

**AMENDMENT NO. 1
TO THE AGREEMENT FOR SERVICES
BETWEEN THE
CITY OF SANTA CLARA, CALIFORNIA,
AND
MOORE IACOFANO GOLTSMAN, INC.**

PREAMBLE

This agreement ("Amendment No. 1") is entered into between the City of Santa Clara, California, a chartered California municipal corporation (City) and Moore Iacofano Goltzman, Inc., a California corporation, (Contractor). City and Contractor may be referred to individually as a "Party" or collectively as the "Parties" or the "Parties to this Agreement."

RECITALS

- A. The Parties previously entered into an agreement entitled "Agreement for Services, dated July 17, 2018 (Agreement); and
- B. The Parties entered into the Agreement for the purpose of having Contractor prepare a Specific Plan for the Patrick Henry Drive plan area, and the Parties now wish to amend the Agreement to extend the term of the Agreement and expand the original scope of work.

NOW, THEREFORE, the Parties agree as follows:

AMENDMENT TERMS AND CONDITIONS

- 1. Section 2 of the Agreement, entitled "Term of Agreement" is amended to reflect a revised termination date of June 30, 2022.
- 2. Exhibit A, entitled "Scope of Services" is replaced in its entirety by the attached "Revised Scope of Services," dated May 8, 2020.
- 3. Exhibit B, entitled "Schedule of Fees" is replaced in its entirety by the attached "Revised Schedule of Fees," dated May 8, 2020.
- 4. Except as set forth herein, all other terms and conditions of the Agreement shall remain in full force and effect. In case of a conflict in the terms of the Agreement and this Amendment No. 1, the provisions of this Amendment No. 1 shall control.

The Parties acknowledge and accept the terms and conditions of this Amendment No. 1 as evidenced by the following signatures of their duly authorized representatives.

CITY OF SANTA CLARA, CALIFORNIA
a chartered California municipal corporation

Approved as to Form:

Dated: _____

BRIAN DOYLE
City Attorney

DEANNA J. SANTANA
City Manager
1500 Warburton Avenue
Santa Clara, CA 95050
Telephone: (408) 615-2210
Fax: (408) 241-6771

"CITY"

MOORE IACOFANO GOLTSMAN, INC.
a California corporation

Dated: _____

By (Signature): _____

Name: Chris Beynon

Title: Chief Development Officer

Principal Place of Business Address: 800 Hearst Avenue
Berkeley, CA 94710

Email Address: ChrisB@MIGcom.com

Telephone: (510) 845-7549

Fax: (510) 845-8750

"CONTRACTOR"

I:\PLANNING\Admin\Contracts\M.I.G. - Moore Iacofano Goltsman, Inc\Patrick Henry
Drive Specific Plan\Amendment No. 1\Amendment No. 1 - Form.doc

EXHIBIT A
REVISED SCOPE OF SERVICES
May 8, 2020

Patrick Henry Drive Specific Plan

The revised scope of work identifies tasks and subtasks that will be completed jointly or in coordination with the concurrent Freedom Circle Specific Plan project. These are marked with (*NOTE) throughout the scope, and the cost savings associated with these shared tasks are reflected in the project budget.

TASK 1: PROJECT INITIATION

TASK 1.1: KICK-OFF MEETING, SITE TOUR AND SCOPE REFINEMENT

**NOTE: The kick-off meeting and site tour will be held jointly with the Freedom Circle project.*

To initiate the project, the MIG Team will hold a two-part kick-off meeting. The first hour of the meeting will include the project leadership, including MIG's Principal-in-Charge and Project Manager. This session will focus on a detailed review of the project scope, budget and assumptions as well as roles and communication protocols. The second half of this meeting will include additional City staff and MIG Team members and be structured to share information about the planning context, study area and community dynamics to develop a shared base of knowledge. We will also confirm overall expectations and desired project outcomes. This meeting will include a discussion about the composition and role of the Stakeholder Steering Group (SSG) and Technical Advisory Committee (TAC).

The MIG Team and City staff will also tour the Patrick Henry Drive Future Focus Area (subsequently referred to as the "Plan Area"), as well as adjacent neighborhoods, to fully understand the area's planning and design parameters, connections to surrounding neighborhoods and roadways, mobility issues, character precedents, and other challenges and opportunities. MIG will photo-document the Plan Area. Upon discussion with City staff, property owners and/or other stakeholders may be invited to join the meeting and/or tour.

Following the kick-off meeting and Plan Area tour, MIG will provide a brief meeting summary and memo reflecting City staff input on the scope, budget and schedule. The City will approve the memo to ensure a shared understanding of project resources and expectations.

Task 1.1 Deliverables

- Kick-Off Meeting and Plan Area Tour materials: agenda, sign-in sheet, aerial base map, PowerPoint presentation, photo database and summary (Word/PDF/PPT/ JPG)
- Refined Work Program, Schedule and Budget memo (Word/Excel/PDF)

TASK 1.2: COMMUNITY ENGAGEMENT STRATEGY

**NOTE: The community engagement strategy will identify strategies and tactics that can be applied to both the Freedom Circle and Patrick Henry Drive projects.*

Following project initiation, MIG will develop a comprehensive Community Engagement Strategy and Schedule. Based on information from the kick-off meeting and staff consultation, this document will outline the specific engagement approaches and tactics best suited to this effort. This document will identify outreach goals, key stakeholders and target audiences for the Specific Plan project, including preliminary membership of the TAC and SSG. The Strategy will identify community-based organizations and other partners who can help the City and MIG Team extend their reach into the diverse Santa Clara community. MIG will outline roles and responsibilities of the consultant team, City staff, TAC and SSG and community partners as well as a preliminary schedule for specific meeting and events. City staff will be responsible for providing one round of comments to refine the overall Community Participation and Outreach Plan.

Task 1.2 Deliverables

- Draft and Final Community Engagement Strategy and Schedule Memo (approximately 6-10 pages; Word/PDF).
- NOTE: Specific engagement tasks and deliverables are integrated throughout the work plan and detailed in subsequent Tasks.
- NOTE: This scope of work does not assume any translation or interpretation costs.

TASK 1.3: PROJECT IDENTITY, TEMPLATES AND PUBLIC INFORMATION

**NOTE: The development of these materials will be coordinated closely with the Freedom Circle Specific Plan project for efficiency and consistency.*

MIG's in-house graphic design staff will develop a project identity for all outreach materials. MIG will develop three draft project logo concepts and color schemes for City review. There will be two rounds of review and the City will provide consolidated comments for both, eventually selecting one final logo and color scheme. MIG will prepare the logo in electronic formats compatible with City graphic design standards. MIG will then prepare a series of templates with the project identity and branding. The use of these templates will ensure a consistent look and feel for the Specific Plan materials and ensure products can be efficiently produced and updated. MIG will develop a suite of up to six templates that may include presentation slides, reports, postcards, and outreach flyer template to be used for the duration of the project. The specific set of materials will be confirmed in consultation with City staff before production.

MIG will also provide project content that can be adapted for multiple public education and outreach purposes. This will include narrative and graphics that describe the project background, overview, schedule and milestones. Materials can be used for the City's website, social media accounts, newsletters and shared with community and project partners. MIG will propose a set of materials, which will be confirmed with the City prior to development. These materials will be reviewed by City staff and revised before being shared with the public. MIG will update these materials up to four times over the course of the project to ensure accurate, up-to-date information is available to the public.

Task 1.3 Deliverables

- Three draft concepts of project identity. Final logo color scheme and up to six templates (JPG/PDF/PPT/Word)
- Public information and website content; up to four revisions (Word)

TASK 2: PREREQUISITE STUDIES AND EXISTING CONDITIONS ANALYSIS

**NOTE: The collection and review of these materials will be coordinated closely with the Patrick Henry Drive Specific Plan project for efficiency and consistency.*

TASK 2.1: REVIEW POLICIES, REPORTS, PROGRAMS AND STUDIES

The MIG Team will develop a request for information for City staff and review the relevant background material provided by the City. This effort includes a thorough review and analysis of the City's General Plan, Zoning Code, and other data and documents such as traffic studies, existing infrastructure plans, and recent Focus Area Plans. The MIG Team will develop a thorough understanding of guiding policies, relevant projects, and primary issues and challenges to address during this process.

We will develop a Planning Context memo that outlines the policy and regulatory framework for the Patrick Henry Drive Area Plan. The memo will include preliminary recommendations for Special Plan policies and regulations that will support the City's goals.

Task 2.1 Deliverables

- Request for information (Word/PDF)
- Draft and Final Planning Context Memo approximately ten pages with up to four graphics (Word/PDF)

TASK 2.2: DATA ANALYSIS AND BASE MAPPING

In parallel to Task 2.1, MIG will collect and review GIS data from the City, including existing land use, General Plan designations, zoning, existing building height, existing employment and other non-residential square footage per parcel, street centerlines, and county assessor data. Building footprint and height attributes are also desirable, if available. All information will be assumed to be accurate and up-to-date.

MIG, with City input and review, will develop a base map and template ensure all maps have a uniform style, legend and title block. The MIG Team will prepare up to 10 existing conditions maps for use throughout the Specific Plan process. These maps will include existing conditions information, such as land use, zoning, circulation, roadway hierarchy, and environmental information.

All GIS data and mapping prepared for the General Plan will be developed consistent with City protocols and data formats to ensure easy integration into the City's information system upon project completion. City staff will be responsible for providing GIS data, coordinating on formatting and meta-data protocols, and reviewing and providing feedback on the base maps. At the culmination of the project, MIG will provide the City with the GIS maps and associated files developed during the process.

Task 2.2 Deliverables

- Up to 10 Base and Existing Conditions Maps (GIS/ Illustrator/PDF)

TASK 2.3: PARKLAND STUDY

To ensure that future development of the Patrick Henry Drive area supports Citywide goals for park land, MIG will evaluate the City's existing park and recreation inventory, General Plan goals and policies and other relevant documents or data. To gather additional insights and ideas, MIG will consult with Parks and Recreation staff via conference call. MIG will then develop a memo evaluating current measures and recommending new guidelines to ensure future residents of the Patrick Henry Drive Plan Area have adequate access to parks and recreation while maintaining and contributing to the City's ratio of 2.53-3.00 acres per 1,000 residents.

Task 2.3 Deliverables

- Draft and Final Parkland Memo (Word/PDF)

TASK 2.4: INFRASTRUCTURE ASSESSMENT

**NOTE: The infrastructure data collection and analysis will be coordinated closely with the*

Freedom Circle Specific Plan project for efficiency and consistency.

BKF will develop a comprehensive infrastructure and utility assessment consistent with General Plan requirements. Specifically, BKF will review existing storm drain, wastewater, water, and recycled water maps, utility studies, and models (to be provided by the City and other relevant utility companies) and provide planning level descriptions with conceptual exhibits. We anticipate receiving at least a current assessment study for water, sewer and stormwater mains (based on BKF's recent experience in the development of the Lawrence Station Area Plan) for which we received updated models based on the provided data.

The utility maps will be based on the MIG project area base map template. Depending on information provided by the utility owners, BKF will identify pipe size and their approximate location and direction of flow (if available). BKF will also obtain existing dry utility maps including electric, gas, and telecommunications for informational purposes.

Following the collection of this data, BKF will complete a site reconnaissance to confirm utilities are generally as shown on the provided base maps prior to preparing the Infrastructure and Utility Base Map. BKF staff will also meet with the City and utility providers to discuss any known existing capacity and condition issues. This task includes three (3) meetings (1 meeting with City engineers/public works personnel and 2 with other key agencies).

Based on the above tasks, BKF will assist the project team with an engineering-level analysis of the storm drain, wastewater, water, and recycled water utilities as well as a summary of available dry utility data. This analysis will indicate the existing utility framework that serves the area, along with a programmatic analysis of the perceived deficiencies and recommendations for reuse as part of the Specific Plan.

Task 2.4 Deliverables

- Draft and Revised Infrastructure Assessment Memo (Word/PDF) with exhibits for internal use (AutoCAD/Sketches/PDF)
- NOTE: Aerial topographic survey and field surveys are not included in this scope of work.

TASK 2.5: EVALUATION OF FISCAL HEALTH

**NOTE: A single fiscal health evaluation will be conducted for both the Patrick Henry Drive and Freedom Circle Specific Plans.*

To understand the overall fiscal health of the City, EPS will review historical trends and the current state of City finances to inform the planning process. Based on that information review, EPS will provide an overview of recent General Fund revenue and expenditure trends and how they affect the City's ability to provide public services and facilities to the respective Specific

Plan areas.

The purpose of this effort is to inform project staff and advisors of the major fiscal challenges and opportunities that should be addressed during the Specific Plan process. Specifically, this task will consider the generalized fiscal impacts of various development types (e.g., various residential densities, retail or office) being considered within the Plan Area. This task does not compare the fiscal impacts of the land use alternatives, but addresses the general fiscal implications of land use decisions. Findings from this task will be summarized in a fiscal trends and issues memorandum.

Task 2.5 Deliverables

- Draft and Final Fiscal Trends and Issues Memo (one for both projects) (Word/PDF)

TASK 2.6: TRANSPORTATION CONTEXT

**NOTE: The transportation data collection and analysis will be coordinated closely with the Freedom Circle Specific Plan project for efficiency and consistency.*

The purpose of this task is to describe the existing transportation system in the plan area (generally spanning the area north of Highway 101 bound by Calabazas Creek, Tasman Drive, and San Tomas Aquino Creek), identify already-planned improvements, and prepare an initial list of potential bicycle/pedestrian/transit improvements and transportation demand management (TDM) policies for the Transportation Vision of the area, which will incorporate General Plan pre-requisite policies. These tasks are further described below.

Hexagon will describe the existing transportation system in the plan area including roadways and bicycle/pedestrian/transit facilities. Existing operations of each transportation system component will be described based on available data. The operation of key intersections will be reported based on available traffic data obtained from recent traffic reports prepared for other nearby developments. Transit load data will be obtained from nearby transit providers (VTA and ACE). Existing pedestrian and bicycle facilities and transit stop amenities within walking distance (1/2 mile) of the site will be confirmed through field visits. In addition, Hexagon will document the City's current TDM policies and TDM requirements imposed on recently approved developments in the area.

Hexagon will review planning documents prepared by the City of Santa Clara, VTA, the Metropolitan Transportation Commission (MTC), and Caltrans, as well as previously prepared transportation impact analysis reports for the approved nearby development projects to identify already-planned transportation improvements.

Constraints related to pedestrian travel (e.g. sidewalk widths), transit capacity (transit vehicle capacity and platform waiting areas), bicycle facilities (bike paths/lanes, and bicycle parking at nearby rail stations) and site access (number and location of project driveways and/or new streets) will be considered to identify potential bicycle/pedestrian/transit improvements.

Modifications to the City's current TDM policies that could support the plan area also will be described. A brief transportation context memo will be prepared to document existing conditions, near-term and cumulative constraints in the surrounding transportation network, and potential multimodal transportation improvements. The memo will be used to inform recommendations in the Vision Plan (Task 3).

Task 2.6 Deliverables

- Draft and Final Transportation Context Memo (one document for both projects) (Word/PDF)

TASK 2.7: ENVIRONMENTAL CONTAMINATION INQUIRY

**NOTE: A single environmental contamination inquiry will be conducted for both the Patrick Henry Drive and Freedom Circle Specific Plans.*

Since the Specific Plan area includes light industrial uses, MIG will coordinate with EDR to conduct a search of hazardous waste conditions/sites in the Plan Area and provide a summary of findings.

Task 2.7 Deliverables

- Hazardous Materials Data Report (PDF)

TASK 2.8: SETTING AND OPPORTUNITIES SUMMARY

Building upon the work done in the preceding Task 2 Subtasks, MIG will prepare a highly visual, easy-to-read, and user-friendly summary of key findings and opportunities. This report will include narrative, mapping, site photographs, and other graphics as appropriate. It will be approximately 40-50 pages and be created in a PowerPoint format to provide easy online posting and viewing, and to facilitate presentations to multiple audiences. City staff will be responsible for reviewing the document and providing one consolidated set of City comments to the MIG Team. This summary will be presented at the first TAC and SSG meetings and community workshop to create a shared knowledge base amongst stakeholders and inform discussions about project vision and goals.

Task 2.8 Deliverables

- Draft and Final Setting and Opportunities Summary (PPT/PDF)

TASK 3: VISION PLAN

MIG will develop a Vision Plan that presents a coherent and compelling vision of the broader planning area, generally spanning the area north of Highway 101 bound by Calabazas Creek, Tasman Drive, and San Tomas Aquino Creek (hereafter referred to as the Vision Plan Area). The Vision Plan document will convey the City's desired future for this area to key decision-makers, business and property owners, employers and the development community. It will be a communication and coordination tool that will facilitate implementation of these multiple efforts.

**NOTE: This task will encompass both the Patrick Henry Drive and Freedom Circle Drive Specific Plan Areas and is included as a task in each. It is jointly funded by each project.*

TASK 3.1: DATA AND PLAN REVIEW

MIG will review any relevant data, studies, plans and reports that are relevant within the Vision Plan area to complement our understanding of the Patrick Henry Drive plan area. This includes Master Plans, policies, regulations, community engagement findings and other applicable resources identified or provided by the City and Vision Plan Area stakeholders.

Task 3.1 Deliverable

- Vision Plan Context Memo highlighting key findings (approximately 3-5 pages) (Word/PDF)

TASK 3.2: STAKEHOLDER CONSULTATION

MIG will meet with individuals and/or small groups of stakeholders in the Vision Plan Area to understand the perspective of stakeholders, business and property owners that extend beyond the Specific Plan area. This task includes up to eight hours of in-person meetings with one MIG Team member.

Task 3.2 Deliverable

- Stakeholder interviews or focus groups (up to 8)
- Stakeholder Summary Memo highlighting key themes (Word/PDF)

TASK 3.3 VISION CHARRETTE

Building on the findings from Tasks 3.1 and 3.2, MIG will plan and facilitate an interactive charrette with City staff and area stakeholders to develop and refine an overarching vision for the Vision Plan Area and identify key urban design elements and other attributes. The group will discuss and identify potential identities (or "brands") for the broader area.

Task 3.3 Deliverables

- Draft and Final charrette materials: agenda, base maps, presentations and summary with photos and wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 3.4 DRAFT VISION PLAN

MIG will develop a graphically-rich document that presents a coherent and compelling vision of the broader planning area, generally spanning the area north of Highway 101 bound by Calabazas Creek, Tasman Drive, and San Tomas Aquino Creek. The plan will describe and illustrate how the multiple plans in this area serve a single vision and contribute to a coherent sense of place.

The plan will present a vision and guiding principles, as well as concepts, diagrams and visualizations, as appropriate, for the broader planning area. It will include brief narrative and a series of plan-view diagrams illustrating open space, mobility and connectivity, land use, community amenities, and infrastructure concepts. Additional development proposals and catalytic site opportunities outside of the Specific Plan areas will also be explored, to provide the larger picture for how the sub-region may grow and evolve over the coming years.

The transportation context whitepaper (Task 2.6) will be used to develop the transportation vision. Hexagon will review and comment on the Draft Vision Plan developed by MIG. The Draft Vision Plan will be reviewed by City staff and area stakeholders (if desired by the City). City staff will be responsible for reviewing the document and providing one consolidated set of City comments to the MIG Team.

Task 3.4 Deliverables

- Draft Vision Plan (approximately 20 pages) with up to 12 original graphics as well as precedent images (InDesign/Illustrator/PDF)

TASK 3.5 FINAL VISION PLAN

Based on one set of consolidated comments from City staff, MIG will finalize the Vision Plan.

Task 3.5 Deliverable

- Final Vision Plan (InDesign/Illustrator/PDF)

TASK 4: ALTERNATIVES DEVELOPMENT

TASK 4.1: COUNCIL/PLANNING COMMISSION STUDY SESSION #1

**NOTE: This and all Council and Commission meetings will be held jointly with the Freedom Circle Specific Plan project.*

MIG will meet with the City Council and Planning Commission during a joint session to present and receive feedback on the prerequisite studies and Vision Plan. MIG will provide one staff person and a PowerPoint presentation for this session.

Task 4.1 Deliverables

- City Council and Planning Commission Study Session materials: agenda and presentation, brief summary (Word/PPT/PDF)

TASK 4.2: STAKEHOLDER STEERING GROUP #1

MIG will plan and facilitate the first of four Stakeholder Steering Group (SSG) Meetings to present the Setting and Opportunities Summary and collect input on existing conditions; Plan Area assets, challenges and opportunities; big ideas for the future of the Patrick Henry area; and strategies to best engage the Santa Clara community in the Planning Process.

For All SSG Meetings, MIG will prepare meeting agendas and materials for review by City staff as well as facilitate and record the meeting. This scope assumes the City will be responsible for meeting invitations and logistics and that SSG meetings will be held on the same days as the TAC meetings.

Task 4.2 Deliverables

- Draft and Final SSG Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 4.3: COMMUNITY WORKSHOP #1: VISION

**NOTE: This and all community workshops will be held jointly with the Freedom Circle Specific Plan project.*

MIG will plan and facilitate a dynamic community workshop to refine the vision for the Patrick Henry Drive Plan Area. The agenda for this workshop will include a project introduction, summary of work to date, and facilitated small group discussions to refine an overall vision for the Plan Area. The project team will present the draft Vision and Goals for discussion with residents and other interested community members.

MIG, in coordination with City staff, will be responsible for developing content, printing

materials, and facilitating each workshop. MIG will provide one facilitator and one graphic recorder for this workshop. City staff will be responsible for securing workshop locations, printing and distributing announcements, printing handouts and providing refreshments.

Task 4.3 Deliverables

- Draft and Final Visioning Community Workshop materials: agenda and comment cards (Word/PDF) and presentation (PPT/PDF) and up to six boards (Illustrator/ PDF)

TASK 4.4: DIGITAL DESIGN CHARRETTE

**NOTE: This digital design charrette will be held jointly with the Freedom Circle project.*

Based on the input from the first round of community engagement, MIG will develop up to six “bubble diagram” concepts to establish the range of project alternatives. This discussion and exercise shall serve as a starting point for the development of draft plan alternatives. MIG will review and discuss these concepts in an online meeting with the City’s project leaders and then use these three concepts as the basis for our Digital Design Charrette.

The MIG Digital Design Charrette will engage City staff to define and refine Plan Alternatives. At the discretion of the City, additional stakeholders may be included in this work session. MIG will use our own in-house Digital Design Charrette technology and methodology, which builds on proven charrette methods to explore design and planning scenarios with a set of digital tools that allow real-time response to new ideas, and numeric and three-dimensional analysis. As ideas take shape, our facilitation team will illustrate them on a computer that is projected to a large display.

The digital nature of this process allows concepts to be vetted against any number of base map layers at any scale; concepts to be copied/saved/modified quickly; numeric analysis such as length and area calculations at the click of a button. Designing in 3D allows the project team to gather more meaningful input earlier in the process.

Task 4.4 Deliverables

- Creation of the 3D model (SketchUp)
- Digital Design Charrette agenda, facilitation and summary with photos and graphics (Word/JPG/PDF)

TASK 4.5: PLAN ALTERNATIVES AND CONCEPT STUDY

Based on the outcomes of the Digital Design Charrette and input from City staff and stakeholders above, the MIG Team will develop up to three Plan Alternatives that will articulate distinct options for the future of the Plan Area. The Draft Alternatives will include descriptions

and illustrations of urban design, land use, density, connectivity, open spaces, community facilities and site design or re-use concepts.

MIG will submit an Administrative Draft Concept Alternatives Study to City staff for review. City staff will provide the MIG Team one set of consolidated comments on the draft study. The MIG Team will then prepare a public draft Concept Alternatives Study that reflects City staff comments. These materials will then be reviewed at the Technical Advisory Committee and Stakeholder Steering Group meetings and the community workshop in Task 5. The alternatives will be highly graphical and include descriptive text, a diagram and images (including photo simulations and sketches) and maps, tables, and graphics as appropriate.

The MIG team will provide a brief analysis of each alternative that includes a comparison of the relative strengths and weaknesses of each. The alternatives will be evaluated against the project goals and/or indicators developed earlier in the planning process and identify any major issues. Hexagon will assist MIG in this task by providing recommendations to the team regarding the multimodal access and circulation for up to three alternatives, including connectivity options for the Mission College Boulevard and Great America Parkway corridors. Hexagon will also evaluate the VMT per capita for up to three project alternatives to assess the potential transportation impacts of each. BKF will provide high-level, qualitative input for the analysis and comparison of alternatives.

MIG will prepare a succinct and highly-visual Alternative Concept Study that will summarize each Alternative and describe its relative advantages and impacts. It is anticipated that this summary will be developed in InDesign and be approximately 40 pages in length. MIG will submit an Administrative Draft Concept Alternatives Study to City staff for review. City staff will provide the MIG Team one set of consolidated comments on the draft study. The MIG Team will then prepare a public draft Concept Alternatives Study that reflects City staff comments. These materials will then be reviewed at of the Technical Advisory Committee and Stakeholder Steering Group meetings and the community workshop in Task 5.

Task 4.5 Deliverables

- Up to three Plan Alternatives (InDesign/Illustrator/GIS/PDF)
- Administrative Draft Concept Alternatives Summary (InDesign/Illustrator/GIS)
- Public Draft Concept Alternatives Summary (InDesign/Illustrator/GIS)

TASK 5: PREFERRED ALTERNATIVE AND URBAN DESIGN, STREETSCAPE AND OPEN SPACE STANDARDS

TASK 5.1: TECHNICAL ADVISORY COMMITTEE MEETING #1

**NOTE: This and all TAC Meetings will be held jointly with the Freedom Circle Specific Plan.*

MIG will plan and facilitate the first TAC meeting to present the Alternative Concept Study and

collect input on the Plan Alternatives and direction on a Preferred Alternative. Input from this and other meetings (Tasks 5.2 and 5.3) will be used to select and refine the Preferred Alternative.

For all TAC Meetings, MIG will prepare meeting agendas and materials for review by City staff as well as facilitate and record the meeting. This scope assumes the City will be responsible for meeting invitations and logistics and that TAC meetings will be held on the same days as the Stakeholder Steering Group meetings.

Task 5.1 Deliverables

- Draft and Final TAC Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 5.2: STAKEHOLDER STEERING GROUP MEETING #2

MIG will plan and facilitate the second SSG meeting to present the Alternative Concept Study and collect input on the Plan Alternatives and direction on a Preferred Alternative.

Task 5.2 Deliverables

- Draft and Final SSG Meeting and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 5.3: COMMUNITY WORKSHOP #2: ALTERNATIVES

**NOTE: This and all community workshops will be held jointly with the Freedom Circle Specific Plan project.*

MIG will plan and facilitate a community workshop to help select the Preferred Alternative for the Patrick Henry Drive Specific Plan. The agenda for this workshop will include presentation of Alternative Concept Study and interactive exercises to provide feedback on the three Plan Alternatives. MIG will provide one facilitator and one graphic recorder for this workshop, and one team member from Hexagon will attend.

Task 5.3 Deliverables

- Draft and Final Visioning Community Workshop materials: agenda and comment cards (Word/PDF) and presentation (PPT/PDF) and summary (Word/JPG/PDF)

TASK 5.4: PREFERRED ALTERNATIVE

Following Tasks 5.1-5.3, MIG will hold an in-person work session with City staff to review input received on the Plan Alternatives, select a Preferred Alternative, and identify any needed changes to the Preferred Alternative. MIG will use this work session to confirm direction on the Urban Design, Streetscape and Open Space Standards (Task 5.5).

Fehr & Peers will provide recommendations to the team regarding access and circulation for the Preferred Alternative, including multi-modal connectivity to existing roadways, transit, bikeways, trails and open spaces and areas to accommodate transportation network companies (e.g., Uber and Lyft) and private shuttles.

Hexagon will make recommendations on Transportation Demand Management (TDM) strategies and monitoring program to reduce impacts of vehicular traffic on the project area. The MIG Team will then revise the Preferred Alternative to serve as the basis for the Specific Plan. MIG will create a large-format Preferred Alternative for staff and stakeholder review.

Task 5.4 Deliverables

- Draft and Final Preferred Alternative Graphic (Illustrator/ PDF)

TASK 5.5: URBAN DESIGN, STREETSCAPE AND OPEN SPACE STANDARDS

**NOTE: The MIG Team will develop design guidelines that are applicable to both the Patrick Henry Drive and the Freedom Circle Specific Plans as well as those that are tailored to each project area.*

The MIG Team will prepare a set of design guidelines and standards that clearly articulate a vision for future public and private improvements in the Plan Area. The guidelines and standards will rely heavily on images, renderings and sketches to convey desired outcomes and required elements. Clear guidance and illustrative examples will be provided for the following topics.

Open Space

Building on our parkland analysis and recommendations in Task 2, MIG will develop an open space framework that identifies the locations and amount of public and private open spaces recommended to serve new development. MIG will create and illustrate design guidelines and standards for public and privately-owned open spaces in the study area, including a focus on the interface of private developments (buildings) with the public realm. We will include strategies for programming and activating open spaces. MIG, with support from EPS, will identify potential tools for equitably sharing the costs of acquiring, designing and developing open spaces throughout the Plan Area.

Urban Design and Architecture

MIG will develop design guidelines for buildings in the Plan Area to ensure that they meet desired architectural standards and a meaningful interface with the public realm. This will include direction on height, massing, façade articulation, setbacks and other considerations that support the desired qualities of development in the Plan Area. MIG will develop up to two prototypes of new development that can be easily adapted by developers, contractors and business owners. The prototypes will focus on high-density mixed-use or residential products, consistent with the Preferred Alternative.

Streetscape and Circulation

MIG, supported by Hexagon, will develop design standards and guidelines, including street sections, for the streets within the Plan Area. The street cross-sections will be designed to accommodate the anticipated traffic volume. The design standards will be developed based on street type and function for multi-modal users (pedestrians, bicyclists, buses, automobiles and trucks). The street standards will fit the context of the Plan Area to support project goals such as reduced vehicular speed, transit access and bicycle and pedestrian safety. Standards will address design guidance for street trees, landscaping and lighting; crosswalks, pedestrian and bicycle paths and transit stops; utility equipment; and opportunities for public art and placemaking.

City staff will provide the MIG Team one set of consolidated comments on the administrative draft guidelines. The MIG Team will then prepare a revised draft for TAC, SSG and Planning Commission/Council review. These will ultimately be incorporated into the Draft Specific Plan.

Task 5.5 Deliverables

- Draft and Final Open Space Framework (Word/ Illustrator/PDF)
- Administrative Draft Design Guidelines (Word/JPEG/ Photoshop/Sketch-up/PDF)
- Revised Draft Design Guidelines (InDesign/JPEG/ Photoshop/Sketch-up/PDF)

TASK 5.6: TECHNICAL ADVISORY COMMITTEE MEETING #2

**NOTE: This and all TAC Meetings will be held jointly with the Patrick Henry Drive Specific Plan.*

MIG will plan and facilitate the second TAC meeting to present and collect feedback on the Preferred

Alternative and Standards. Input from this and other meetings (Task 5.2 and 5.3) will be used to select and refine the Alternative and develop the Draft Plan.

Task 5.6 Deliverables

- Draft and Final TAC Meetings and materials: agenda, sign-in sheet, presentations and

summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 5.7: STAKEHOLDER STEERING GROUP MEETING #3

MIG will plan and facilitate the third SSG meeting to present and collect feedback on the Preferred Alternative and Standards.

Task 5.7 Deliverables

- Draft and Final SSG Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 5.8: PLANNING COMMISSION AND CITY COUNCIL STUDY SESSION #2

**NOTE: This and all Council / Commission Meetings will be held jointly with the Freedom Circle Specific Plan.*

MIG will meet with the City Council and Planning Commission in a joint study session to provide a project update and present the Preferred Alternative and stakeholder input. MIG will facilitate a discussion with the City Council and Planning Commission to confirm direction before developing the Draft Specific Plan.

Task 5.8 Deliverables

- City Council and Planning Commission Study Session materials: agenda and presentation, brief summary (Word/PPT/PDF)

TASK 6: INFRASTRUCTURE DEVELOPMENT PLAN, BUDGET AND FINANCING STRATEGY

**NOTE: The Infrastructure financing and development strategies in Tasks 6.1 and 6.2 will be developed in coordination with the Freedom Circle Specific Plan project to ensure consistency and efficiency. They will include strategies that apply to both plan areas. Common financial assumptions (i.e., average rents and prices) will apply to both.*

TASK 6.1: INFRASTRUCTURE DEVELOPMENT PLAN AND BUDGET

The MIG Team will develop an infrastructure development budget and financing strategy to support implementation of the land use and circulation system design standards of the Preferred Alternative. BKF will determine the infrastructure necessary to support the land uses and improvements identified in the Area Plan. This includes an analysis of the storm drain,

wastewater, water, and recycled water utilities.

The analysis will indicate the future studies needed to verify the capacity and integrity of the utility systems. A rough order-of-magnitude budget for utility improvements and associated work will be included to support the financing strategy. BKF will also identify options available for the implementation of stormwater quality. We will review the City's existing stormwater treatment tools and identify recommendations best suited to the preferred alternative.

Task 6.1 Deliverables

- Draft and Revised Infrastructure Plan and Budget (Word/PDF)

TASK 6.2: FINANCING STRATEGY

EPS will work with MIG and BKF to develop an infrastructure financing strategy for the Specific Plan. Team members will identify public improvements and preliminary phasing schemes for the proposed Specific Plan along with concept-level cost estimates. EPS will detail sources and uses of funds for public improvements in the Specific Plan, considering the financial capacity of proposed development. The financing strategy will address the following key issues:

Development Financial Feasibility

EPS will evaluate the impact of the infrastructure cost burdens on the overall financial feasibility of the private development components of the Specific Plan. This analysis will be based on information regarding the estimates of finished real estate values for private development. EPS will also consider equitable cost allocation methodologies that ensure cost burdens are feasible based upon industry standards.

Financing Mechanisms and Resources

EPS will assemble existing information on available City financial resources and programs, such as fees, dedications and exactions, pending bond issues and evaluate their applicability to the Patrick Henry Drive Specific Plan Area. This review will be conducted in light of any specific financing constraints or requirements including affordable housing mitigation requirements, off site development impact fees, and any limitations on revenue generated from publicly owned land. To the extent that existing tools are unable to finance improvements and related maintenance costs, a variety of other financing mechanisms will be considered. These may include, but not be limited to: special assessments and taxes (e.g., Mello-Roos community facilities districts, landscaping and lighting districts); certificates of participation (COP); Specific Plan fees; available government grants and aid, including potential State, County, and Federal sources; private contributions and donations, and voter-approved debt or tax increases.

The selection of financing mechanisms for the Specific Plan will be made in consultation with City staff and based upon financing principles, statutory and legal considerations, and industry

standards; commitments regarding the availability of public sector funding; and negotiation-based preferences of stakeholders.

Task 6.2 Deliverables

- Draft and Revised Infrastructure Financing Strategy (Word/PDF)

TASK 7: IMPLEMENTATION PLAN

**NOTE: The implementation strategies in Tasks 7.1 and 7.2 will be developed in coordination with the Freedom Circle Specific Plan project to ensure consistency and efficiency and include strategies that apply to both plan areas.*

TASK 7.1: IMPLEMENTATION ACTION PLAN

Based upon the information prepared during earlier tasks, MIG and EPS will develop a comprehensive Implementation Action Plan. Overall economic feasibility and “build-ability” will be paramount, as the Specific Plan should result in real change to the Plan Area in the near term. In concert with the evaluation of financing mechanisms in Task 6, the consultant team will prepare a preliminary phasing strategy for real estate development and the infrastructure construction. The phasing strategy will be based on a number of factors, including market considerations, funding opportunities, and public policy objectives. EPS will also integrate the preferred alternative into its financial model to test the impact of project feasibility. EPS will provide narrative description of the financing strategy for inclusion in the Specific Plan document.

The Action Plan will also provide detailed guidance for City staff to guide development in the Plan Area, including Zoning Code and General Plan updates. It will incorporate near- and long-term strategies for streetscape improvements; roles and responsibilities of the public and private sectors; financial incentives and programs; infrastructure needs and requirements; and targeted land assemblage, development and financing strategies for key parcels. The strategies will be drafted in a matrix format (outlining strategies, roles and responsibilities, initial costs, and funding mechanisms) of approximately five to ten pages.

Task 7.1 Deliverables

- Draft and Revised Implementation Action Plan (Word/ Excel/PDF)

TASK 7.2: TECHNICAL ADVISORY COMMITTEE (TAC) MEETING #3

**NOTE: This and all TAC Meetings will be held jointly with the Freedom Circle Specific Plan.*

MIG will plan and facilitate a TAC meeting to present and collect feedback on the Revised

Infrastructure Plan and Budget, Financing Strategy and Implementation Action Plan. Staff and agency input collected at this session will be used to revise these plan elements before preparation of the Administrative Draft Plan.

Task 7.2 Deliverables

- Draft and Final TAC Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 8: PREPARATION OF THE FOCUS AREA PLAN

The Patrick Henry Drive Specific Plan documents will clearly and concisely convey the desired vision and build-out of the Focus Area. All Plan documents will be written so that they can be easily accessed and understood not only by government officials, property owners and land developers, but by community residents and local business owners. Wherever possible, we will rely on illustrative examples rather than text to convey key concepts, so that these can easily be adapted and reflected in future development.

TASK 8.1: TRANSPORTATION POLICIES AND RECOMMENDATIONS

**NOTE: The team will identify policies and programs that apply to both the Freedom Circle and Patrick Henry Drive plan areas.*

Hexagon will assist the project team in the development of the transportation-related Specific Plan policies and standards. They will be focused on creating a pedestrian and bicycle friendly environment to increase comfort and safety and will include an emphasis on direct access to nearby transit, the ACE station, and the San Tomas Aquino Creek Trail. These policies and standards will be consistent with the Vision Plan and will directly inform the Draft Specific Plan transportation policies prepared by the MIG Team (Task 8.3). Specific Plan policies and standards related to transportation will address the following subject areas:

Transit Access, Bicycle and Pedestrian and Vehicle Circulation

Specific Plan policies and standards will emphasize the need for a multi-modal transportation network within the plan area including convenient transit access, facilities and programs to promote active transportation modes, and roadways that provide efficient circulation for all users.

Transportation Demand Management (TDM)

The Specific Plan will establish TDM goals applicable to the Plan Area. Policies will outline requirements for the implementation of TDM measures most likely to be effective based on the specific land uses envisioned in the Plan area. TDM Plan monitoring and reporting requirements will be established.

Parking

The Specific Plan will set forth parking ratios for the land uses envisioned in the Plan area. The parking standards will be designed to be supportive of the need to reduce single-occupant vehicle trips and will reflect the changing transportation environment. Specific Plan policies will encourage the use of parking management strategies within mixed-use environments to ensure the efficient use of parking resources and to discourage parking intrusion beyond the Plan area.

Task 8.1 Deliverables

- Draft and Final Transportation Policies and Standards Memorandum (one document for both projects) (Word/ Excel/PDF)

TASK 8.2: FISCAL ANALYSIS OF PREFERRED ALTERNATIVE

EPS will create a fiscal impact model to compare General Fund revenues generated through property tax, sales tax, transfer tax and other sources with the costs of providing urban services to the Specific Plan area as it develops. The analysis will be based on a review of the City's most recent budget and interviews with City staff related to any unique attributes of the Plan Area. The cost and revenue estimates will be presented in a format that clearly indicates the net fiscal impacts of implementation of the Preferred Alternative. To the extent that the Specific Plan results in a net fiscal deficit, the consultant team will suggest modifications to the project description and strategies that will improve the results and support a balanced City budget. The research, analysis and conclusions of this technical work will be summarized in draft technical memoranda for the Preferred Alternative and inform the Draft Specific Plan.

Task 8.2 Deliverables

- Draft Fiscal Analysis Memo (Word/Excel/PDF)

TASK 8.3: ADMINISTRATIVE DRAFT SPECIFIC PLAN

The MIG Team will develop a Specific Plan that details a compelling vision for the future of the Plan Area along with a clear, realistic set of actions for implementation. The Draft Specific Plan will meet all State Specific Plan content requirements and address the unique conditions and needs of the Patrick Henry Drive Area. The Plan will include comprehensive narrative and supporting illustrations and graphics that outline a compelling vision and roadmap for the future. It will be focused on implementation, and will include clear steps necessary to create positive change in the Plan Area.

Before developing the Administrative Draft, MIG will develop a detailed Plan Outline for review by City staff. This will ensure the Administrative Draft addresses all required and desired plan components.

Anticipated plan chapters and content include:

Introduction and Planning Process

Description of the planning process and how community and stakeholder input was collected and integrated into plan concepts.

Land Use and Housing

Description of land use designations, including a total number of residential units and a range of densities. This chapter will include square footage of non-residential, mixed-use, and employment-generating land uses as well as population and job projections.

Transportation and Parking

Description of multi-modal circulation network including new roadways and paths. Parking management strategies, TOD parking ratios and TDM measures and monitoring program.

Transit Access and Connectivity

Description of accessible multi-modal connections to existing and planned public transit, including the Tasman Drive light rail stations.

Design and Streetscape Standards

Policies and standards for pedestrian-friendly design and comfort and safety.

Public Realm Improvements

Standards to enhance overall livability of the area including placemaking and streetscape strategies.

Infrastructure and Public Services

Description of public services and infrastructure needed to implement the Plan, including coordination with plans for the properties north of the Plan Area.

Open Space Plan

Description of public and private open space plans and policies, including coordination with plans for the properties north of the Plan Area.

Implementation Plan

Actions and strategies for plan implementation, including timelines and phasing. Includes planning-level cost estimates for infrastructure and likely effects on the City's budget.

Hexagon will review and comment on the Administrative Draft Specific Plan sections related to transportation, parking, transit access and street design prepared by MIG. The Administrative Draft will be in Word format, with graphics attached and referenced in a PDF file. City staff will provide the MIG Team with one set of consolidated edits.

Task 8.3 Deliverables

- Administrative Draft Specific Plan approximately 100 pages with 25 pages of PDF exhibits (Word/PDF)

TASK 8.4: SCREENCHECK AND PUBLIC REVIEW DRAFT SPECIFIC PLAN

MIG will develop an InDesign template with sample illustrations for City review and comment. Following review by City staff, the MIG Team will produce a Screencheck Draft Specific Plan. This draft will be formatted in InDesign and include narrative, photos, precedent images, diagrams and sketches/photo- simulations to illustrate the proposed improvements to the Plan Area. City staff will review the Screencheck Draft Plan and provide the MIG Team with one set of consolidated edits. MIG will then prepare a Public Review Draft Specific Plan. This draft will be presented to the TAC, SSG, Planning Commission, City Council and community at large.

Task 8.4 Deliverables

- InDesign Template (InDesign/PDF)
- Screencheck Draft Specific Plan (InDesign/JPG/GIS/ PDF)
- Public Review Draft Specific Plan (InDesign/JPG/GIS/ PDF)

TASK 8.5: TECHNICAL ADVISORY COMMITTEE MEETING #4

**NOTE: This and all TAC Meetings will be held jointly with the Freedom Circle Specific Plan.*

MIG will plan and facilitate a final TAC meeting to present and collect feedback on Draft Specific Plan.

Task 8.5 Deliverables

- Draft and Final TAC Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 8.6: STAKEHOLDER STEERING GROUP MEETING #4

MIG will plan and facilitate a final SSG meeting to present and collect feedback on Draft Specific Plan.

Task 8.6 Deliverables

- Draft and Final SSG Meetings and materials: agenda, sign-in sheet, presentations and summaries with wallgraphic reduction (Word/PPT/PDF/JPG)

TASK 8.7: COMMUNITY WORKSHOP #3: DRAFT PLAN

**NOTE: This and all community workshops will be held jointly with the Freedom Circle Specific Plan.*

MIG will plan and staff a citywide open house on the Public Review Draft Specific Plan. The MIG Team will provide a brief introduction and plan overview and be available to answer questions about the project and the major components of the plan. This will provide an opportunity for the public to provide feedback on the draft Specific Plan, including the policies, programs and implementation plan. MIG will prepare large “boards” that summarize new policy concepts and major improvements.

Task 8.7 Deliverables

- Community Open House materials: agenda and comment cards (Word/PDF) and, presentation (PPT/ PDF) and up to twelve (12) 42x60’ posters (InDesign/ PDF)

TASK 8.8: CITY COUNCIL AND PLANNING COMMISSION STUDY SESSION #3

**NOTE: This and all Council and Commission study sessions will be held jointly with the Freedom Circle Specific Plan.*

MIG will meet with the City Council and Planning Commission in a joint study session to provide a project update, discuss the draft Specific Plan, and describe community input received. MIG will facilitate a discussion with the City Council and Planning Commission to confirm any revisions to the draft Specific Plan. The culmination of this meeting will be direction on a revised Specific Plan.

Task 8.8 Deliverables

- City Council and Planning Commission Study Session materials: agenda and presentation, brief summary (Word/PPT/PDF)

TASK 8.9: FINAL DRAFT SPECIFIC PLAN

Following Tasks 8.3-8.6, MIG will hold an in-person meeting with City staff to review input received on the Draft Plan and confirm direction for the Final Draft Specific Plan. MIG will provide a list of revisions for City review. At this time, MIG and the City will collaborate to identify amendments required for Plan implementation for review with staff, Planning

Commission and City Council. MIG will develop the Final Draft Specific Plan for Commission and Council hearings.

Task 8.9 Deliverables

- List of plan revisions (Word/PDF)
- Amendments for plan implementation (Word/PDF)
- Final Draft Specific Plan (InDesign/Illustrator/PDF)

TASK 9: PREPARATION OF PROGRAM EIR

The environmental impact report (EIR) for the Patrick Henry Drive Specific Plan will be a Program EIR under California Environmental Quality Act (CEQA) section 15168 (Program EIR). The EIR will provide a General Plan level (program-level) analysis for the entire Specific Plan Area. Within the program-level analysis, two development options for the “Pearlman” property will be evaluated: one option with residential and retail uses, and the other option with office and retail uses. The Program EIR approach recognizes that additional environmental review may be required for future individual development proposals; however, the program-level analysis will be deliberately designed to facilitate CEQA streamlining for such proposals.

TASK 9.1: INITIAL STUDY, NOTICE OF PREPARATION AND SCOPING MEETING

MIG’s in-house environmental planning team will complete an Initial Study (IS) checklist and narrative (based on CEQA Guidelines Appendix G) to appropriately focus the topical contents of the Specific Plan’s EIR. Those “focus topics” determined to have a “potentially significant impact” on the environment will then be further analyzed during development of the Draft EIR and refinement of the Specific Plan, with associated mitigation measures closely linked to Specific Plan strategies, development standards, and recommended improvements. MIG will also prepare the EIR Notice of Preparation (NOP) to attach to the IS and will attend one CEQA-required EIR scoping session with responsible/interested agencies and members of the public. City staff will be responsible for reviewing and approving the NOP/IS, compiling the mailing list (with MIG assistance), and distributing the NOP/IS to responsible and interested agencies. As a viable option under CEQA, the City does not need to prepare an entire Appendix G checklist once the City has decided that an EIR is the required CEQA document; under this option, the NOP will list and briefly describe each environmental topic that the EIR will evaluate.

Task 9.1 Deliverables

- Draft Initial Study and NOP (Word/PDF)

TASK 9.2: TRANSPORTATION IMPACT ANALYSIS (HEXAGON TRANSPORTATION CONSULTANTS, INC.)

**NOTE: To the extent practicable, the Transportation Impact Analysis (TIA) will be prepared in coordination with the Freedom Circle Focus Area Plan. This coordination is expected to include one set of intersection counts and a single existing conditions traffic analysis, and one set of forecasted volumes and intersection level of service (LOS) calculations for cumulative no project and cumulative plus project conditions.*

The purpose of the traffic impact analysis (TIA) is to satisfy the requirements of the City of Santa Clara and the Congestion Management Program (CMP) of the Santa Clara Valley Transportation Authority (VTA) and the California Environmental Quality Act (CEQA). As a result of Senate Bill (SB) 743, vehicle miles travelled (VMT) will replace LOS as a CEQA significance criterion by July 1, 2020. The City of Santa Clara is currently working on its SB 743 implementation process that would develop policies and guidelines for VMT impact evaluation. It is expected that the EIR for the Patrick Henry Drive Specific Plan will be certified after July 1, 2020 and thus will be based on VMT for CEQA impact assessment purposes. Nevertheless, this scope retains LOS analysis as this study is being conducted during the transition period. The LOS analysis will evaluate key intersections in the vicinity of the Specific Plan Area during weekday AM and PM peak hours. The study area will be determined based on the City of Santa Clara's (CSC) travel demand forecast model. Preliminarily, Hexagon estimates that the TIA will include the analysis of up to 50 intersections, 40 freeway segments, and 25 freeway ramps. Additional study intersections, freeway segments or ramps will require authorization and additional budget.

The CSC travel demand model will be used to develop traffic forecasts for city streets and freeways, project trips, public transit ridership, and VMT.

The tasks to be included in the traffic analysis are:

Site Reconnaissance

The physical characteristics of the Specific Plan Area and the surrounding roadway network will be reviewed to identify existing roadway cross-sections, intersection lane configurations, traffic control devices, and surrounding land uses.

Observation of Existing Traffic Conditions in the Study Area

Existing traffic conditions will be observed in the field in order to identify any operational deficiencies and to confirm the accuracy of calculated levels of service. Freeway ramps will be observed for queuing.

Data Collection

Existing weekday AM (7:00 – 9:00 AM) and PM (4:00 – 6:00 PM) peak-hour traffic volumes will be obtained from the City of Santa Clara and traffic reports recently prepared for other nearby

projects. PM peak-hour counts for CMP intersections will be obtained from the CMP database. New manual peak-hour turning movement counts were conducted at many intersections in May 2019 under the original scope of work developed for the Specific Plan process. Thus, it is assumed that current counts within the last two years are available at all study intersections and no additional intersection counts will be needed. Freeway segment traffic counts will be obtained from the latest Congestion Management Program (CMP) monitoring report. Freeway ramp volumes will be obtained from Caltrans and supplemented with new manual peak-hour counts, if necessary. Freeway ramp queues and metering rates will be counted in the field.

Evaluation of Existing Conditions

Existing traffic conditions will be evaluated based on existing traffic volumes at the study intersections. The existing traffic conditions at the key study intersections will be evaluated using the TRAFFIX software, which employs the 2000 Highway Capacity Manual (HCM) methodology for intersection analyses and is the designated level of service methodology for the City of Santa Clara.

Travel Demand Model Validation

The VTA recently updated the 2015 land use data file based on ABAG Projections 2017. The 2015 land use file was developed with input from the County's local jurisdictions, including the City of Santa Clara. In addition, the United States Census Bureau recently released the 2011-2015 journey to work data from the American Community Survey and MTC compiled transit ridership data from household and on-board surveys and developed a database of regional transit trips by sub-mode and by mode of access for the Bay Area Region. These data sources will be used to recalibrate the City of Santa Clara's Travel Demand Model's home-based work trip distribution and mode choice models for year 2015. Subsequently, the Year 2019 land use data for the City of Santa Clara will be developed by adding to the Year 2015 land uses the sizes of new development projects constructed between 2015 and 2019 based on information provided by the City of Santa Clara's Planning Department. The Year 2019 land use data for areas outside the City of Santa Clara will be developed by interpolating the 2015 and 2040 data sets. The interpolated Year 2019 land use data will be adjusted as necessary based on information provided by the Cities of San Jose and Sunnyvale regarding recently completed projects in those jurisdictions. In addition, Year 2019 land use data will be adjusted to reflect the completion of the new Apple campus in Cupertino, which opened in 2017.

Hexagon will validate the model against existing traffic counts and most-recent publicly available observed transit ridership on VTA, Caltrain, ACE, and Capitol Corridor. The model validation will be based on statistic validation criteria set forth in the *2017 California Regional Transportation Plan Guidelines*, as well as validation by facility type following the criteria recommended in the FHWA's *Travel Model Validation and Reasonableness Checking Manual, Second Edition*. The model validation effort will bring the model base year to Year 2019, the same year as when most traffic counts for study intersections were conducted.

Evaluation of Existing Plus Project Conditions

Intersection levels of service under existing plus project conditions will be evaluated using the

TRAFFIX software. Project trip generation will be determined based on ITE trip rates. The CSC travel demand forecasting model will be used to estimate trip reductions for internalization and usage of alternative modes. Two options will be studied for the Pearlman properties: office with retail, and residential with retail. Likewise, the trip distribution and assignment for the project trips will be determined with the CSC travel demand forecasting model. Model forecasts under existing plus project conditions will also reflect any diversion of existing trips on study area roadways. Intersection level of service calculations will be conducted to estimate existing plus project traffic conditions during the AM and PM peak hours with buildout of the Patrick Henry Drive Specific Plan. Adverse effects on Intersection levels of service associated with the development of the proposed project will be evaluated relative to existing conditions.

Evaluation of Background Conditions

Background traffic volumes will be developed using the CSC travel demand forecasting model and will reflect trips associated with approved projects in Santa Clara, San Jose, and Sunnyvale. Intersection levels of service under background conditions will be evaluated using the City methodology.

Evaluation of Background Plus Project Conditions

The CSC travel demand forecasting model will be used to develop traffic forecasts under the background plus project scenario, including two options for the Pearlman properties. Intersection level of service calculations will be conducted to estimate background plus project traffic conditions during the AM and PM peak hours upon buildout of the Specific Plan Area, including two options for the Pearlman properties. Adverse effects on intersection levels of service associated with the buildout of the Specific Plan Area will be evaluated relative to background conditions.

Evaluation of Cumulative No Project Conditions

Cumulative no project traffic volumes will be developed using the CSC travel demand model. Cumulative conditions will reflect future development outside of the Patrick Henry Drive Specific Plan Area or the Freedom Circle Focus Area (e.g. the approved City Place, the pending Kylli project, and other pending development in Santa Clara and surrounding jurisdictions) and planned transportation improvements anticipated to occur by the year 2040. Intersection level of service calculations under cumulative no project conditions will be evaluated using the City methodology.

Evaluation of Cumulative Plus Project Conditions

Cumulative plus project traffic volumes will be developed using the CSC travel demand model and will reflect trips generated by buildout of the Patrick Henry Drive Specific Plan and the Freedom Circle Focus Area. Intersection levels of service under cumulative plus project conditions will be evaluated using the City methodology. The analysis will show changes in intersection levels of service associated with each Plan Area separately and together. Two options will be considered for the Pearlman properties in the Patrick Henry Specific Plan Area.

VMT Analysis

Vehicle miles travelled (VMT) will be estimated using the CSC travel forecast model. The VMT estimates will be prepared for no-project, the Patrick Henry Drive Specific Plan (including two options for the Pearlman properties), the Freedom Circle Focus Area Plan, and both Plan Areas combined. The VMT analysis will evaluate each land use component separately. The total residential VMT will be divided by the project's residents to calculate the project's residential VMT per capita. The total office VMT will be divided by the projected employment to calculate the project's office VMT per capita. The project's residential and office VMT will be compared to citywide, countywide, and/or regional average VMT per capita, also estimated using the CSC model. The analysis also will include per capita calculations for the office and residential components combined. Santa Clara has not yet adopted VMT thresholds. This scope of work includes 12 hours of Hexagon staff time for coordination with the City regarding the VMT thresholds and calculation methods.

Hexagon's VMT estimates will be provided to MIG for their use in air quality modeling for greenhouse gas (GHG) emissions analysis for the EIR.

Freeway Segment and Ramp Analysis

Project trips will be assigned to freeway segments and ramps in accordance with the trip distribution patterns determined from the model. The number of trips on nearby freeway segments will be compared to the CMP's threshold for determining the need for freeway level of service analysis. Freeway segments that require a level of service analysis will be analyzed for the AM and PM peak hours as required by the CMP guidelines. Freeway ramps will be evaluated based on volume-to-capacity ratios. The results of this task will be documented in the traffic study.

Site Access, On-Site Circulation, and Parking

The internal roadways and site driveways depicted in the Specific Plan will be reviewed to determine the overall adequacy of the site access and on-site circulation in accordance with generally accepted traffic engineering standards and to identify any access or circulation issues that should be improved. An analysis of vehicle operations and queuing and pedestrian safety in the Specific Plan Area will be included in the traffic study. The parking demand ratios set forth in the Specific Plan will be compared to ITE's published nationwide parking survey data, and available local parking survey data. The analysis will consider the reduction in parking demand associated with the selected Transportation Demand Management (TDM) strategies as well as creative parking solutions, such as shared parking, to confirm that the proposed parking ratios will ensure sufficient parking to fulfill the anticipated demand.

Signal Warrant Analysis

The need for future signalization of unsignalized study intersections will be evaluated on the basis of the Peak Hour Warrant (Warrant 3 – Part B) in the California Manual on Uniform Traffic Control Devices. The warrant will be evaluated using peak-hour volumes for all study scenarios.

Evaluation of Vehicle Queuing

For selected locations where the buildout of the Plan Area would add a significant number of left-turning vehicles, the adequacy of existing/planned storage at turn pockets will be assessed by means of comparison with expected maximum vehicle queues. Vehicle queues will be estimated using a Poisson probability distribution. It is anticipated that up to 30 intersections will be analyzed for queuing.

Bicycle, Pedestrian, and Transit Facilities

A qualitative analysis of the Specific Plan's effect on bicycle and pedestrian circulation in the study area will be included in the TIA. Any impacts of Plan implementation on the nearby facilities will be identified and improvements recommended to mitigate the impacts. The project's effects on transit facilities will include an analysis of transit route capacity, rail station platform passenger capacity, and transit vehicle travel times.

Description of Impacts and Mitigation Measures

Based on the results of the VMT analysis, impacts of the buildout of the Patrick Henry Drive Specific Plan will be identified and described. The potential to partially or fully mitigate significant impacts through TDM measures will be discussed. Mitigation measures also may include improvements to pedestrian, bicycle, or transit facilities

Recommendations

Furthermore, deficiencies in intersection levels of service caused or exacerbated by the Specific Plan will be identified. Recommendations will be formulated that identify the locations and types of improvements or modifications necessary to address intersection level of service deficiencies or other operational issues. Improvements could include street widenings, lane additions, changes in lane usage, modifications to existing traffic signals, or installation of new traffic signals. The potential secondary effects of motor vehicle improvements on other modes will be discussed. Based on the recommendations in the TIA, MIG will develop conceptual layouts for up to 12 sites. BKF Engineers will review the Specific Plan, provide comments, and upon reaching an agreement on the improvements, will start the planning-level cost estimate pertinent to such improvements. Hexagon will conduct a sensitivity analysis to determine the development level that would trigger each necessary improvement.

Planning-Level Cost Estimates

BKF will provide cost estimates for recommended improvements associated with the Patrick Henry Drive Specific Plan.

Fair-Share Calculations for Affected Intersections

Using up to two fair-share methods, Hexagon will prepare fair-share calculations for the affected intersections under Existing Plus Project Conditions, Background Plus Project Conditions, and Cumulative Plus Project Conditions. These fair-share calculations will be

prepared for the Patrick Henry Drive Specific Plan, including two options for the Pearlman properties, and documented in an Excel spreadsheet for City staff use. In addition, the Cumulative Plus Project fair-share calculations will be conducted for the Patrick Henry Drive Specific Plan by itself and in combination with the Freedom Circle Focus Area (eight total impact scenarios).

Task 9.2 Hexagon Deliverables

- VMT Estimates for Patrick Henry Drive Specific Plan, Freedom Circle Focus Area Plan, and both plans combined will be documented in the TIA (Word/Excel/PDF).
- Hexagon's findings and recommendations will be summarized in an administrative draft TIA (Word/Excel/PDF).
- Following review and comment on the administrative draft by MIG and the City of Santa Clara staff, a draft TIA will be submitted (Word/Excel/PDF).
- Hexagon will prepare a final report that addresses all the comments received from MIG and the City on the draft TIA (Word/Excel/PDF).

TASK 9.3: EVALUATE PROJECT ALTERNATIVES

Based on direction provided by MIG for evaluating project alternatives as required by CEQA, Hexagon will estimate the project trip generation for up to three project alternatives to be evaluated in the Draft EIR. The VMT associated with each alternative will be estimated using the CSC travel forecast model. The residential and office VMT per capita and the combined VMT per capita for each alternative will be compared to citywide, countywide, and/or regional average VMT per capita to assess potential impacts associated with each alternative.

TASK 9.4: DRAFT ENVIRONMENTAL IMPACT REPORT (EIR)

**NOTE: To the extent practicable, the Draft EIR will be prepared in coordination with the Freedom Circle Specific Plan Draft EIR. This coordination is expected to include one database search and existing conditions assessments for both projects; the inclusion of the Freedom Circle Focus Area Plan development potential in the cumulative impact analysis; and the identification of feasible mitigation measures that apply to both projects.*

The MIG Team will develop a Draft EIR that considers all aspects of Specific Plan implementation to streamline both future entitlements and CEQA work. Mitigations will be developed through close coordination with Specific Plan strategies and development standards, integration of uniformly applicable development standards (CEQA section 15183 - Projects Consistent with a Community Plan or Zoning), and application of compatible and feasible mitigation measures from recent projects. In turn, the evaluation of focus topics in the Draft EIR will not necessarily result in significant environmental impacts but instead will identify how these proactive measures will avoid or reduce potential impacts to less-than-significant levels, without the need for additional mitigation. Similarly, feasible mitigation measures will be written to be incorporated directly into the Patrick Henry Drive Specific Plan as development

standards. This integration of the Specific Plan and EIR will prepare the City for CEQA streamlining of more detailed, future development proposals in the Plan Area.

This task will be concurrent and collaborative with the Specific Plan preparation process. MIG will prepare an Administrative Draft EIR for City staff review, then a Screencheck Draft EIR will be prepared for final review by a limited number of City staff before a public release Draft EIR is completed.

EIR topic areas and potential CEQA-defined impacts will be aligned with Specific Plan components. Specific Plan strategies and development standards will address environmental topics such as sustainability, efficient land use, and connectivity, which in turn will avoid or reduce potential impacts. The EIR will not react to a completed Patrick Henry Drive Specific Plan; rather, the environmental analysis and its foundational studies will be intimately woven into and inform the Specific Plan process.

CEQA encourages the efficient use of applicable, certified CEQA documents and discourages redundancy. The EIR will enable streamlined CEQA review for future individual development proposals, based on the following CEQA Guidelines sections:

- 15168 – Program EIR
- 15183 – Projects Consistent with a Community Plan or Zoning
- 15183.3 – Streamlining for Infill Projects
- 15063 – Initial Study
- 15152 – Tiering
- 15162 – Subsequent EIRs and Negative Declarations
- 15163 – Supplement to an EIR
- Current CEQA and land use case law

Each of the CEQA Guidelines sections listed above affords opportunities for significant streamlining.

As part of this task, MIG will prepare a summary of guidelines explaining how the City can apply these CEQA streamlining opportunities to future individual projects. MIG recommends that the guidelines be printed separately as a handout for individual project applicants – to explain how a streamlined CEQA process can be applied to their projects. This proactive approach can help the applicant better understand how the City's process can save the applicant time and money.

MIG will prepare an EIR that addresses the following environmental topics and questions included in CEQA Guidelines Appendix G (Environmental Checklist Form), as listed below. Potential project and cumulative impacts under each of these required topics will be determined and evaluated with text, graphics, and tables. Based on existing environmental conditions and Specific Plan components, some topics will be evaluated in more detail than others. This task forms the basis of the Administrative Draft EIR, which will include a separate chapter on each of the following CEQA-defined environmental issues:

- Aesthetics

- Air Quality
- Biological Resources
- Cultural /Historic/Tribal Resources
- Geology and Soils
- Greenhouse Gas Emissions and Energy
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation
- Utilities and Service Systems

In each environmental topic chapter (e.g., air quality, transportation, utilities), each Pearlman property development option will be added to the remaining Patrick Henry Specific Plan areawide development potential. The resulting two Specific Plan buildout scenarios will be evaluated in parallel fashion in each environmental topic chapter.

MIG will draft the transportation section of the Draft EIR (DEIR) using the final transportation impact analysis report (Task 9.2). MIG's in-house team will complete technical analyses for air quality, greenhouse gas emissions, energy consumption, noise, and cultural/historic/tribal resources. MIG will evaluate the level of Toxic Air Contaminants (TACs) given the Plan Area's proximity to Highway 101.

Before EIR mitigation measures are recommended within any environmental topic area, MIG will identify Specific Plan components (e.g., development standards) that would avoid or reduce potentially significant impacts.

The MIG Team will prepare an Administrative Draft EIR in Word format, with graphics included. City staff will provide the MIG Team with one set of consolidated, internally consistent edits. The MIG Team will produce a Screencheck Draft EIR based on City staff comments. City staff will review the Screencheck Draft EIR and provide the MIG Team with one set of consolidated, internally consistent edits. MIG will then prepare a Public Draft EIR based on staff edits.

Task 9.4 Deliverables

- Administrative Draft EIR (Word/PDF)
- Screencheck Draft EIR (Word/PDF)
- Public Release Draft EIR (Word/PDF/15 hard copies/15 CDS)

TASK 10: EIR CERTIFICATION AND ADOPTION OF PATRICK HENRY DRIVE SPECIFIC PLAN

TASK 10.1: RESPONSES TO PUBLIC COMMENTS

The MIG Team will respond to all public and agency comments received on the Draft EIR during the 45-day public review period. Hexagon will assist MIG in responding to transportation related comments. Up to 44 hours of MIG staff time, and 32 hours of Hexagon staff time, are allotted for this task. Responding to comments that require any new analyses that is beyond the above-listed scope of services or revisions to the transportation impact analysis assumptions or methodology will be considered an additional service.

Task 10.1 Deliverables

- Responses to public and agency comments (Word/PDF)
- Revised Transportation Impact Analysis, if necessary, based on responses to comments (Word/Excel/ PDF)

TASK 10.2: FINAL EIR

MIG will prepare a Final EIR and a Mitigation Monitoring and Reporting Program (MMRP) for adoption with the Specific Plan. An Administrative Final EIR will be delivered for City staff review before a public release Final EIR is completed. City staff will be responsible for reviewing and providing one consolidated, internally consistent set of City comments to the MIG Team on the Administrative Final EIR, Final EIR, and the Mitigation Monitoring and Reporting Program.

Task 10.2 Deliverables

- Draft Final EIR with Mitigation Monitoring Report (Word/PDF/10 hard copies)
- Final EIR (Word/PDF/25 hard copies)

TASK 10.3: PLANNING COMMISSION AND COUNCIL MEETINGS

**NOTE: This and all Commission and Council Meetings will be held jointly with the Freedom Circle Drive Focus Area Plan project.*

The MIG Team will meet with the Planning Commission and City Council during the plan adoption process to present, discuss and receive input/direction on the Draft Specific Plan and EIR. This task includes participation by MIG at four public hearings and two study sessions (in addition to Tasks 5.4, 5.9 and 8.8 above), and participation by Hexagon at up to a total of three public hearings (Planning Commission or City Council) or study sessions.

Task 10.3 Deliverables

- Planning Commission City Council Work Session / Hearing materials for up to six meetings: staff report content and presentation (Word/PPT/PDF)

TASK 10.4: FINAL ADOPTED SPECIFIC PLAN

Based upon the input received at the meetings and hearings in Task 10.3, MIG will create a Final Specific Plan for adoption that reflects all agreed-upon changes. We will work with City staff to confirm Commission and Council direction and complete one round of revisions to the Plan prior to adoption.

Task 10.4 Deliverables

- Final Specific Plan for adoption (InDesign/Word/PDF)
- Adopted Specific Plan with amendments for plan implementation (InDesign/Word/PDF)

TASK 11: PROJECT MANAGEMENT AND MEETINGS

**NOTE: Some project coordination and team meetings will address both the Patrick Henry Drive and Freedom Circle Specific Plans. Project invoices, budgets and progress reports will be specific to each.*

MIG will have the lead role managing the team and process to ensure the project remains on budget and schedule. We will work collaboratively with City staff, ensuring the project stays on schedule and budget through regular communication, planning and troubleshooting.

TASK 11.1: MONTHLY PROGRESS REPORTS AND INVOICING

MIG will prepare succinct monthly progress reports that include work completed during the prior month, work to be conducted during the following month, budget updates, and any contract or schedule items that may arise. The progress reports will be a key tool used by the City and MIG to keep the project on schedule, and will be included in each invoice submitted to the City. City staff will be responsible for reviewing and providing any comments on the monthly progress reports.

Task 11.1 Deliverables

- Monthly invoices and progress reports (up to 18) (Word/ Excel/PDF)

TASK 11.2: ONGOING PROJECT MANAGEMENT

This task accounts for the MIG Team's regular project management and coordination (emails, calls, data transfers, etc.) with both City staff and the subconsultant team as well as project set-up and close-out.

Task 11.2 Deliverables

- Ongoing email and phone coordination and communication

TASK 11.3: PROJECT TEAM MEETINGS

The Project Management Team will attend bi-weekly (every other week) conference calls with City staff to coordinate on the project, discuss strategies and work products, and schedule near term items and data needs. Chris Beynon and/or Ellie Fiore will attend each of these calls. The Deputy Project Manager, subconsultants or technical staff will be included in calls related to their tasks or work products as needed. As such, the budget assumes a reasonable level of involvement for all team members during the duration of the project. City staff will be responsible for reviewing draft agendas (via email) and participating in calls.

In addition to the weekly calls, the Project Management Team will meet quarterly with City staff in Santa Clara to discuss the project, review key work products, and strategize about upcoming events or milestone documents. The budget assumes five of these meetings will occur during the duration of the project. City staff will be responsible for securing meeting space, reviewing draft agendas and participating in the meetings.

Task 11.3 Deliverables

- Five Quarterly Team Meetings: Meeting agenda, wallgraphic, and summary (Word/JPG/PDF)
- Bi-weekly Conference Calls (up to 36)

TASK 11.4: STAKEHOLDER AND PUBLIC AGENCY COORDINATION

In addition to our TAC and SSG meetings described above, the MIG Team will coordinate and/or meet with local stakeholders as needed during the Specific Plan process. These meetings will allow us to respond to inquiries from the community, address any issues or opportunities that may arise over the 16-month project and support City staff in their coordination with other public agencies. This task includes emails, phone calls and up to five meetings with stakeholders and other agencies during the project, as directed by City staff.

Task 11.4 Deliverables

- Up to five stakeholder meetings and materials: agendas, presentations (as needed) and brief
- summaries (Word/PPT/PDF)

ASSUMPTIONS

The preceding scope of work and associated budget are based on the following assumptions.

- The joint and coordinated tasks that include elements of both the Freedom Circle and Patrick Henry Drive projects are noted above. The cost efficiencies and shared costs associated with each is reflected in its budget.
- MIG will produce printed copies of documents as indicated by the Scope of Work; otherwise, all documents will be provided electronically for the City to reproduce and/or distribute.
- The MIG Team will provide draft examples and suggestions for document format, graphic look and content for milestone documents. City staff will provide clear direction for preferred format, graphics and content for milestone documents.
- One round of review is budgeted for all products unless otherwise specified in the work scope. All comments from City staff will be consolidated into a single set of comments in a single document and any conflicting input will be resolved by City staff before direction is sent to MIG.
- The City will arrange, advertise, and provide handouts and refreshments for all public meetings, community group presentations, workshops, study sessions and public hearings, unless otherwise noted in the Work Plan. The MIG Team will provide content and lead the meetings, workshops and study sessions as noted in the Work Plan. MIG will provide brief summaries of public and community meetings.
- The City will be responsible for noticing and advertising all public workshops and hearings.
- The City will be responsible for circulating CEQA documentation according to CEQA requirements.
- The project budget is an estimate of how project costs are allocated among tasks and subtasks and among Consultant team members. The MIG Team will not exceed the total contract amount without the express approval of the City. The prime consultant (MIG, Inc.) may reallocate costs among phases and tasks and consultant team members as needed to carry out the tasks in either Work Plan. MIG will notify the City of significant cost reallocations in conjunction with monthly invoicing and progress reports.

EXHIBIT B
REVISED SCHEDULE OF FEES
May 8, 2020

Contractor will bill City on a monthly basis for Services provided by Contractor during the preceding month on an invoice and in a format approved by City and subject to verification and approval by City. City will pay Contractor within thirty (30) days of City's receipt of an approved invoice.

The Consultant has provided a schedule of rates and fees which includes all billing amounts and costs entitled, "Patrick Henry Drive Specific Plan Budget" dated May 2020, which is attached to this Exhibit B. In no event shall the amount billed to City by Contractor for services under this Agreement exceed nine hundred thousand four hundred seventy-five dollars (\$900,475), subject to budget appropriations.

PATRICK HENRY DRIVE SP BUDGET REVISED JUNE 2020	MIG															Hexagon	EPS	BKF	Total										
	C. Beynon		E. Fiore		Consulting		D. Amsden		Planning / Design /		C. Mullen		Sr. Environmental		CEQA					MIG									
	Hours @	PIC	250	Hours @	PM/Planner	145	Hours @	Principals	230	Hours @	DPM / Planner	155	Hours @	Outreach Associates	100	Hours @	Design Studio Lead	130		Hours @	Planner / Engineer	190	Hours @	Analysts	100	Hours @	Administrator	105	Total
TASK 1: Project Initiation																													
1.1 Kick-Off / Tour / Scope Refinement	6	\$1,500	6	\$870	0	\$0	6	\$930	8	\$800	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	26	\$	4,100	\$920	\$650	\$	5,670
1.2 Community Engagement Strategy	1	\$250	4	\$580	0	\$0	0	\$0	0	\$0	24	\$2,400	0	\$0	2	\$380	0	\$0	0	\$0	31	\$	3,610				\$	3,610	
1.3 Project Identity / Templates / Public Information	1	\$250	8	\$1,160	0	\$0	0	\$0	0	\$0	36	\$3,600	0	\$0	0	\$0	0	\$0	0	\$0	45	\$	5,010				\$	5,010	
Subtotal	8	\$2,000	18	\$2,610	0	\$0	6	\$930	68	\$6,800	0	\$0	2	\$380	0	\$0	0	\$0	0	\$0	102	\$12,720	\$920	\$650	\$0	\$14,290			
TASK 2: Prerequisite Studies and Existing Conditions																													
2.1 Review Policies, Reports, Programs	1	\$250	4	\$580	0	\$0	0	\$0	20	\$2,000	0	\$0	0	\$0	8	\$800	0	\$0	33	\$	3,630			\$400		\$	4,030		
2.2 Data Analysis and Base Mapping	2	\$500	6	\$870	0	\$0	0	\$0	64	\$6,400	0	\$0	0	\$0	0	\$0	0	\$0	72	\$	7,770					\$	7,770		
2.3 Parkland Study	1	\$250	12	\$1,740	0	\$0	0	\$0	24	\$2,400	0	\$0	0	\$0	0	\$0	0	\$0	37	\$	4,390					\$	4,390		
2.4 Infrastructure Assessment	1	\$250	4	\$580	2	\$460	0	\$0	8	\$800	0	\$0	2	\$380	0	\$0	0	\$0	17	\$	2,470			\$15,600		\$	18,070		
2.5 Evaluation of Fiscal Health	0.5	\$125	3	\$435	0	\$0	1	\$155	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	5	\$	715	\$3,225				\$	3,940		
2.6 Transportation Assessments	1	\$250	4	\$580	0	\$0	2	\$310	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	7	\$	1,140	\$14,590				\$	15,730		
2.7 Environmental Contamination Inquiry	0	\$0	1	\$145	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$190	0	\$0	2	\$	335					\$	335		
2.8 Setting and Opportunities Summary	4	\$1,000	2	\$290	0	\$0	12	\$1,860	24	\$2,400	0	\$0	0	\$0	0	\$0	0	\$0	42	\$	2,997					\$	2,997		
Subtotal	10.5	\$2,625	36	\$5,220	2	\$460	15	\$2,325	140	\$14,000	0	\$0	3	\$570	8	\$800	0	\$0	215	\$23,447	\$14,590	\$3,625	\$15,600	\$57,262					
TASK 3: Vision Plan																													
3.1 Data and Plan Review	0.5	\$125	2	\$290	0	\$0	0	\$0	6	\$600	0	\$0	0	\$0	0	\$0	0	\$0	9	\$	1,015					\$	1,015		
3.2 Stakeholder Consultation	3	\$750	6	\$870	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$105	10	\$	1,725					\$	1,725		
3.3 Vision Charrette	6	\$1,500	8	\$1,160	6	\$1,380	4	\$620	12	\$1,200	0	\$0	0	\$0	1	\$105	37	\$	5,965	\$690					\$	6,655			
3.4 Draft Vision Plan	10	\$2,500	20	\$2,900	4	\$920	6	\$930	50	\$5,000	0	\$0	0	\$0	0	\$0	0	\$0	90	\$	12,250	\$2,390				\$	14,640		
3.5 Final Vision Plan	4	\$1,000	8	\$1,160	1	\$230	2	\$310	18	\$1,800	0	\$0	0	\$0	0	\$0	0	\$0	33	\$	4,500					\$	4,500		
Subtotal	23.5	\$5,875	44	\$6,380	11	\$2,530	12	\$1,860	86	\$8,600	0	\$0	0	\$0	0	\$0	2	\$210	179	\$25,455	\$3,080	\$0	\$0	\$28,535					
TASK 4: Alternatives Development																													
4.1 Council / PC Study Session #1	6	\$1,500	8	\$1,160	0	\$0	0	\$0	12	\$1,200	0	\$0	0	\$0	0	\$0	0	\$0	26	\$	3,860					\$	3,860		
4.2 Stakeholder Steering Group #1	4	\$1,000	8	\$1,160	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	2	\$210	24	\$	3,370					\$	3,370		
4.3 Community Workshop #1: Vision	4	\$1,000	6	\$870	0	\$0	0	\$0	28	\$2,800	0	\$0	0	\$0	0	\$0	4	\$420	42	\$	5,090					\$	5,090		
4.4 Digital Design Charrette	6	\$1,500	12	\$1,740	0	\$0	0	\$0	12	\$1,200	52	\$6,760	0	\$0	0	\$0	2	\$210	84	\$	8,327	\$920				\$	9,247		
4.5 Plan Alternatives and Concept Study	8	\$2,000	4	\$580	4	\$920	24	\$3,720	120	\$12,000	20	\$2,600	12	\$2,280	20	\$2,000	0	\$0	212	\$	26,100	\$6,620				\$	32,720		
Subtotal	28	\$7,000	38	\$5,510	4	\$920	24	\$3,720	182	\$18,200	72	\$9,360	12	\$2,280	20	\$2,000	8	\$840	388	\$46,747	\$7,540	\$0	\$0	\$54,287					
TASK 5: Preferred Alternative																													
5.1 Technical Advisory Committee #1	3	\$750	6	\$870	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0	1	\$105	20	\$	2,725				\$	2,725	
5.2 Stakeholder Steering Group #2	4	\$1,000	8	\$1,160	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	2	\$210	24	\$	3,370			370		\$	3,740		
5.3 Community Workshop #2: Alternatives	4	\$1,000	8	\$1,160	0	\$0	0	\$0	36	\$3,600	0	\$0	0	\$0	0	\$0	4	\$420	52	\$	-	\$920				\$	920		
5.4 Preferred Alternative	2	\$500	6	\$870	2	\$460	8	\$1,240	20	\$2,000	0	\$0	0	\$0	0	\$0	0	\$0	38	\$	5,070	\$3,860				\$	8,930		
5.5 Design Guidelines and Standards	4	\$1,000	20	\$2,900	8	\$1,840	12	\$1,860	61	\$6,100	0	\$0	0	\$0	0	\$0	0	\$0	105	\$	13,700	\$3,360				\$	17,060		
5.6 Technical Advisory Committee #3	3	\$750	6	\$870	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	1	\$105	20	\$	2,725					\$	2,725		
5.7 Stakeholder Steering Group #3	4	\$1,000	8	\$1,160	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	2	\$210	24	\$	3,370					\$	3,370		
5.8 Council / PC Study Session #2	2	\$500	16	\$2,320	0	\$0	8	\$1,240	16	\$1,600	0	\$0	0	\$0	0	\$0	0	\$0	42	\$	3,396					\$	3,396		
Subtotal	26	\$6,500	78	\$11,310	10	\$2,300	28	\$4,340	173	\$17,300	0	\$0	0	\$0	0	\$0	10	\$1,050	325	\$34,356	\$8,140	\$370	\$0	\$42,866					
TASK 6: Infrastructure Development Plan																													
6.1 Infrastructure Development Plan and Budget	1	\$250	6	\$870	0	\$0	6	\$930	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	13	\$	2,050			\$7,500	\$7,500	\$	17,050		
6.2 Financing Strategy	2	\$500	8	\$1,160	0	\$0	4	\$620	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	14	\$	2,280			\$13,500	\$2,800	\$	18,580		
Subtotal	3	\$750	14	\$2,030	0	\$0	10	\$1,550	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	27	\$4,330	\$0	\$21,000	\$10,300	\$35,630					
TASK 7: Implementation Plan																													
7.1 Implementation Action Plan	2	\$500	6	\$870	2	\$460	14	\$2,170	8	\$800	0	\$0	0	\$0	0	\$0	0	\$0	32	\$	4,800			\$11,126	\$2,690	\$	18,616		
7.2 Technical Advisory Committee #4	3	\$750	6	\$870	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0	19	\$	2,620					\$	2,620		
Subtotal	5	\$1,250	12	\$1,740	2	\$460	14	\$2,170	18	\$1,800	0	\$0	0	\$0	0	\$0	0	\$0	51	\$7,420	\$0	\$11,126	\$2,690	\$21,236					
TASK 8: Focus Area Plan																													
8.1 Transportation Analysis and Recommendations	2	\$500	2	\$290	0	\$0	12	\$1,860	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	16	\$	2,650	\$10,910				\$	13,560		
8.2 Fiscal Analysis of Preferred Alternative	1	\$250	4	\$580	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	5	\$	830			\$3,784		\$	4,614		
8.3 Administrative Draft Specific Plan	16	\$4,000	60	\$8,700	0	\$0	40	\$6,200	120	\$12,000	24	\$3,120	40	\$7,600	0	\$0	0	\$0	300	\$	41,620	\$2,390			\$4,800	\$	48,810		
8.4 Screencheck and Public Review Draft Plan	12	\$3,000	6	\$870	0	\$0	16	\$2,480	100	\$10,000	14	\$1,820	12	\$2,280	0	\$0	0	\$0	160	\$	20,450				\$1,700	\$	22,150		
8.5 Technical Advisory Committee #5	3	\$750	6	\$870	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	1	\$105	20	\$	2,725					\$	2,725		
8.6 Stakeholder Steering Group #4	4	\$1,000	8	\$1,160	0	\$0	0	\$0	10	\$1,000	0	\$0	0	\$0	0	\$0	2	\$210	24	\$	3,370					\$	3,370		
8.7 Community Workshop #3: Draft Plan	2	\$500	6	\$870	0	\$0	8	\$1,240	36	\$3,600	0	\$0	0	\$0	0	\$0	0	\$0	52	\$	6,210					\$	6,210		
8.8 City Council / PC Study Session #3	2	\$500	8	\$1,160	0	\$0	0	\$0	12	\$1,200	0	\$0	0	\$0	0	\$0	1	\$105	23	\$	2,965					\$	2,965		
8.9 Final Draft Specific Plan	12	\$3,000	20	\$2,900	0	\$0	17	\$2,635	60	\$6,000	8	\$1,040	16	\$3,040	0	\$0	0	\$0	133	\$	18,615					\$	18,615		
Subtotal	54	\$13,500	120	\$17,410	0	\$0	93	\$14,415	348	\$34,800	46	\$5,980	68	\$12,920	0	\$0	4	\$420	733	\$99,435	\$13,300	\$3,784	\$6,500	\$123,019					

PATRICK HENRY DRIVE SP BUDGET REVISED JUNE 2020	C. Beynon		E. Fiore		Consulting		D. Amsden		MIG		C. Mullen		Sr. Environmental		CEQA				MIG		Hexagon	EPS	BKF	Total					
	PIC		PM/Planner		Principals		DPM / Planner		Planning / Design / Outreach Associates		Design Studio Lead		Planner / Engineer		Analysts		Administrator		Total										
	Hours @	250	Hours @	145	Hours @	230	Hours @	155	Hours @	100	Hours @	130	Hours @	190	Hours @	100	Hours @	105											
TASK 9: EIR Preparation																													
9.1 Initial Study / NOP / Scoping Meeting	0	\$0	2	\$290	0	\$0	0	\$0	12	\$1,200	0	\$0	40	\$7,600	16	\$1,600	0	\$0	70	\$	10,690			\$	10,690				
9.2 Transportation Impact Analysis	1	\$250	2	\$290	6	\$1,380	6	\$930	36	\$3,600	0	\$0	80	\$15,200	0	\$0	0	\$0	131	\$	21,650	\$	64,380	\$	88,430				
9.2.1 TIA for Flex Designation													20	\$3,800						\$	3,800	\$	40,020		\$	43,820			
9.2.2 Model Validation																					\$	27,910			\$	27,910			
9.3 Evaluate Project Alternatives	1	\$250	4	\$580	0	\$0	2	\$310	0	\$0	0	\$0	6	\$1,140	0	\$0	0	\$0	13	\$	2,280	\$	1,210			\$	3,490		
9.3.1 Evaluation of Flex Designation													2	\$380						\$	380					\$	380		
9.4 Draft EIR	2	\$500	2	\$290	0	\$0	8	\$1,240	36	\$3,600	0	\$0	160	\$30,200	732	\$73,200	0	\$0	940	\$	109,030			\$3,500		\$	112,530		
9.4.1. DEIR Analysis of Flex Designation													40	\$7,600	148	\$14,800				\$	22,400					\$	22,400		
Subtotal	4	\$1,000	10	\$1,450	6	\$1,380	16	\$2,480	84	\$8,400	0	\$0	348	\$66,120	896	\$89,600	50	\$0	1,364	\$170,230	\$133,510	\$0	\$5,900			\$	\$309,640		
TASK 10: EIR Certification and Plan Adoption																													
10.1 Response to Public Comments	0	\$0	0	\$0	0	\$0	4	\$620	0	\$0	0	\$0	20	\$3,800	20	\$2,000	0	\$0	44	\$	6,420	\$3,770				\$	10,190		
10.2 Final EIR	2	\$500	2	\$290	0	\$0	12	\$1,860	0	\$0	0	\$0	40	\$7,600	100	\$10,000	0	\$0	156	\$	20,250			\$1,700		\$	21,950		
10.2.1 FEIR Analysis of Flex Designation													8	\$1,520	20	\$2,000				\$	3,520					\$	3,520		
10.3 Council and Commission Meetings (3-6)	4	\$1,000	36	\$5,220	0	\$0	24	\$3,720	0	\$0	0	\$0	0	\$0	0	\$0	16	\$1,680	80	\$	11,620	\$4,275				\$	15,895		
10.4 Final Adopted Specific Plan	2	\$500	40	\$5,800	2	\$460	2	\$310	60	\$6,000	4	\$520	0	\$0	0	\$0	0	\$0	110	\$	13,590					\$	13,590		
Subtotal	8	\$2,000	78	\$11,310	2	\$460	42	\$6,510	60	\$6,000	4	\$520	68	\$12,920	140	\$14,000	16	\$1,680	418	\$55,400	\$8,045	\$0	\$1,700			\$	65,145		
TASK 11: Project Management																													
11.1 Monthly Invoices and Progress Reports	0	\$0	16	\$2,320	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	16	\$1,680	32	\$	4,000	\$1,680				\$	5,680		
11.2 Ongoing Coordination and Management	8	\$2,000	48	\$6,960	0	\$0	16	\$2,480	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	72	\$	11,440	\$3,660				\$	15,120		
11.3 Project Team Meetings	16	\$4,000	36	\$5,220	0	\$0	20	\$3,100	0	\$0	0	\$0	0	\$0	0	\$0	2	\$210	74	\$	12,530	\$2,760	\$1,600	\$800		\$	17,690		
11.4 Additional Stakeholder / Agency Coordination	2	\$500	24	\$3,480	0	\$0	24	\$3,720	12	\$1,200	0	\$0	0	\$0	0	\$0	2	\$210	64	\$	24,110					\$	24,110		
Subtotal	26	\$6,500	124	\$17,980	0	\$0	60	\$9,300	12	\$1,200	0	\$0	0	\$0	0	\$0	20	\$2,100	242	\$52,080	\$8,120	\$1,600	\$800			\$	62,600		
TASK 12: Approved Contingency																													
12.1 EPS Stakeholder Meetings																										\$	8,160		
12.2 EPS Phone Meetings																										\$	2,430		
12.3 EPS Deliverables Related to Financing																										\$	3,445		
12.4 EPS Admin. Project Management																										\$	1,720		
12.5 EPS Contingency EXP EPS																										\$	166		
Subtotal																										\$	15,921		
Subtotal (Labor)	196	49,000	572	82,540	37	8,510	320	49,600	1,171	117,100	122	15,860	501	95,190	1,064	106,400	60	6,300	4,043	\$31,620	\$197,245	\$7,155	\$3,490			\$	\$30,431		
Direct Expenses																				\$	20,032	\$	4,000	\$	266	\$	1,740	\$	26,038
Subtotal (Labor + Expenses)																				\$51,652	\$201,245	\$42,421	\$45,230			\$	\$86,468		
																											\$	\$7,011	
TOTAL																													