steps to be taken by the Project and the City to evaluate VMT mitigation measures on a continuing basis, if necessary.

123 INDEPENDENCE DRIVE MIXED-USE PROJECT EIR, MENLO PARK

Traffic Impact Study,
Peer Review of the Transportation Demand Management Plan,
and Senate Bill 743 Impact Assessment

SCHEDULE, STAFFING, AND PROPOSED FEE

SCHEDULE

It is estimated that a Draft TIS (including peer review of the TDM Plan and development of the SB 743 Assessment) can be completed within a maximum of seven (7) weeks from receipt of the notice to proceed, final site plan, pertinent traffic volume/count information and approval of the Traffic Assumptions Memorandum by both the City of Menlo Park and Caltrans. It is further estimated that the final TIS can be completed within two (2) weeks of receipt of all comments received on the Draft TIS.

STAFFING

The project will be conducted under the direction of Ms. Georgiena Vivian, President and Erik Ruehr, P.E, T.E. Jason Ellard, Transportation Engineer and other VRPA staff members will assist, as necessary.

PROPOSED FEE

The proposed maximum fee for the TIS is $64,000. The maximum fee for peer review of the TDM Plan is $3,500. The Maximum fee for the SB 743 Assessment is $7,000 without the Mitigation Monitoring Program and $12,000 should a Mitigation Monitoring Program be required. ***Note: The number of study intersections and roadway segments may change following the completion of Task 1. The cost identified above will be increased or decreased by $4,000 per intersection dependent upon scoping review/adjustments by the City of Menlo Park and Caltrans. Should traffic model runs be required for the analysis described in the scope provided above, an additional cost of $8,500 per model run would be applied to the cost estimate for the TIS and/or for the VMT analysis noted above.***

APPENDIX B

Harris & Associates: Proposal for Housing Needs Assessment

HOUSING NEEDS ASSESSMENT

CITY OF MENLO PARK

August 24, 2020

Harris & Associates

TABLE OF CONTENTS

CONTACT INFORMATION

Harris & Associates
Hitta Mosesman, Senior Director, Community Economics + Housing Solutions
22 Executive Park, Suite 200
Irvine, CA 92614
(949)291-3729
hitta.mosesman@weareharris.com

TEAM

The Harris team will be led by Hitta Mosesman, Senior Director, Community Economics + Housing Solutions. Hitta has over 20 years of experience in economic analysis, housing, real estate and economic development. Hitta will be assisted by Dmitry (Dima) Galkin, Project Manager, with over 8 years of experience in these same service lines. Ms. Mosesman and Mr. Galkin have prepared similar economic and housing analyses for a development project in Simi Valley, California and inclusionary housing analyses in Oxnard and Agoura Hills. Other Harris staff will be assigned as needed. This Harris team truly possesses the full breadth and depth of experience necessary to complete all aspects of the proposed scope of work. Resumes for all staff are provided in the Resumes section of this proposal.

SCOPE OF WORK

We understand that a Housing Needs Assessment (HNA) is required for the proposed 123 Independence Drive project, a new 500,700 square foot mixed-use development with 67 townhomes, 316 apartments, and an 88,750 square foot office building (Project). The development of the Project will require the demolition of five existing single-story industrial/office buildings. The City is required to conduct an HNA as part of a recent settlement agreement between the City of Menlo Park and the City of East Palo Alto surrounding the City's previous General Plan update.

In general, the HNA will analyze the following impacts of the proposed Project:

- The impacts on the housing supply and housing need (by affordability level) resulting from construction of the new housing units and commercial space, as well as the impacts of eliminating the existing industrial/office buildings on the site. These impacts will be estimated on both a regional and City level.
- A displacement risk assessment given the characteristics of the Project (on a regional basis).

Task 1 – Project Kickoff & Data Request/Collection

Harris will participate in a project kick off call to review the assignment requirements and timeline. Following the call, Harris will provide a data request to City staff that lists the data needed to complete the HNA analysis and detail our understanding of assumptions.

Task 2 – Estimate Housing Supply and Need Impacts (Regional)

Harris will prepare an analysis of the estimated net impacts on housing supply and housing demand/needs resulting from the Project that will include the following components:

- Additional Housing Supply (by Income Level) – The housing units added to the City's supply of housing, by income level(s), based on Project information.
- Changes to Housing Demand Resulting from New Jobs – The net impact to housing demand from employment level changes resulting from the removal of the existing industrial/office space. Data from the US Census, the Bureau of Labor Statistics and other sources will be utilized to estimate employment level changes, household sizes and household incomes.
- Housing Demand for Off-site Jobs Generated by Residential Development– New development project generate an increased demand for services, retail stores, restaurants, healthcare and education. This increased demand will result in additional businesses and employees for these uses. The IMPLAN model will be utilized to calculate the number and type of new jobs resulting from the development of the Project, the income levels of these jobs and the housing needs generated by income level. Multiplier effects will be considered as part of the analysis.
- Net Housing Demand/Supply Impacts – The net housing supply and demand impacts will be calculated utilizing the data analyzed above.

Task 3 – Estimate Housing Supply and Need Impacts (City)

Using the methodology under Task 2, the impacts within only the City will estimated. The net change in housing need for employees will be distributed throughout the region, with a share of workers who will reside outside of the City limits. US Census data on commuting patterns will be utilized for this portion of the analysis.

Task 4 – Displacement Risk Assessment

New development can result in the displacement of lower income household as growth of higher paying jobs, coupled with constrained housing production, can lead to increased housing costs as supply is significantly lower than demand.

The Project consists of both residential and office space, so the development of the Project would add to both the housing supply and may increase the amount employment space somewhat. Harris will analyze the net changes and determine the projected impact on rents and housing costs on a regional basis to estimate any potential displacement risks. Recent HNAs prepared for the City for similar projects will be consulted for this task.

Task 5 – Prepare Report

The analysis from all tasks above will be presented in report format pursuant to the requirements of the East Palo Alto/Menlo Park settlement.

Deliverable: Two (2) drafts and one (1) final Report

Task 6 – Responses to DEIR Comments

Harris will assist the City and Impact Sciences in preparing responses to Draft EIR comments on the Draft EIR specifically related to the HNA.

Deliverable: A maximum of three (3) responses

EXPERIENCE

The Harris team has significant expertise in economic and housing analysis to provide comprehensive services to the City of Menlo Park. This team is led by Hitta Mosesman, formerly partner and shareholder of RSG, Inc. prior to joining Harris in 2019. Hitta has over 20 years of experience in providing fiscal and economic analysis for development projects and policy initiatives, as well as housing services to cities, counties and public agencies throughout California. Ms. Mosesman has assisted clients with analyzing the economic impacts resulting from residential, commercial and industrial development projects, including direct, indirect and induced job creation and the housing demand generated by those jobs at various income levels. Ms. Mosesman has significant experience in all aspects of housing – planning, financial analysis, development feasibility, grants/funding, reporting, compliance and strategy. She counts the San Gabriel Valley Regional Housing Trust, and the cities of Irvine, Garden Grove, Duarte, Hawthorne, Victorville, and the Irvine Community Land Trust as current and recent clients. Ms. Mosesman has been a featured speaker at the Housing California, Urban Land Institute and the Orange County Housing Summit in recent years.

Dmitry (Dima) Galkin, Project Manager, will also be assigned to this project. Dima has over 8 years of experience in analyzing fiscal and economic impacts resulting from a wide variety of development projects, including the jobs and housing demand generated by new development. Mr. Galkin joined Harris in August 2020 after working at RSG for 7 years and the City of Santa Monica in the Housing Department for 1 year. Ms. Mosesman and Mr. Galkin have worked together from 2013 through2019 on similar projects.

Highlights of our team's experience are provided below.

ECONOMIC ANALYSIS (REDEVELOPMENT OF INDUSTRIAL PROPERTY TO RESIDENTIAL)

Johnson Development Associates

Tom Messervy, President - West Region, Multifamily Division
tmesservy@johnsondevelopment.net

While at RSG, Inc., Ms. Mosesman and Mr. Galkin evaluated the housing need as part of a fiscal and economic impact analysis for a proposed mixed-use development in the City of Simi Valley that involved the rezoning industrial land for residential use. The evaluation focused on inventory, rental rates, vacancy, absorption, citywide land availability, and land value. Based on these metrics, the analysis reflected a strong demand for residential development relative to the industrial and office markets. The analysis incorporated a description of how the proposed development would help the City to achieve its RHNA goals, the impacts to onsite employment and earning capacity resulting from the rezoning, as well as fiscal and economic impact analyses estimating one-time and annual impacts to City revenues and expenditures along with local economic activity.

INCLUSIONARY HOUSING STUDY (MULTIPLIER ANALYSES)

City of Oxnard

Kathleen Mallory, Planning and Sustainability Manager
kathleen.mallory@oxnard.org

Harris prepared a detailed inclusionary housing in-lieu fee analysis for the City of Oxnard under the direction of Ms. Mosesman. As part of the analysis, we evaluated the impact on affordable housing demand (up to and including housing for moderate-income households) resulting from the development of market-rate housing, quantified on a per-unit basis. The nexus for the impact was based on the local spending of the market-rate households and the wages of the related jobs. The study was approved by the City Council in May 2020.

INCLUSIONARY HOUSING STUDIES (MULTIPLIER ANALYSES)

Agoura Hills

Allison Cook, Assistant Planning Director
acook@agourahillscity.org

While at RSG, Inc., Mr. Galkin provided an inclusionary housing in-lieu fee analysis for the City of Agoura Hills. As part of the analysis, we evaluated the impact on affordable housing demand (up to and including housing for moderate-income households) resulting from the development of market-rate housing, quantified on a per-unit basis. The nexus for the impact was based on the local spending of the market-rate households and the wages of the related jobs.

RESUMES

Resumes for Ms. Mosesman and Mr. Galkin are provided in Appendix A.

BUDGET

Harris proposes to complete the tasks outlined in the Scope of Work for a not-to-exceed fee of $35,000. This fee includes the cost of the IMPLAN data model required for the multiplier analysis (estimated at $1,500). This fee is based on Harris hourly billing rates, as provided below.

2020 Billing Rates	
Senior Director/Director	$260
Project Manager	$185
Senior Analyst	$145
Analyst	$135

In order to provide a competitive cost estimate and to reflect the existing limitations of the COVID-19 pandemic, the Budget does not include in-person meetings.

These fees may be adjusted annually beginning January 1st, 2021 not to exceed 4% per year. Out of pocket fees paid on behalf of the City for filing of required reports or to obtain data from the County or other sources will be invoiced at actual cost. Miscellaneous costs including mileage, phone calls, postage, etc. are included in the hourly rates.

APPENDIX C

Resumes for Key Personnel

John Anderson, M.A., M.Phil.

Associate Principal

Education

University of California, Santa Barbara, Master of Arts, Business Economics

RAND Graduate School, Master of Philosophy, Policy Analysis

University of California, Santa Barbara, Bachelor of Science, Mathematics and Economics

Affiliations

Missions Committee Member, Big Canoe Chapel (current)

Board of Directors, The Re-Use People of Canada (2017-2018)

Board of Directors, The Re-Use People of America (2016-2018)

Western States Petroleum Association Associates - Board of Directors (2002 – 2012, Current)

National Fire Protection Association, Incinerators and Linen Handling and Systems Committee - (2003 – 2008)

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Mr. Anderson has more than 30 years of experience in the regulatory, environmental health and safety, and environmental planning industries. He has managed large environmental programs and projects across North America. Mr. Anderson most recently has focused on the Corrections, Education, Energy and Water planning and compliance Markets. In California, he is currently serving as the Principal-in-Charge for the City College of San Francisco Master Plan and other projects in the Northern California Region. Previously, he has managed the Environmental Planning Program for the Los Angeles Unified School District (LAUSD); prepared Program EIRs for Water Authorities and School Districts; performed due diligence for Public and Private Sector clients for real estate and corporate acquisitions; and has been retained as an expert witness in relation to school, transportation, and remediation projects. Mr. Anderson has extensive experience in project management, staff development, and financial and administrative management. He's provided senior oversight for projects in the areas of CEQA/NEPA environmental impact reporting, risk management, preliminary endangerment assessments, Phase I and follow-on invasive site investigations, and litigation support.

Representative Professional Experience

- Associate Principal – Impact Sciences. Principle-in-Charge for the for the CEQA Compliance Services City College of San Francisco Master Plans (2004 and 2019). Mr. Anderson also is managing the CEQA Program for the Sulphur Springs Union School District in Canyon Country, as well projects with Private Developers in the City of Petaluma, the City of San Jose and the City of Santa Clara. Mr. Anderson also provides QA/QC and Principal-level review for projects across California.

- Vice President of Permitting and Regulatory Affairs for the **GTL Americas (GTLA) Project**, a 33,000 barrel-per-day natural gas conversion facility, future expansion phases of the GTLA Project, "Common Facilities" associated with the GTLA Project. Mr. Anderson was responsible for all related environmental permitting and regulatory compliance activities. He also had responsibility for providing expert environmental support for new facilities including due diligence, permitting, regulatory compliance, regulatory interpretation and development, and interface with Federal, State, regional and local agencies. Additional responsibilities encompass communications and interfacing with political, regulatory, community, non-governmental organization and citizen stakeholders.

- Senior Planning & Development Advisor for various projects with the **Los Angeles Unified School District's Comprehensive Facilities Upgrade Programs,** including the $22 billion New School Construction Program and the $3.6 billion School Upgrade Program. Mr. Anderson managed project planning activities related to comprehensive modernization and other development projects of existing District properties and new acquisitions. This role was a continuation of services provided in various capacities to LAUSD since 2000.

- Director of Environmental Services for the **Metro Airport Connector Transit Station Project**. Mr. Anderson supported the development of the Potential Construction Impacts Assessment and Mitigation Design technical document as part of the ongoing multi-billion LAX improvement program.

  As Program Manager, Mr. Anderson provided environmental planning and compliance consulting services to the **State of California Office of State Health Planning and Development (OSHPD)** pertaining to proposed changes to the Building and Fire Codes. Also provided "Third Party review" services for the Cities of Inglewood, Culver City and Ontario for CEQA/NEPA Projects with potential impacts within the relevant jurisdictions. Provided CEQA review and documentation on behalf of Colusa County for an addition to the County Jail.

- As Lead Environmental Planner, Mr. Anderson managed the environmental planning processes for the **Central Groundwater Basin's proposed Conjunctive Use Program** in Los Angeles County (2011-2013).

- On behalf of LAUSD, Mr. Anderson testified before a state-appointed mediator with regard to the inadequacy of various technical studies used to support the CEQA/NEPA process for the expansion of the Expo Light Rail Line;

- Lead Planner for the **Robert F. Kennedy Community School developed at the former Ambassador Hotel**. The unique cultural status of this site made the initial CEQA/NEPA process challenging and required three subsequent CEQA processes to address new environmental impacts not known at the time of the CEQA/NEPA certification and project approval by the Board of Education.

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- Lead Environmental Planner for LAUSD's groundbreaking **Health Risk Assessment** studies and the resulting policies and procedures addressing the risks of schools located near freeways and other high-risk industrial facilities and infrastructure.

- Supported the remediation and redevelopment of the **Pier A West Site Project in the Port of Long Beach**.

- As **Program Director** Mr. Anderson was responsible for all aspects of risk management, quality control, environmental and human health, safety, permitting and other regulatory compliance for **Leslie's Poolmart**. Operations at the time include 400+ retail locations, store-based service, distribution centers, chemical manufacturing facilities, and highway carrier fleet.

- As a Doctoral Fellow, was assigned to the **Environment and Natural Resources Program and the Education Program** within RAND Corporation's Domestic Division. Research activities included: 1) analysis of the issue of "environmental justice," specifically the case of southeast Chicago. The analysis included examination of the historical context for the issue, the contemporary setting, and made recommendations regarding policy options to address the situation; 2) investigated barriers to innovation in the remediation technology sector and; 3) was a supporting author for "Environmental Aspects of Base Closure in California," which presented analysis of the challenges posed by legacy environmental hazards at closing DoD facilities.

- Project Director for the **2014 LAUSD Draft Program Environmental Impact Report for the School Upgrade Program**. Services provided include CEQA/NEPA analysis, Master Plans, Land Use Planning, Historic Resources, Transit Supportive Development, Infrastructure, and GHG Emission Reduction.

- Senior Advisor for the **Coastal Commission 2013 Amendment Application for Coastal Development Permit for the John M. and Muriel Olguin Campus** in San Pedro. Services provided include Water Resources, CEQA/NEPA analysis, Master Plans, Land Use Planning, Historic Resources, Transit Supportive Development, Infrastructure, and GHG Emission Reduction.

- Project Director for the **Central Basin Municipal Water District 2012 Programmatic Environmental Impact Report for the Central Basin Groundwater Storage Plan** in Los Angeles County. Services

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provided include Water Resources, CEQA/NEPA analysis, Master Plans, Land Use Planning, Infrastructure, and GHG Emission Reduction.

- Senior Project Manager for the **LAUSD 2011 Pedestrian Safety Study, Valley Region Middle School No. 3 Pedestrian Bridge Project**s. Services provided include CEQA/NEPA analysis, Land Use Planning, Historic Resources, Transit Supportive Development, and Infrastructure.

- Senior Project Manager for the **LAUSD 2011 Traffic Analysis Technical Report and Negative Declaration for the Alameda Transportation Relocation Project**. Services provided include CEQA/NEPA analysis, Land Use Planning, and Transportation Infrastructure.

- Senior Project Manager for the **Los Angeles Harbor College 2010 Master Plan Amendment and Notice of Exemption, Teacher Prep Academy**. Services provided include CEQA/NEPA analysis, Land Use Planning, Transit Supportive Development, and Infrastructure.

- Senior Project Manager for the **City of Huntington Park 2009 Environmental Assessment for the Westside Park Replacement Project** in Los Angeles County. Services provided include CEQA/NEPA analysis, Land Use Planning, Historic Resources, Transit Supportive Development, and Infrastructure.

SELECTED LISTS OF PUBLICATIONS AND REPORTS

- John R. Anderson. Harris & Associates. May 2018. How to Build Resilient Communities, Starting with K-12 Schools

- Fuhs, Susan, and John R. Anderson. RAND Corporation. August 1994. Barriers to Innovation in the Market for Environmental Remediation Technology: A Model, Case Study, and Preliminary Implications for Policy. Unpublished Manuscript. Presented at "Waste Management 1995", Tucson, Arizona

- M/B&A. March 1992. Identification of Potentially Responsible Parties in the Northern Portion of Subarea 5, San Gabriel Valley Superfund Sites. Prepared for Aerojet Corporation. Submitted to USEPA, Region IX and the Los Angeles Regional Water Quality Control Board

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- M/B&A. May 1992. Limited Search for Potentially Responsible Parties. Burbank, California. Prepared for Rodi, Pollock, Pettker, Galbraith & Phillips

- M/B&A. August 1992. Terms of Reference for Hazardous Wastes in Mexico. Prepared for the Government of Mexico

- M/B&A. October 1993. Update to the Phase I Environmental Assessment for the Delano Biomass Plant, Delano, California. Prepared for Westinghouse Electric Corporation

- M/B&A. September 1994. Summary Report of Limited Site Closure Activities for the Former Cragar Wheels Facility, Compton, California. Prepared for Mr. Gasket Company. Submitted to the Los Angeles County Fire Department

- PSI. September 2010, Phase I Environmental Site Assessment for the Residential Property located 888 Sarbonne Road, Los Angeles, California. Prepared for Heltzer Development Company.

- Rubenson, David and John R. Anderson. September 1995. Environmental Aspects of Base Closure in California. RAND. Santa Monica, CA

Vanessa Williford

Senior Project Manager

Education

Southern Methodist University, MA Sustainable Development and Planning

Texas State University, BS Environmental Science, Minor in Aquatic Biology

Affiliations

WTS International, Member

National Association of Environmental Professionals (NAEP), Member

Ms. Williford has more than 16 years of experience in developing and managing innovative and diverse environmental projects successfully guiding them through national, state, and local permitting and regulatory processes with a recent focus in transit-related projects in Southern California. Previous work includes projects for Los Angeles County Metropolitan Transportation Authority (LA Metro), Riverside County Transportation Commission (RCTC), Southern California Regional Rail Authority (SCRRA)/Metrolink, and California High-Speed Rail Authority (HSR) that are federally funded by the Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). She has been a key contributor in the preparation of over 50 ISs/EAs/EIRs/EISs for infrastructural, tourism, operational, and industrial developments.

- Project Manager for the **Density Bonus EIR and New Permanent Supportive Housing Ordinances EIR for the City of Los Angeles City Department of City Planning** in Los Angeles, CA. To address the affordable housing and the homeless crisis in Los Angeles, the City of Los Angeles Department of City Planning (DCP) has begun work on two related but separate projects; an update to the existing Density Bonus Ordinance and a new Permanent Supportive Housing Ordinance. The two projects have similar scopes of work and timelines with similar environmental analysis anticipated. A Programmatic EIR encompassing both ordinances is being conducted to provide an expansive, programmatic level of analysis especially given the level of public involvement anticipated for these ordinances.

- Project Manager for the **Boyle Heights Community Plan Update EIR for the City of Los Angeles City Department of City Planning in Boyle Heights, CA.** The project consists of an EIR for an update to the Boyle Heights Community Plan (Community Plan). The Community Plan is one of 35 Community Plans that comprise the Land Use Element of the City of Los Angeles General Plan. The Land Use Element is one of the seven state-mandated elements of the General Plan that also include noise, transportation, and conservation, among others. Such planning activities for this Community Plan update include the creation of transit-oriented district plans and/or the application of new zoning tools developed for the area through the re:code LA project. In the EIR, environmental impacts associated with projected growth for the CPA will be analyzed.

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- Project Manager for the **Los Angeles Harbor Community Plan Update EIR.** The Proposed Project includes the adoption and implementation of portions of the New Zoning Code (Chapter 1A of the LAMC). The New Zoning Code is a citywide program to comprehensively update the City's zoning regulations through amendments to the Los Angeles Municipal Code. It is expected that parts of the New Zoning Code necessary to utilize the new zoning regulations will have already been adopted by the time the Proposed Project is considered for adoption. The Harbor LA Community Plans Update Project would apply the new zoning regulations to land within the Project Area. New zones would also be developed using the New Zoning Code's modular system for the purpose of rezoning property in the Project Area and would be added to the City's Zoning Code.

- Project Manager for the **Compton Transit Oriented Development EIR**. This project consists of development of an EIR for the TOD Specific Plan for the Compton Station area on the Blue line. The City's objective is to adopt new policies and regulations that promote sustainable transit-oriented development adjacent to the station area. Scope includes conduct the technical studies and analyses, including environmental analyses to comply with the CEQA, in order to create active and walkable mixed-use neighborhood that supports and enhances multi-modal access to transit.

- Project Manager for the **Compton Innovation Hub Development Project IS/MND**. The proposed project consists of 280 units on a two-acre site; approximately 40 percent of the units would be set aside as affordable units. The mixed-use project includes an innovation hub office on the ground floor and reduced parking requirements. The underlying zoning is a combination of commercial and high density residential. The applicant is seeking approval of a specific plan to entitle the project.

- **Project Manager for Public Outreach and Key Environmental Contributor of the Link Union Station Project EIR and EIS documents, LA Metro,** Los Angeles, CA. Vanessa spearheaded the public outreach program for one of the largest projects at LA Metro, including public outreach meetings which required expansive multidisciplinary coordination among many agencies and stakeholders. Liaison between the EIR, EIS, and public outreach teams, streamlining the overall coordination between these interconnected efforts and achieving an expedited Draft EIR public

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circulation schedule. She supported the environmental team in preparation of the overall environmental clearance schedule that links the engineering design process (i.e., footprint) to preparation of over 15 technical studies to support the regulatory permitting process for Link Union Station, including preparation of the EIS/EIR. The FRA and HSR were the joint NEPA Lead Agencies. LA Metro was the Lead Agency for CEQA. The EIS included multiple route alternatives that provide the new passenger rail service potentially doubling the capacity of the station. Key issues include biological resources, environmental justice, community impacts, effects to cultural and historic resources, Section 4(f) resources, air quality, and noise/vibration. The purpose of Link Union Station is to increase the overall capacity of the station and prepare Southern California for the expected future growth of both Regional Rail (commuter rail and intercity rail) and the California High Speed Rail Blended System. Link US has been identified as the No. 1 needed regional rail project in Southern California.

- Project Manager for the **RCTC Coachella Valley-San Gorgonio Pass Corridor Rail Service Project Tier 1 Joint EIR/EIS**. This new passenger rail project, involves the implementation of passenger rail improvements, including up to 5 new stations, on a proposed 144-mile corridor through four counties between Los Angeles Union Station and Coachella, California. Vanessa managed the environmental process for the Tier 1 Joint EIR/EIS including facilitating the multi-agency tiered, programmatic approach with RCTC as the CEQA Lead Agency and Caltrans and the FRA as the Joint Lead Agencies for NEPA. The scope included the preparation of over 10 technical studies, various technical memos, EIR/EIS section preparation, and maintaining the schedule that links the engineering design process (i.e., footprint) to support the regulatory permitting process.

- Project Manager for supplemental staffing/third party technical reviews of the **Metro West Santa Ana Branch (WSAB) Light-Rail Transit Project EIS/EIR** document and supporting technical studies. Vanessa supported the management of technical reviews acting on behalf of LA Metro to ensure technical accuracy and CEQA and NEPA compliance for technical studies, technical memos, EIS/EIR sections, project meeting support, and overall schedule progression. WSAB is a proposed new light-rail transit line that will connect southeast Los Angeles County to downtown Los Angeles along a 19-mile corridor with population and employment densities five times higher than the LA County average. WSAB is identified as a

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"Twenty-eight by '28 Initiative" priority project with LA Metro as the CEQA Lead Agency and the FTA are the Lead Agency for NEPA.

- Project Manager for third party technical reviews and coordination of the environmental component of the **Crenshaw/LAX Light Rail Transit Grade Separation Project at Centinela/Florence intersection Project**. Vanessa supported the management of technical reviews acting on behalf of LA Metro to ensure technical accuracy and CEQA and NEPA compliance for technical studies, technical memos, project meeting support, and overall schedule coordination. This project will support the goals outlined in the Metro Vision 2028 Strategic Plan by addressing the mobility challenges in the project area including increasing travel demand, travel times, and roadway congestion. Specifically, the Project meets Vision 2028 Goal #4, Transform LA County through regional collaboration and national leadership, as this project will be advanced through a close partnership with the City of Inglewood to solve a regional challenge, as the special events at the NFL Stadium and other event venues in Inglewood are expected to attract attendees on an almost daily basis from throughout the region.

- Project Manager for the entitlement process and environmental clearance of the **Echo Park Hotel Development Project in Los Angeles, California**. This in-fill, redevelopment project involves the construction of one of the largest development projects in the area, with over 8 potential entitlements including zone change and master plan updates, in Echo Park with the City of Los Angeles as the CEQA Lead Agency.

- Project Manager for three ISs/EAs and two Biological Assessments for **Solano County and Travis AFB**, CA. Includes Soccer Field Construction EA and BA, Civil Engineering Complex Construction EA and BA, and Implementation of Fire Management Plan EA. One EA is supplemental for constructing the Civil Engineer Complex to centralize operations into one location. The second EA is to evaluate potential effects from undertaking their Wildland Fire Management Plan, and the third EA analyzes potential effects from building a soccer field. The affected areas contain numerous environmental restorations sites, are located in areas of nonattainment for some pollutants under the National Ambient Air Quality Standards, and support habitat suitable for federal and state listed special status species. Because of the potential to affect listed species, BAs and surveys are being conducted, as well as assisting with consultation, for the BCE and Soccer Field proposed actions and alternatives.

Specialists are conducting surveys for Contra Costa goldfields, California tiger salamander, vernal pool fairy shrimp, conservancy fairy shrimp, and vernal pool tadpole shrimp. These projects must be jointly NEPA/CEQA compliant through a cooperative land use agreement between Solano County, CA and the USAF.

- Project Manager for an **EA for the demolition and construction at Fresno-Yosemite International Airport**. Required a cultural resources survey as well as investigation and analysis of environmental issues and effects that could result from development and implementation of the proposed construction and demolition at Fresno-Yosemite International Airport.

- Resource Lead and Lead Analyst for **F-35 JSF Operational Beddown, Air Combat Command, Six Air Force Bases**. Prepared a fast-moving, complex Environmental Impact Statement to determine location of proposed operations basing for the Air Force Joint Strike Fighter stationing. Aircraft noise issues and airport congestion are largest public concerns. Six EISs in six locations were analyzed at Hill AFB, Shaw AFB, Mountain Home AFB, Burlington ANGB, McEntire ANGB, and Jacksonville ANGB.

- Deputy Project Manager for the **Environmental Assessment, Biological Assessment, Bird/Wildlife-Aircraft Strike Hazard Plan, and Master Plan Update for Expeditionary Airfield**, Twentynine Palms, CA. Project comprised environmental analysis of enhancements to the airfield, including the construction of a parallel runway, heliport, and support facilities. Also responsible for coordination and management of subcontractor efforts to produce key planning and engineering studies in support of the enhancement program.

- Resource Lead and Lead Analyst for **USMC Joint Strike Fighter F-35 Beddown EIS**, a fast-moving and highly visible Environmental Impact Statement to establish operational and training bases on the west coast for the newest Marine Corps aircraft stationed at MCAS Yuma and MCAS Miramar. Aircraft noise issues and airport congestion are largest public concerns.

- Senior Analyst for the **F-15 Aircraft Conversion, Fresno-Yosemite International Airport EIS** in Fresno, CA. The EIS evaluated the potential environmental impacts that could result from the proposed conversion from the F-16 Falcon aircraft to the F– 15 Eagle aircraft at the 144th Fighter Wing (144 FW) installation at Fresno-Yosemite

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International Airport. Aircraft noise issues and air quality were the largest public concerns.

- Project Manager for preparation of an **Environmental Baseline Survey (EBS) for the 129th Rescue Wing Moffett Federal Airfield**, evaluating the environmental conditions of real property to be excessed at Moffett Federal Airfield as obtained through a records search, site inspection, interviews, and analysis of data collection results. The purpose of the EBS was to describe the environmental conditions of the property prior to lease disposal. Project Manager for an EA for proposed construction and demolition, and real property lease actions at the 129th Rescue Wing (129 RQW), Moffett Federal Airfield, Mountain View, California. Lead Analyst on Soils, Safety, Infrastructure, Solid and Hazardous Materials and Waste, and Water Resource sections.

- Project Analyst for a **Sustainability Assessment for the Ports of Long Beach, Los Angeles, and San Diego**. Sustainability Assessment described the advantages and disadvantages of the West Coast Ports (WCP) Guidelines, as well as recommendations to facilitate the POLB to identify a systematic approach to implementing sustainability in the design and construction process.

- Environmental Assessment, **Tioga Road Rehabilitation Project, Yosemite National Park**, CA. Deputy Project Manager for preparation of an EA for the National Park Service which requires investigation and analysis of environmental issues and effects that could result from rehabilitation of approximately 41 miles of Tioga Road, including road surface and culvert and drainage system improvements, within Yosemite National Park to address public safety and various resource concerns.

IMPACT SCIENCES

Angela Pan, ENV SP

Project Manager II

Education

Bachelor of Science,
Environmental Science
(Natural Sciences)
University of California, Riverside

Affiliations

Envision Sustainability
Professional (ENV SP)

Ms. Pan has managed and assisted in the preparation of environmental documents pursuant to CEQA, including sections and background reports for EIR's for residential, mixed-use, and jurisdictional regional plans, as well as MNDs and Addendums for a variety of projects. Ms. Pan is successful in coordinating effectively with projects stakeholders to maximize efficiency. Her responsibilities also include drafting Environmental Impact Reports, Initial Studies, Environmental Assessments, Mitigation Monitoring and Reporting Programs, and other compliance documents.

Representative Professional Experience

Mixed-Use/Residential

- Managed the preparation of the **Scott Ranch Project EIR**. In 2017, **t**he project consists of a hillside residential development of up to 66 single-family homes, private and public open space, a 300-foot Urban Separator, and two recreational trails and trailhead parking lots. The project also included a potential park trail that could be constructed in Helen Putnam Regional Park located to the west of the project site. The project EIR was rejected by City Council in 2017 and in 2019, the developer teamed up with an opposing organization to propose a 28 single-family home project with a large open space park component in the area south of Kelly Creek.

- Managed the preparation of the **Parkside Manor Project Categorical Exemption and Environmental Assessment**, in Salinas, CA. The proposed project would demolish the existing 88 housing units and construct 160 new elderly residential units in two phases (first phase would consist of 80 units and the second phase would add an additional 80 units), along with supporting improved infrastructure and amenities.

- Assisted in the preparation for the **Green Valley II EIR** in the City of Fairfield. The approximately 13.32-acre project site is currently vacant land. The City of Fairfield ultimately approved one of the alternatives for the originally proposed project, a mixed-use 270 unit multifamily residential and commercial project that was analyzed in the EIR. The approved project will construct 281 units of multifamily residential housing and proved a 1.5 acre site for a new fire station. The project will also provide a clubhouse, dog park and other on-site amenities for on-site residents.

- Assisted in the preparation of an Addendum for the **Mission Crossings project**, a mixed-use residential and commercial project

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on a 9.73-acre site in the City of Hayward. The proposed project would demolish the existing structures on the project site and construct a commercial/residential mixed-use development that would include 93-room hotel and 140 town homes. Key environmental concerns for the proposed project included traffic, air quality, noise impacts, on-site contamination, and cultural resources.

- Assisted in the preparation of the **Maple & Main Mixed-use Project IS/MND** in Hayward, CA. The project involves the demolition of existing structures and the construction of a new five story residential building with ground-floor retail. The project also entails the renovation and re-use of an existing four-story medical office building. Key environmental issues for the proposed project included traffic, air quality, and noise impacts, on-site contamination, and impacts to biological and cultural resources.

- Assisted in the preparation of the **Mission Town Center EIR**. The 5.7 acre project would construct mixed-use residential development, in the City of Santa Clara, that would consist of 385 apartment units, approximately 10,000 square feet of conditioned amenity and leasing space, three distinct private open space areas, and about 27,000 square feet of ground floor retail. The proposed project is located approximately 500 feet to the northwest of the Santa Clara Transit Center and thus would be redeveloping underutilized properties with higher density housing projects along established transit corridors.

- Assisted in the preparation of the **Santa Clara Square – Residential/Mixed Use Project EIR.** The project consists of a mix of residential and retail uses on the approximately 33.4-acre site in the City of Santa Clara. The proposed project would develop 1,800 apartment units, approximately 40,000 gsf of ground floor retail uses, and approximately 38,000 gsf of amenity space. The project would create a mixed-use development of a scale and character that complements and is supportive of the surrounding uses.

- Project Manager, **3280 Scott @ the Square Project Addendum,** The Irvine Company, 2016: Assisted in the preparation of an Addendum that analyzed revising the previous office park project located in Santa Clara to include the 3280 Scott Boulevard site and the proposed development on that site.

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- Project Manager, **Addendum No. 1 to the Santa Clara Square-Residential/Mixed Use Project EIR,** The Irvine Company, 2017: Managed and prepared an Addendum that analyzed a minor modification to the Planned Development zoning and several other changes to the previously approved Santa Clara Square-Residential/Mixed Use project.

- Project Manager, **Natomas Crossing Apartments Project Addendum**, in Sacramento, CA. The proposed project would construct a 293-unit multi-family apartment complex on a 10.3 acre portion of the 10.7 acre site within Area #2 of the Natomas Crossing PUD that was rezoned SC-PUD and set aside for medium density residential development with the approval of the Plaza project in 2006.

Creek Restoration

- Prepared a Categorical Exemption for the **Wildcat Creek Restoration and Greenway Trail Project**. The project would restore 2,200 linear feet of creek channel to effectively transport sediment through the reach without excessive aggradation or deposition while increasing the in-stream riffle-to-pool ratio.

- Prepared the **Three Creeks Parkway Restoration Project Initial Study/MND**. The project proposes to widen and improve an approximately 4,000-foot section of Marsh Creek in the City of Brentwood to provide additional flood conveyance capacity and restore riparian habitat along the creek.

- Prepared an Addendum for the **Three Creeks Parkway Restoration Project**, which analyzed a few additions to the previously evaluated project. These additions included the incorporation of an existing water quality basin, the use of an adjoining parcel as a staging area and to place excavated materials, the construction of a clear-span pedestrian bridge, and the use of creek crossings during construction.

- Assisted in the preparation of the **Calabazas Creek Open Space Preserve Project Initial Study/MND**. The 1,285-acre Preserve is located in southeastern Sonoma County. The proposed project is the adoption and implementation of the Calabazas Creek Open Space Preserve Resource Management Plan (prepared by the Sonoma County Agricultural Preservation and Open Space District). Implementation and adoption of the plan would necessitate

management and enhancement of the habitats and natural resources on the Preserve over the short-, mid- and long-term, address existing environmental conditions and threats, and avoid any further degradation of the natural and sensitive resources on the Preserve.

Institutions

- Managed the City College of San Francisco **Addendum to the 2004 Facilities Master Plan EIR**. On June 10, 2004, the Board of Trustees of the City College of San Francisco (District) certified a FEIR for the CCSF Master Plan. The 2004 FEIR addressed the long-term development of the College at the Main Campus and the Centers located throughout the City and County of San Francisco. In 2019, the College determined that it needed to make some changes to the DRT, STEAM, and Child Care Center. The addendum analyzes the updates to the construction and operation of the revised three facilities.

- Managed the **Biological & Environmental Program Integration Center (BioEPIC)** Environmental Analysis and Checklist, in Berkeley, CA. The proposed project is an approximately 73,000 gsf, four-story research and office building. The BioEPIC is intended to accommodate complementary DOE research programs from the Biosciences and Earth and Environmental Sciences Areas.

- Managed the **Ocean Avenue (Main) Campus Infrastructure Upgrade Project IS/MND**. The proposed project involves a comprehensive utility upgrade involving all the systems at the same time in order to take advantage of coordination and cost efficiencies.

- Assisted in the preparation of the **UC Riverside Dundee Residence Hall and Glasgow Dining Project Addendum.** The Dundee Residence Hall and Glasgow Dining (Dundee-Glasgow) project was proposed by the Campus to provide more on-campus student housing. The Dundee-Glasgow project built new student housing project on an existing parking lot on the East Campus to address the current and projected demand. The proposed project utilized the system-wide public-private partnership model (P-3) in support of the President's Student Housing Initiative to construct two residence hall buildings and a standalone dining facility, and repurpose an existing dining hall. Implementation of the proposed project enabled UC Riverside to increase its student housing stock, eliminate some overflow bed spaces in existing housing, replace the aging dining

hall, and meet its commitments under the UC system-wide Housing Initiative.

- Assisted in the preparation of the **UC Riverside North District Development Plan Project EIR**. Impact Sciences prepared a project EIR for the UC Riverside North District Development Plan (NDD Plan) Project. The proposed NDD Plan is a public-private partnership (P3) project that would provide up to 6,000 student beds on the East Campus on an approximately 55-acre site located in the northeastern portion of the campus. The NDD Plan includes Phase 1, which involves the construction of about 1,500 student beds and associated facilities by 2021 and a future phase(s), which involves the construction of up to 4,500 student beds and associated facilities. The project site is presently developed with Canyon Crest Family Student Housing that was occupied by student families until 2017 and is currently vacant. The site is designated for Family, Apartment Housing and Related Support, Residence Hall and Related Support, Athletics and Recreation, and Parking in the UC Riverside 2005 Long Range Development Plan. At this time, project-level details are available only for Phase 1 development. With respect to the future phase(s) of development, the NDD Plan provides a development program and a land use diagram, but does not have details with respect to specific buildings. The issues of concern addressed included land use, aesthetics (neighborhood compatibility), transportation and traffic, air quality, greenhouse gas emissions, and noise.

- Planner, **Student Housing West EIR**, UC Santa Cruz, 2018: Assisted in the preparation of EIR sections for a project located in Santa Cruz, CA, that would provide needed undergraduate, graduate, and family student housing.

- Assisted in the preparation of **UCR Mobility Hub IS/MND**, in Riverside, California. The project consisted of the development of a mobility hub with six-bus bay transit center and improved large pedestrian pathways and malls. Major issues included cultural and geologic resources.

- Assisted in the preparation of **UCR Dundee Residence Hall (Addendum No. 2 to the 2005 UCR LRDP)**, in Riverside, California. The project analyzed the addition of two residence hall buildings and a standalone dining facility on campus under the 2005 LRDP.

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- Assisted in the preparation of **California State University East Bay Partial Recirculated EIR**, at the Hayward, CSUEB campus. The project included a student housing neighborhood and the proposed adoption of a Campus Master Plan, a document intended to guide CSU campus development and the educational mission of the University.

- Planner, **Building 59 Upgrade & Installation and Operation of NERSC – 9 Project Focused EIR,** Lawrence Berkeley National Laboratory, 2016: Assisted in the preparation of EIR sections for a project located in Berkeley, CA, that would install the NERSC-9 system at the LBNL in the space to be vacated by an existing high-performance computing system (NERSC-7).

- Project Manager, **Addendum No. 2 to the Construction of Replacement Hazardous Waste Handling Facility Final EIR**, Lawrence Berkeley National Laboratory, 2017: Assisted in the preparation of an Addendum to the 1990 HWHF EIR and subsequent documents for the continued management of hazardous and mixed waste at the LBNL HWHF in connection with a proposed renewed DTSC HWFP.

- Planner, **UCSF Minnesota Street Student and Trainee Housing Project EIR,** University of California, San Francisco, 2017: Assisted in the preparation of EIR sections for a 610-unit student residential project in San Francisco's Dogpatch Neighborhood.

- Planner, **UCSF Child, Teen and Family Center & Department of Psychiatry Building Project EIR**, University of California, San Francisco, 2017: Assisted in the preparation of EIR sections for an approximately 150,000 gsf office building housing clinical and academic programs in San Francisco's Dogpatch Neighborhood.

- Planner, **UC Merced North Bowl Parking, Corporation Yard, and Housing 4 Photovoltaics Project,** University of California, Merced, 2017: Assisted in the preparation of an Addendum to the 2009 UC Merced Long Range Development Plan to allow for the implementation of solar panels across campus.

- Project Manager, **UCM 2020 Project Addendum,** University of California, Merced, 2017: Assisted in the preparation of an Addendum to the 2009 UC Merced Long Range Development Plan to allow for additional changes to the 2020 Project site boundaries as

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defined in the 2016 Project Agreement with the 2020 Project developer.

- Planner, **University of California, Merced, Section 401 Water Quality Certification Renewal,** University of California, Merced, 2015: Assisted in the permitting process for the submittal of a 401 Certification Renewal application to the California Regional Water Quality Control Board to permit the UC Merced and University Community North Project, which may potentially impact approximately 77.79 acres of Jurisdictional Wetlands.

Climate Change

- Project Manager, **Caltrans Climate Action Report Project**, throughout California Caltrans Districts. Preparation of climate reports that identify areas where infrastructure is at risk from conditions created by climate change.

Kaitlyn Heck

Air Quality and Greenhouse Gas Specialist

Education

B.S., Environmental Sciences & Environmental Systems and Society, University of California, Los Angeles, CA, 2017

Ms. Heck works as the air quality and greenhouse gas technical analyst at Impact Sciences. Ms. Heck has conducted air quality and noise studies for both CEQA and NEPA documents. Her primary area of expertise includes modeling emissions of criteria air pollutants, performing ambient air quality impact analyses and health risk assessments, and providing air quality and greenhouse gas support to our clients. Her modeling skills encompass the range of industry standard software for air quality and greenhouse gases, including air pollutant dispersion modeling programs such as AERMOD and AERSCREEN, as well as emissions modeling programs such as CalEEMod, EMFAC, and OFFROAD.

Representative Professional Experience

- Air Quality Specialist for the **86 Fair Oaks IS/MND**. Prepared the CalEEMod modeling for the project which proposed to construct a residential complex.
- Air Quality Specialist for the **CCSF 2004 FMP EIR**. Prepared the CalEEMod modeling and prepared the health risk assessment for the project which proposed to construct new structures on campus.
- Air Quality Specialist for the **Terraces of Lafayette IS/MND**. Prepared the CalEEMod modeling for the project which proposed to construct a residential complex.
- Air Quality Specialist for the **Southern California Association of Governments Connect SoCal PEIR**. Assisted in the preparation of the PEIR and prepared the health risk assessment employing AERSCREEN and EMFAC modeling to determine risk posed to sensitive receptors located near freeways.
- Air Quality Specialist for the **Parkside Manor Terraces Environmental Assessment**. Prepared air quality analysis and CalEEMod modeling for the project which proposed to construct a residential complex.
- Air Quality and Greenhouse Gas Specialist for the **Citadel Outlets Expansion & 10-Acre Development Project DEIR.** Prepared comments on the air quality, health risk, and greenhouse gas studies for the project which proposed to expand an existing shopping center with new retail stores, restaurants, hotels, and industrial land uses in the City of Commerce.

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- Air Quality and Greenhouse Gas Specialist for the **Addendum to the Southwest Industrial Park Specific Plan FEIR.** Prepared health risk comments and a screening level health risk assessment for the project which proposed to construct a warehouse and associated parking in the City of Fontana.

- Air Quality and Greenhouse Gas Specialist for the **Southern California Flower Market DEIR**. Prepared comments on the air quality, health risk, and greenhouse gas studies as well as prepared updated CalEEMod modeling and a screening level health risk for the project which proposed to demolish a portion of the existing Flower Market in order to construct a mixed-use building and associated parking in Downtown Los Angeles. Additionally, prepared responses to comments during the release of the FEIR.

- Air Quality and Greenhouse Gas Specialist for the **James M Wood Boulevard Hotel Project IS/MND.** Prepared comments on the potential cumulative GHG impacts from the proposed project and a general plan amendment to increase the floor area ratio of the lot in the City of Los Angeles.

- Air Quality and Greenhouse Gas Specialist for the **Mather South Community Master Plan Project DEIR**. Prepared comments on the air quality, health risk, and mitigation measures for the project which proposed the development of additional housing, parks, retail, and research and development space as part of a master plan in unincorporated Sacramento County.

- Air Quality and Greenhouse Gas Specialist for the **777 North Front Street Project DEIR**. Prepared comments on the air quality, health risk, and greenhouse gas studies as well as prepared updated CalEEMod modeling and a screening level health risk for the project which proposed to construct residential units, a hotel, and commercial land uses in the City of Burbank.

- Air Quality and Greenhouse Gas Specialist for the **Deer Ridge & Shadow Lakes Community Improvement Plan DEIR**. Prepared air quality, health risk, and GHG comments as well as prepared updated CalEEMod models and screening level health risks for the multiple phases of construction. The project proposed to consolidate two golf courses into one in order to construct senior living facilities in the City of Brentwood.

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VRPA Resumes

Georgiena M. Vivian
President

Professional Summary
Georgiena Vivian, President founded VRPA Technologies in 1988. Prior to founding VRPA, Ms. Vivian was employed by Fresno Council of Governments (Fresno COG) between 1978 and 1988. While with Fresno COG, Ms. Vivian was responsible for regional streets and highways, land use, aviation, bikeway, and circuit planner programs and studies. Ms. Vivian has over 48 years of experience in transportation planning and financing, congestion management, traffic engineering, transportation demand management and transportation systems management (TDM/TSM) activities, sustainable communities planning, environmental planning, traffic, air quality, greenhouse gas (GHG), and noise impact studies and analysis, and extensive public outreach. Ms. Vivian's experience also includes the preparation of regional and local transportation plans including Regional Transportation Plans/Sustainable Communities Strategies (RTP/SCS), Congestion Management Programs (CMPs), County Blueprint Programs, local and regional land use and transportation Smart Growth studies, and corridor studies. In addition, Ms. Vivian has prepared numerous engineering, planning and outreach programs for regional planning projects.

Ms. Vivian is currently managing ***numerous traffic, air quality, GHG and noise technical studies*** throughout the San Joaquin Valley and in Riverside County. She has also managed the preparation of Regional Transportation Plans (RTPs) and associated EIRs for five of the eight San Joaquin Valley Counties (Madera, Merced, Fresno, Tulare, and Kern Counties) including the 2018 RTP/SCS PEIR for Fresno COG and MCAG and the MCTC RTP/SCS and the associated PEIR. Ms. Vivian has managed Smart Growth studies including the Fresno General Plan Activity Center and Intensification Corridor Study and the Metro Rural Loop Study, which was incorporated into the preferred Blueprint Scenario for Fresno County, successful Sales Tax Measure Expenditure Plans and Outreach Programs for two Valley Counties (Fresno and Madera Counties), and the San Joaquin Growth Response Study, which was the first application of land use modeling tools in the San Joaquin Valley. Ms. Vivian was responsible for preparation of the Congestion Management Program (CMP) between 1991 and 2019 for RCTC, and more recently the Long Range Transportation Study for Riverside County. Major current efforts include update of the Measure "C" Transportation Sales Tax Strategic Implementation Plan (SIP) and the 2022 Measure C Extension Expenditure Plan for the Fresno County Transportation Authority (FCTA). Other current efforts include traffic analysis for the California High Speed Rail Project between Bakersfield and Lancaster and managing the Project Prioritization Study for MCTC.

Project Experience

- **March Joint Powers Authority On-Call Traffic Engineering, Riverside County, CA:** Since 2006, managed on-call traffic engineering services for March Joint Powers Authority; key tasks to date include review of numerous major traffic impact analyses and development of traffic impact studies.

- **March Joint Powers Authority Traffic Impact Study Guidelines:** Managed the preparation of detailed traffic impact study guidelines to guide transportation engineers and planners as they traffic impact studies for land development projects within March JPA's jurisdiction.

- **City of Fresno, Park Crossings Development, Fresno, CA.** Project Manager. Managed development of the Traffic Impact Study (TIS). VRPA developed the TIS for the Project, which consisted of the analysis of twenty

(20) intersections and six (6) roadway segments. Ms. Vivian also led development of the project Transportation Demand Management/Transportation Systems Management (TDM/TSM) Study to reduce project-related vehicle trips.

- **California High-Speed Rail Authority, Bakersfield to Palmdale Engineering and Environmental Analysis, Los Angeles and Kern Counties, CA.** Assisted with development of a transportation analysis for the environmental document, conducted a peer review of technical documents, and coordinated with the High-Speed Rail Authority and with consulting teams working on adjacent segments of the high-speed rail line. This project seeks to prepare engineering and environmental analysis for the Bakersfield to Palmdale segment of the California High-Speed Rail project.

- **Golden State Corridor Economic Development Infrastructure Improvements:** Managed planning, engineering, and environmental studies, including Air Quality/Global Warming, Noise, and Traffic Impact Studies.

Other Project Experience

- Traffic Impact Studies for new developments, street and road and other modal projects, and regional and local plans and studies throughout California including the following large regional mixed-use developments: Zinkin TIS, Tesoro Viejo TIS, Gunner Ranch West TIS, Gunner Ranch East Traffic Studies, Millerton New Town TIS, Yokohl Ranch TIS, and Valley Children's Hospital Traffic Study - Prime
- Bill 743 Implementation Tools for regional and local agencies across California - Prime
- City of Perris Traffic Impact Study (TIS) Guidelines - Prime
- City of Fresno, Fresno COG, and the City of Reedley Active Transportation Plans (ATP) and Bicycle, Pedestrian & Trails Master Plan (BPTMP) Updates – Prime and Subconsultant
- La Quinta Transportation Demand Management/Transportation Systems Management (TDM/TSM) Study - Prime
- Riverside County Long Range Transportation Study - Prime
- Fresno County Regional Long-Range Transit Plan - Prime

Professional Qualifications

Education

- California State University, Fresno 1976-1978, Master's Program – Urban and Regional Planning
- California State University, Fresno 1972-1976 (Fall), Bachelor of Arts – Special Major, Urban and Regional Planning

Professional Affiliations

- Institute of Transportation Engineers (ITE), Member, 1992-2020; ITE Council on ITS, 1992-2000, ITE Council of Transportation Planning, 1993-2015
- Chairperson, SJVUAPCD TCM Development Committee, 1989-1992
- Co-manager of the San Joaquin Valley Transportation Control Measure (TCM) Implementation, Monitoring, and Enforcement Program, 1992-1994, Member of the TCM Working Group, 1993-1994, both representing TCAG/TPA

Awards

- Transportation Planner in the Private Sector Award – Fresno Regional Transportation Innovations Summit, 2019

Erik O. Ruehr, P.E.
Director of Traffic Engineering

Professional Summary

Erik Ruehr, Director of Traffic Engineering with VRPA Technologies, Inc., has over thirty years of experience in traffic engineering and transportation planning. Prior to joining VRPA, Mr. Ruehr worked with JHK & Associates, BRW, and the Toledo Metropolitan Area Council of Governments. Mr. Ruehr's experience covers a broad range of traffic engineering and transportation planning specialties. He has extensive experience in the preparation of traffic forecasts for regional transportation plans, corridor studies, and traffic impact analyses and has applied traffic forecasts in a variety of planning, operational, and design projects. Mr. Ruehr's traffic engineering experience includes Intelligent Transportation Systems, traffic signal systems, traffic engineering design, traffic signal timing, and parking. He is a registered as a Civil Engineer and Traffic Engineer in California and as a Professional Engineer in Washington, Oregon, Minnesota, and Florida. Mr. Ruehr has served with the Transportation Research Board's Highway Capacity Committee and has contributed to the 2000 and 2010 versions of the Highway Capacity Manual.

Mr. Ruehr led the California SB 743 Task Force, established by the Western District of the Institute of Transportation Engineers (ITE). The statewide Task Force kept California ITE members apprised of the SB 743 legislation and worked with the California Governor's Office of Planning and Research (OPR) in creating SB 743 guidelines to support the goals of SB 743 while making the most efficient use of available tools and resources. Mr. Ruehr also led a diverse group of transportation engineers and planners in preparing revised Transportation Impact Study Guidelines for the San Diego Regional to incorporate changes to be implemented by SB 743. The group included members from the San Diego Association of Governments, Caltrans, San Diego County, the Cities of San Diego, San Marcos, and Santee as well as local consultants and outside stakeholders. Select project experience is listed below.

Project Experience

- **Sacramento Area Council of Governments, Senate Bill 743 (SB 743) Implementation Tools for Local Agencies:** Project Manager. Provided assistance to local agencies in all areas of SB 743 analysis including minimum project size for VMT analysis, tools for estimation of project-level VMT, mitigation, use of local and regional models, recommendation of significance thresholds, procedures for level of service analysis after implementation of SB 743 and educational materials for decision-makers and stakeholders. This project included periodic meetings with the Local Agency Working Group, a set of stakeholders from local agencies set up to oversee and provide guidance for the project.

- **Mid County Parkway, Riverside County, CA:** Managed traffic analysis, including the incorporation and update of local jurisdiction socioeconomic data and road networks for the travel demand modeling and traffic analysis for seven alternatives and over 20 interchanges and numerous intersections; utilized the SCAG Regional Transportation Model and the Riverside Traffic Analysis Model (RivTAM); and led efforts to compare and analyze the existing 2030 socioeconomic files against City General Plans and new development projects. The traffic analysis was incorporated into the Project EIR/EIS.

- **March Joint Powers Authority On-Call Traffic Engineering, Riverside County, CA:** Providing on-call traffic engineering services for March Joint Powers Authority; key tasks to date include the review of numerous major traffic impact analyses and review of proposed roadway signing and striping plans.

March Joint Powers Authority Traffic Impact Study Guidelines: Assisted with the preparation of detailed traffic impact study guidelines to guide transportation engineers and planners for traffic impact studies for land development projects within March JPA's jurisdiction.

- **City of Fresno, Park Crossings Development, Fresno, CA.** Project Engineer. Assisted with development of the Traffic Impact Study (TIS) and led preparation of traffic signal plans and Intelligent Transportation Systems Design. VRPA developed the TIS for the Project, which consisted of the analysis of twenty (20) intersections and six (6) roadway segments. Traffic signal plans were prepared for five (5) intersections that included two (2) new traffic signals and three (3) traffic signal modifications. The ITS design was prepared for approximately 2.5 miles of roadway that included eight (8) intersections and eight (8) roadway segments in the City of Fresno.

- **California High-Speed Rail Authority, Bakersfield to Palmdale Engineering and Environmental Analysis, Los Angeles and Kern Counties, CA.** Project Manager. Managed development of a transportation analysis for the environmental document, conducted a peer review of technical documents, and coordinated with the High-Speed Rail Authority and with consulting teams working on adjacent segments of the high-speed rail line. This project seeks to prepare engineering and environmental analysis for the Bakersfield to Palmdale segment of the California High-Speed Rail project.

Other Project Experience

- Traffic Impact Studies for new developments, street and road and other multimodal projects, and regional and local plans and studies throughout California including the following large regional mixed-use developments: Zinkin TIS, Tesoro Viejo TIS, Gunner Ranch West TIS, Gunner Ranch East Traffic Studies, Millerton New Town TIS, Yokohl Ranch TIS, and Valley Children's Hospital Traffic Study - Prime
- Santa Clara Valley Transportation Authority SB 743 VMT Estimation Tool - Subconsultant
- San Jose On-Call Planning - Subconsultant
- Murrieta General Plan Update SB 743 Analysis - Prime
- La Quinta Transportation Demand Management/Transportation Systems Management (TDM/TSM) Study – Prime
- Tulare County SB 743 Guidelines - Prime
- Del Norte Region SB 743 Guidelines - Prime

Professional Qualifications

Education

- University of Michigan, Ann Arbor 1980-1981, Master of Science in Engineering (Civil Engineering)
- University of Michigan, Ann Arbor 1976-1979, Bachelor of Science in Engineering (Civil Engineering)

Registration

- California, Civil Engineer, 1983
- California, Traffic Engineer, 1986
- Institute of Transportation Engineers (ITE), Fellow 2007-2016; Member 1992-2007; Associate Member 1981-1992; Student Member 1979-1981; President, California Border Section, 1999-2000
- ITE Western District Chair of California Senate Bill (SB) 743 Task Force

PERSONNEL QUALIFICATIONS

Hitta Mosesman

SENIOR DIRECTOR, COMMUNITY ECONOMICS + HOUSING SOLUTIONS

Hitta joined Harris in August 2019 and was previously a Principal at RSG, a community development and financial consulting firm serving cities throughout California. Hitta has over 10 years of experience in providing affordable housing services to cities and non-profit agencies. She is working with the Cities of Bellflower, Garden Grove, and Hawthorne on projects related to homeless shelters and permanent supportive housing, as well as development agreements for affordable housing projects and compliance. Hitta is also working with the Cities of Oxnard, Duarte, and San Juan Bautista on affordable housing activities including grant applications, inclusionary housing studies, development feasibility analysis and establishing programs. She has also worked with the City of Irvine and the Irvine Community Land Trust to provide consulting services from affordable housing strategies and implementation plans to housing requirements and specific initiatives.

RELEVANT EXPERIENCE

- **City of Irvine**, ***Housing Consulting Services.*** Project Manager. Harris has provided on-call housing services to the City of Irvine for multiple years. These services include:
  - Preparation of the Annual Progress Report on the Housing Element
  - Preparation of an Amended Affordable Housing Strategy and Implementation Plan (a component of the City's Housing Element).
  - Managing and directing a City-wide property and building conditions assessment of every housing unit in the City built after 1980 (as an update to the survey completed for the 2011 Housing Element). Harris provided results of the assessment that measured various building and property conditions and recommendations for low cost methods to ensure housing stock maintenance in report format.
  - Creating a first of its kind automated and streamlined housing compliance monitoring database for over 80 affordable housing projects within the City. Data points included affordability/income requirements, applicable rents, covenant and developer agreement terms, number of units, income information and compliance determination for each project.
- **Irvine Community Land Trust**, ***Housing Financial Consulting Services.*** Project Manager. Harris has provided ongoing affordable housing development services to the Irvine Community Land Trust for over multiple years. Services are focused on financial analysis of multiple affordable housing initiatives and projects proposed by private and non-profit developers using LIHTCs, housing bond financing and other public funding sources (affordable housing in-lieu fee deposits, HOME funds, project-based vouchers and County housing successor agency funds). Specific services provided include:
  - Drafting a Request for Qualifications and presenting at developer's bidders conference for multiple properties to be developed with affordable housing in the City of Irvine.
  - Evaluating over a dozen developer proposals for the properties, including technical reviews that evaluated the financial feasibility, construction costs, sources and uses, and other elements of each proposal.
  - Presenting developer information and independent feasibility analysis to ICLT Board.
  - Assisting in developer interviews, selection and developer agreement negotiations.

EDUCATION

BA, Economics

Minor, Business Management

AFFILIATIONS

Member, Urban Land Institute Orange County/Inland Empire, Advisory Board

Urban Land Institute, Women's Leadership Initiative Council

California Associate for Local Economic Development

SPEAKING ENGAGEMENTS

Orange County Housing Summit

Housing CA Annual Conference

Hitta Mosesman, continued

- **City of Hawthorne**, ***On-Call Affordable Housing Compliance and Agreement Advisory Services.*** Project Manager. Harris is assisting the City with developer agreements for density bonus projects, a project to house homeless veterans, developing a housing compliance monitoring database and system compliance reporting, and annual reporting related to affordable housing revenues and expenditures (SB 341 Report).
- **City of Bellflower**, ***Homeless Shelter Advisory Services.*** Project Manager. Hitta is assisting the City of Bellflower with identifying public and private funding sources for the construction of a 50-bed homeless shelter. Harris is working directly with the City manager to strategize on approach, identify grants and other sources, and meet with State and County officials to secure needed funding.
- **City of Garden Grove**, ***Affordable Housing Services.*** Project Manager. Harris is providing Affordable Housing Services related to the developer's proposals for financial feasibility and regulation compliance for the proposed 10-unit permanent supportive housing project. Services include review and evaluation of the developer's proposal and proforma to ensure consistency with HOME funding requirements/regulations, and full and correct leveraging of all available financial sources to justify the subsidy request. Harris also assisted the City with reviewing the RHNA allocation methodology.
- **City of Duarte**, ***Housing Consulting Services.*** Project Manager. Harris is currently under contract with the City of Duarte to assist with the creation of an Acquisition and Rehabilitation Program to preserve and increase the number of deed-restricted affordable units in the City. Funded by the City's recently awarded SB 2 grant, the development of this program involves performing proforma analysis that includes funding sources, acquisition and construction cost estimates, as well as evaluating the cash f low of potential projects for certain strategic sites. Hitta led the preparation of two housing grant applications for the City, the Senate Bill 2 and Local Early Action Planning (LEAP) grants (one awarded and one currently under review). Harris also prepared the City's SB 341 report on the available revenues and expenditures related to affordable housing as well as the Annual Progress Report on the City's Housing Element. Finally, Harris is under contract to conduct an Inclusionary Housing Feasibility Study in the fall of 2020.
- **City of Oxnard**, ***Inclusionary Housing Nexus Study.*** Senior Director/Advisor. Hitta worked with a team to prepare an Inclusionary Housing Nexus Study (including in-lieu fees) as an update to the City's existing inclusionary housing ordinance. The work involved advising on methodology and assumptions, review of all analysis and the study documents, client coordination, and presentations at public, sub-committee and City Council meetings.
- **City of San Juan Bautista**, ***Housing Grant Application.*** Project Manager. Harris prepared a LEAP grant for the City (awaiting grant award).

Dmitry (Dima) Galkin

HOUSING ANALYST

Dima has more than seven years of experience in housing analysis, for both market-rate and affordable development. He has advised California cities on affordable housing asset management and disposition, reviewed pro formas, and provided data analysis for inclusionary housing in-lieu fees. Dima's experience includes a year working directly for the City of Santa Monica's Housing Division.

EDUCATION

MPL, Economic Development

BA, Urban Studies and Political Science

CERTIFICATIONS

Certificate of Specialization, Real Estate

AFFILIATIONS

Member, American Planning Association (APA)

Member, Southern California Association of Nonprofit Housing (SCANPH)

RELEVANT EXPERIENCE

- **City of Victorville**, ***Opportunity Zone Research and Mapping.*** Project Manager and GIS Mapper. Dima oversaw an analyst in researching market data and filtering an investor directory to identify the investors most likely to be interested in the City of Victorville's Opportunity Zones. Dima also prepared maps of the City's Opportunity Zones for City staff to use when targeting investors.
- **City of Santa Monica**, ***Housing Division Staff Member.*** Senior Development Analyst. Dima worked for the City of Santa Monica, providing pro forma review and project management for the City's Housing Trust Fund loan applications. Dima was directly responsible for the review of two loan applications from affordable housing developers, one for acquisition-rehabilitation and one for new construction. Dima also managed the Request for Proposals process for what is expected to be the City's second largest affordable housing development. The process included coordinating with senior staff members in various City departments to review nine proposals from seven development teams. On his own initiative, Dima spearheaded the City's Permanent Local Housing Allocation (PLHA) and Local Housing Trust Fund (LHTF) State funding application.
- **County of Santa Diego**, ***Pro Forma Reviews.*** Pro Forma Reviewer. The County needed assistance in reviewing pro formas submitted by affordable housing developers applying for funding under the County's Innovative Housing Trust Fund (IHTF) and No Place Like Home (NPLH) funding programs. Dima served as the primary reviewer and memo writer for a pro forma under each program and collaborated with colleagues on the reviews of three other pro formas. Each review was followed by a memo summarizing the findings, focusing on the developer's funding request amount and a recommended amount to approve. Dima also provided a cost estimate review on a separate proposed development requesting County funding.
- **City of Agoura Hills**, ***Inclusionary Housing In-Lieu Fee Analysis.*** Data Analyst. Dima analyzed housing costs, employment, and wages, as well as other demographic and socioeconomic data to demonstrate the nexus and scale of impacts of market-rate residential development on affordable housing need. He helped to apply these findings to calculate the justifiable in-lieu fee for the City's inclusionary housing policy.

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JAKE H. SCHWEITZER, Senior Ecologist / GIS Specialist

EMPLOYMENT HISTORY

Vollmar Natural Lands Consulting (VNLC)	Senior Ecologist/GIS Specialist	2003 - present
Wetlands and Water Resources	Wetland Ecologist/GIS Specialist Consultant	2001 - 2005
U.C. Berkeley College of Natural Resources, CAMFER Lab	Ecologist/GIS Specialist Research Assistant	2000 - 2001
Applied Geographics	GIS Technical Manager	1997 - 2000
City of Oakland, Measure I Emergency Response System	GIS Technician	1996 - 1997
U.C. Berkeley Map Library	Assistant Librarian	1993 - 1996

PROFESSIONAL SUMMARY

Mr. Schweitzer combines 18 years of experience as a professional vegetation and wetland ecologist with over 20 years of experience in cartography and geographic information science (GIS, remote sensing/image analysis, and GPS technology). His ecological focus has been in botanical and wetland sciences. He holds federal and state permits to survey for listed fairy shrimp, California red-legged frog, and California tiger salamander and is certified in the vegetation mapping techniques developed by the California Native Plant Society and California Department of Fish and Wildlife. He is also trained to conduct California Rapid Assessment Method (CRAM) surveys. Mr. Schweitzer has been a docent for the past ten years at the East Bay Regional Park Botanic Garden, teaching native California plant ecology to the public.

Mr. Schweitzer has applied his skills to a wide array of projects, from surveying and modeling threats posed by Sudden Oak Death Syndrome, to performing large-scale botanical and aquatic wildlife surveys, to designing habitat restoration projects. He has served as the lead ecologist and GIS specialist for many of VNLC's regional conservation and land use projects from the Bay Area to the San Joaquin Valley and surrounding foothill regions. He has led survey and mapping efforts at the 8,000-acre Walker Ridge Proposed Wind Energy Site (Colusa and Lake Counties), the 1,600-acre Tres Vaqueros Wind Energy Site (Contra Costa County), the 1,300-acre Calabazas Creek Open Space Preserve (Sonoma County), and the 16,000-acre Rancho Arroyo Seco Land Use and Mitigation Bank Project (Western Amador County). He is currently serving as the Principal Investigator for a federally funded project involving the propagation and reintroduction of the critically endangered large-flowered fiddleneck (*Amsinckia grandiflora*) into its historical range and is overseeing a project involving a post-fire habitat study in the Santa Cruz Mountains. Other current projects include botanical and wildlife survey on Coyote Ridge, Santa Clara Valley, as well as a riparian restoration effort along the Chowchilla River (Madera County), as part of a mitigation project for the California High Speed Rail Authority.

EDUCATION

B.A. Physical Geography (concentration in ecology and geographic information science), University of California, Berkeley, 1995.

PERMITS

TE-035336-6.2 Vernal Pool Branchiopods, California Tiger Salamander, California Red-legged Frog, *Amsinckia grandiflora*; EID-183230001 Amphibians and Vernal Pool/Terrestrial Invertebrates; 2081(a)-17-095-V Plant Voucher Collecting

RELEVANT PROJECT EXPERIENCE

Marin Municipal Water District Open Services (Marin County, CA)
Senior Ecologist and Project Manager (2009 – 2018)
For nearly ten years, VNLC provided on-call services to the MMWD for projects throughout central Marin County. A total of 14 projects were completed during this timeframe, with services including rare plant surveys, vegetation surveys and mapping, VNLC wetland delineations, tree surveys, and habitat assessments. VNLC also played a key role in preparing the biological resources section of the Administrative Draft Environmental Impact Report (ADEIR) of the MMWD Vegetation Management Plan (currently called the Wildlife Protection and Habitat Improvement Plan). MMWD no longer offers open services contracts, but VNLC was recently awarded a contract as part of an environmental team to work on the Ross Reservoir Safety Improvement Project, which is on-going.

Alameda County Public Works Agency Open Services (Alameda County, CA)
Senior Ecologist and Project Manager (2007 – 2019)
Jake Schweitzer has overseen VNLC's biological services contract with the ACPWA for the past nine years. A total of 35 projects were completed during the contract. Services included wetland delineations, riparian habitat mapping, rare plant surveys, tree surveys, wildlife habitat assessments, and the preparation of mitigation/monitoring restoration plans.

Military Ocean Terminal Concord Environmental Surveys (Contra Costa County, CA)
Senior Ecologist and Project Manager (2020)
VNLC is currently under contract to conduct multi-species special-status herptile surveys, rare plant surveys, and site-wide wetland delineation surveys within this approximately 6,000 acre military base. The project will continue throughout 2020. VNLC was hired in part due to having developed a good reputation with the Navy during botanical surveys conducted within 5,000 acres of inland habitat during the proposed transfer of the property to the City of Concord.

Marin County Parks (Marin County, CA)
Senior Botanist and Wetland Ecologist (2017)

Conducted protocol level botanical surveys and reconnaissance-level wetland and riparian habitat surveys at the Cascade Canyon Bridges Project, near Fairfax, Marin County. Concurrently conducted a wetland delineation at the McInnis Park Master Plan project in San Rafael.

Military Ocean Terminal Concord Environmental Surveys (Contra Costa County, CA)
Senior Ecologist and Project Manager (2020)

VNLC is currently under contract to conduct multi-species special-status herptile surveys, rare plant surveys, and site-wide wetland delineation surveys within this approximately 6,000 acre military base. The project will continue throughout 2020. VNLC was hired in part due to having developed a good reputation with the Navy during botanical surveys conducted within 5,000 acres of inland habitat during the proposed transfer of the property to the City of Concord.

East Bay Municipal Utility District (EBMUD) Photovoltaic Project, EBMUD, Orinda, Contra Costa County and Castro Valley, Alameda County, CA:
Senior Ecologist and Project Manager (2020)

VNLC prepared botanical resource reports and wetland delineation reports for three separate properties owned and managed by EBMUD. The reports were prepared in support of a proposed project involving the installation of solar panel arrays that would generate clean energy to supply EBMUD's energy needs. The average project site size is approximately 32 acres. Using data compiled in the reports, the sites were analyzed to determine the most appropriate site for installation of solar arrays. One site was selected, and this site is currently being further evaluated for on-site wetland mitigation opportunities. The wetland creation work would be led by VNLC.

Apple Park Biodiversity Study, Cupertino Santa Clara County, CA:
Senior Ecologist and Project Manager (2014-Present)

VNLC is conducting a multi-year biological diversity study of the 185-acre Apple Park. The study involves identifying and documenting all vertebrate and invertebrate animal taxa as well as all vascular plant taxa throughout the park. The purpose of the study is to compare the overall biological diversity of the site before and after construction and landscaping of the site. Baseline biodiversity studies were conducted prior to the site construction and landscaping, in 2013 and 2014. The park was landscaped from 2014 to 2018, during which time over three million trees, shrubs, grasses, and wildflowers were planted on approximately 100 acres of the park. A majority of the plants are native to California and thus provide optimal habitat for a wide range of native animal species. Post landscaping studies are currently underway to document all animal and plant taxa as well as plant community types. In addition, VNLC is conducting un-manned aerial vehicle (i.e., 'drone') surveys of the area, in order to document the vegetation cover and health over time and space throughout the study area.

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CASSIE M. PINNELL, Senior Ecologist and Sacramento Office Lead

EMPLOYMENT HISTORY

Vollmar Natural Lands Consulting	Senior Ecologist	2005 – 2013, 2017- present
Mattole Restoration Council	Executive Director	2013-2017
San Francisco State University	Graduate Researcher	2011-2016
BMP Ecosciences	Biologist	2003-2005

PROFESSIONAL SUMMARY

Ms. Pinnell combines over 15 years as a professional ecologist with over four years as Executive Director of a watershed restoration NGO in California. Her work has included managing large-scale restoration projects, and conducting statewide surveys for special-status plant and wildlife species, using a variety of survey techniques in both wetland and upland environments. She has experience in assessing effectiveness of wetland, intertidal, and upland restoration projects, and using GIS and statistical software (R, SPSS) to determine community-level responses to habitat modification and restoration. Ms. Pinnell has also worked on large-scale species distribution assessments and habitat analyses to supplement conservation planning in California. Ms. Pinnell has worked on the preparation of multiple Land and Resource Management Plans and regulatory permitting on projects in the Central Valley and larger Bay Area regions. She is experienced with permitting under Sections 404, 401, and 1602, and has prepared multiple Biological Assessments for Section 7 Consultations.

Though she has experience working in a variety of habitats, Ms. Pinnell specializes in vernal pool ecosystems, with over 16 years of experience working in California's vernal pools. Her vernal pool research has included rare plant reintroduction experiments (*Limnanthes vinculans*), assessments the effectiveness of created versus restored pools, and regional surveys to develop habitat profiles for listed large branchiopods (*Branchinecta conservatio*). She has conducted vernal pool monitoring to support conservation and restoration planning, and CEQA and permitting compliance throughout California. Overall, she has sampled over 1,000 vernal pools throughout nearly all of the California's vernal pool ecoregions.

EDUCATION

M.S. Biology. San Francisco State University, Romberg Tiburon Center
B.A. Environmental Studies and Ethnic Studies (double major). Mills College

PERMITS

TE-035336-6.2 Vernal Pool Branchiopods and California Tiger Salamander;
SC-5949 Amphibians and Vernal Pool/Terrestrial Invertebrates; 2081(a)-17-109-V Plant Voucher

RELEVANT CURRENT PROJECT EXPERIENCE

Montezuma Wetlands Project (Solano County, CA)
Project Manager (Present)

Montezuma Wetlands Project includes using approved dredged sediment to restore approximately 1,880 acres of diked and subsided former baylands to a tidal wetland ecosystem including some seasonal wetland features, and approximately 480 acres of upland transition zone and vernal pool habitat. Manages all permitting renewals and modifications (USFWS, ACOE, CDFW, NMFS, BCDC, Solano County, and RWQCB), wildlife and botanical surveys, including coordinating bird, mammal, fish, amphibian, invertebrate, botanical, and vegetation surveys. Site includes salt marsh harvest mouse, California least tern, listed branchiopods, western burrowing owl, and numerous bayland species.

City of Roseville Open Space Preserve Monitoring (Placer County, CA)
Senior Biologist (Present)

Conducting annual monitoring and biological assessments of 145 vernal pools and other seasonal wetlands and associated upland habitat throughout the City of Roseville's system of 25 open space and mitigation preserves. Monitoring parameters include aquatic invertebrates, water quality, wetland and adjacent upland floristics, invasive species, and general conditions.

City of Milpitas Sanitary Sewer Cathodic Protection Improvement Project (Alameda County, CA)
Lead Biologist and Wetlands Ecologist (2019)

Project included preparing wetland delineation, biological assessment report, biological resource evaluation report, and permitting support for proposed City sanitary sewer improvement impacts to wetlands and special-status species.

Marin County Open Space District Road and Trails Improvement Project (Marin County, CA)
Project Manager and Permitting Specialist (Present)

Preparation of Section 401 and Section 404 permit applications for multiple road and trail improvements, including in areas with wetlands and special-status amphibians and birds.

City of Newman Wetland Restoration Project (Merced and Stanislaus Counties, CA)
Project Manager Senior Biologist (Present)

Preparation of wetland delineation on 100ac parcel that supports seasonal wetlands, preparation of biological evaluation and assessment reports, botanical surveys (target vernal pool species), large branchiopod surveys, and general support for CEQA and permitting.

Building Capacity of the California Wetland Program to Protect and Restore Vernal Pools (Statewide)
Lead Field Biologist (Present)

Conducting California Rapid Assessment Method surveys of 80 vernal pool complexes throughout California. Data will be used to update information about vernal pool projects and related impact areas to support the State's Wetland and Riparian Area Monitoring Plan.

Colin Busby | Project Principal/Manager

Education

Ph.D., Anthropology 1978
University of California
Berkeley

Registration/Certifications

Register of Professional Archaeologist (RPA #10186)

Number of Years with BASIN RESEARCH

38 years

Key Experience

Ph.D. in Anthropology - emphasis in prehistoric archaeology and history of western North America

45+ years of relevant experience in both large corporate and small business environments as well as federal agency employment

Experience with major archaeological compliance projects for federal, state, and/local agencies

Fully knowledgeable of NEPA/NHPA and CEQA requirements for cultural and historic properties

Extensive local knowledge of archaeological and physical anthropology of Northern California and Central California + Nevada

Working relationship with and knowledge of federal, state and local transportation agencies and public works departments requirements and state OHP staff reviewers for cultural resources

Dr. Busby has 48 years archaeological experience in six states and three foreign counties. His cultural resources management experience has involved all aspects of NEPA and CEQA assessment and regulatory compliance. Experience includes the design, direction and execution of the cultural resource components of EISs, EIRs, EAs and other investigations for federal, state and municipal governments, land developers, the U.S. military and the scientific community in the western United States. Specialties include program management, Native American consultation, public liaison and regulatory agency coordination, research design development, field research, NHPA Section 106 and Section 110 compliance, editing and report production. California Native American consultation has included SB 18 and AB 52 assistance.

Dr. Busby has either acted as the Principal or co-Principal Investigator/Project Manager for over 600 cultural resource assessments, mitigation programs and regulatory compliance programs associated with land development, water resources and wastewater management, energy development, mining exploration and urban development throughout northern and central California and Nevada.

PROJECT EXPERIENCE (selected)

Alameda County Public Works Agency On-Call for Cultural Resources Service
(2008 to Present)
Role: Principal Project Archaeologist

Responsible for management and completion of cultural resource studies as part of planning requirements for public works projects including flood control, bridge enhancement and replacement to meet seismic requirements, road improvements, pedestrian trails, archaeological and paleontological monitoring during earth disturbing construction in sensitive resource areas, Native American consultation and, general consulting and review including support to County environmental staff. Projects completed to meet both CEQA and NEPA/NHPA requirements for archaeological and historic architectural resources including Caltrans and FHWA was well as federally mandated Section 106 compliance requirements for Section 404 permits by the US Army Corps of Engineers. Coordination included interaction with various regulatory agencies as well as State Office of Historic Preservation staff.

Environmental Consulting Group (Verrips) – Westlands Solar Park, Kern and Fresno Counties
(2010 to Present)
Role: Prime Program Manager

Cultural resources studies to meet CEQA and NEPA/NHPA requirement associated with Westlands Solar Park Master Plan (WSP) and associated solar generating and high-voltage transmission facilities within 21,000 acre area. Included extensive Native American consultation and coordination with federally recognized tribal groups.

SFPUC Water System Improvement Projects - Various Counties
Role: Principal Project Archaeologist. and Project Manager

Principal Archaeologist for San Francisco Public Utilities Commission (SFPUC) Water Improvement System Project (WISP) projects in Alameda, Santa Clara, San Mateo and San Joaquin counties. Managed NEPA/NHPA and CEQA EIR/EIS mitigation measure compliance during construction including archaeological inventory, site testing and evaluation, data recovery, development of Archaeological Monitoring Plans and mitigation monitoring, review of unexpected discoveries, Native American and regulatory agency consultation and other projects to meet SFPUC and agency requirements for mitigation implementation. Coordinated with SFPUC Bureau of Environmental Management and pipeline constructors. In association with consultants including Kennedy-Jenks Engineers, Jacobs Associates, Jacobs Engineers, EPC Consultants and HDR.

U.S. Army Corps of Engineers Los Angeles District Cultural Resource Services for Projects within Southern California, Southern Nevada, Southeastern Utah and Arizona (5 year IDIQ)
Role: Prime Program Manager (2009-2014)

Cultural resources compliance projects to meet NEPA/NHPA Section 106 requirements. Project manager for Northern California and Nevada projects with Statistical Research, Inc. (2009-2014).

Transportation Studies – Caltrans/FHWA Compliance
Role: Principal Investigator/Project Manager (1980-Present)

120+ cultural resources studies to meet Caltrans/FHWA requirements for both archaeology and historic architecture in 15 northern and central California counties for public and private entities. Focus on transportation improvements, mass transit, pedestrian and bicycle trails and bridge rehabilitation. Tasks have included program management, archival research, field studies including archaeological testing, coring and data recovery programs, sensitivity models, built environment assessments, Native American consultation and completion of Caltrans format cultural resources compliance documents (ASR, HRER, HPSR).

Christopher Canzonieri | Lead Archaeologist/Physical Anthropologist

Mr. Canzonieri has 19 years of experience in cultural resource assessment/management and NEPA and CEQA regulatory compliance. He is an experienced archaeologist and physical anthropologist with expertise in prehistoric and historic California including an extensive background in human osteology both in the field and in laboratory analysis. He presently serves as Lead Staff Archaeologist and Physical Anthropologist and is BASIN's Native American liaison and facilitator. He has supervised small-scale inventories and archaeological monitoring programs, participated in and supervised archaeological site testing programs and extended data recovery projects in California and conducted focused, project specific research at the direction of the Principal Investigator. Prior to his employment with Basin Research Associates, Mr. Canzonieri worked with other cultural resources firms in central California including a Native American owned cultural resources management firm.

Mr. Canzonieri has contributed to over 60 manuscripts and reports including site assessments, field inventories and evaluations, site testing report and specialized osteological reports. Mr. Canzonieri's research interests are in human osteology, particularly palaeopathology and trauma with other interests in taphonomy, prehistoric migration, human evolution, and the peopling of California.

Education

M.A., Anthropology California State University East Bay (formerly Hayward)

Registration/ Certifications

Register of Professional Archaeologists (RPA)

24 Hour HAZWOPER Certified

Successful Completion of 10-Hour OSHA Construction Safety & Health

OSHA Excavation Safety Training for Competent Person

Professional Organizations

American Association of Physical Anthropologist

Paleopathology Association

Society for California Archaeology

Number of Years with BASIN RESEARCH

16 years

Key Experience

M.A. in Anthropology with an emphasis in Archaeology and Biological Anthropology

At least 19 years of recent relevant experience

Experience in 5 or more relevant, verifiable archaeological compliance projects for federal, state, and local agencies

Fully knowledgeable of NEPA and CEQA requirements for cultural and historic properties

Extensive local knowledge of archaeological and physical anthropology of Northern and Central California

PROJECT EXPERIENCE (selected)

San Francisco Public Utilities Commission (SFPUC) Water System Improvement Projects (WSIP) - BDPL 5 and Biohabitat Restoration Projects (San Mateo County), BDPL 3, 4, and 3X (Alameda and Santa Clara Counties), and San Joaquin (SJPL) System Project (Tuolumne, Stanislaus, and San Joaquin counties) (2009-2016)
Role: Lead Archaeologist and Physical Anthropologist

Responsibilities: Responsible for pre-construction field assessments (inventories), designing and completing testing programs with the results used to develop Archaeological Monitoring Plans (AMP) and Findings of Effect (FOE). During pipeline construction Mr. Canzonieri managed the day-to-day field operations in the San Mateo Peninsula, Alameda County, and San Joaquin System spreads including field scheduling of personnel, coordinating with construction crews and acting as a liaison/facilitator between the client and contractor[s]. Mr. Canzonieri assisted with construction monitoring operations and with the recovery and recordation of unexpected archaeological discoveries during construction with a focus on contractor coordination and consultation to allow the immediate treatment of unexpected discoveries. He also acted as Native American Liaison with the project's Native American consultant and functioned as the Lead Human Osteologist during Native American burial recovery and review.

U.S. Army Corps of Engineers, Sacramento and San Francisco Districts Cultural Resource Studies (2003-2012)
Role: Lead Archaeologist

Responsibilities: Responsible for Section 106 compliance requirements of the National Historic Preservation Act as directed by the Corps and Project Principal Investigator. Compliance projects focused on flood control projects in northern, central and southern California. Services included archaeological inventories, assistance with Historic Properties Survey Reports and Finding of Effect documents, presence/absence testing programs, mitigation monitoring, Native American consultation and burial removal, unexpected discoveries, data recovery, and other services necessary to complete compliance. Mr. Canzonieri was the field director for the USACE Middle Creek Flood Damage Reduction and Ecosystem Restoration Project, Lake County; USACE Lake Isabella Dam Seismic Retrofit, Kern County; USACE Lake Sonoma and Lake Mendocino Site Relocation Inventory, Sonoma and Mendocino counties; and, the San Francisco Bay Salt Pond Restoration Project (Alameda, Santa Clara and San Mateo counties).

Shea Homes
CA-CCo-647 – Oakley, Contra Costa County
Role: Lead Archaeologist and Physical Anthropologist

Responsibilities: Implemented initial data collection used to design and execute the data recovery program and burial recovery program. Supervised daily operation of data recovery and subsequent removal of 91 prehistoric Native American skeletal remains. Conducted in-field analysis on 91 discrete burials. Duties included aging, sexing, metric/non-metric analysis, gross pathological descriptions, interpretations, and photo-documentation of skeletal material and the completion of a technical site and burial report. Supervisor: Dr. Colin Busby. Archaeological Data Recovery Report, CA-CCO-647 Shea Homes Summer Lake Project Contra Costa County, California. March 2017.