

**ATTACHMENT ONE
INSURANCE REQUIREMENTS FOR
PROFESSIONAL SERVICES AGREEMENTS**

A. Insurance Policies: Consultant shall, at all times during the terms of this Agreement, maintain and keep in full force and effect, the following policies of insurance with minimum coverage as indicated below and issued by insurers with AM Best ratings of no less than A-:VI or otherwise acceptable to the City.

Insurance	Minimum Coverage Limits	Additional Coverage Requirements
1. Commercial general liability	\$ 1 million per occurrence \$ 2 million aggregate	Coverage must be at least as broad as ISO CG 00 01 and must include completed operations coverage. If insurance applies separately to a project/location, aggregate may be equal to per occurrence amount. Coverage may be met by a combination of primary and umbrella or excess insurance but umbrella and excess shall provide coverage at least as broad as specified for underlying coverage. Coverage shall not exclude subsidence.
2. Business auto coverage	\$ 1 million	ISO Form Number CA 00 01 covering any auto (Code 1), or if Consultant has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$ 1 million per accident for bodily injury and property damage.
3. Professional liability (E&O)	\$ 1 million per claim \$ 1 million aggregate	Consultant shall provide on a policy form appropriate to profession. If on a claims made basis, Insurance must show coverage date prior to start of work and it must be maintained for three years after completion of work.
4. Workers' compensation and employer's liability	\$ 1 million	As required by the State of California, with Statutory Limits and Employer's Liability Insurance with limit of no less than \$ 1 million per accident for bodily injury or disease. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Consultant, its employees, agents and subcontractors.

B. Endorsements:

1. All policies shall provide or be endorsed to provide that coverage shall not be canceled, except after prior written notice has been provided to the City in accordance with the policy provisions.

2. Liability, umbrella and excess policies shall provide or be endorsed to provide the following:
 - a. For any claims related to this project, Consultant's insurance coverage shall be primary and any insurance or self-insurance maintained by City shall be excess of the Consultant's insurance and shall not contribute with it; and,
 - b. **The City of Santa Rosa, its officers, agents, employees and volunteers are to be covered as additional insureds on the CGL policy.** General liability coverage can be provided in the form of an endorsement to Consultant's insurance at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10 and CG 20 37 if a later edition is used.

C. Verification of Coverage and Certificates of Insurance: Consultant shall furnish City with original certificates and endorsements effecting coverage required above. Certificates and endorsements shall make reference to policy numbers. All certificates and endorsements are to be received and approved by the City before work commences and must be in effect for the duration of the Agreement. The City reserves the right to require complete copies of all required policies and endorsements.

D. Other Insurance Provisions:

1. No policy required by this Agreement shall prohibit Consultant from waiving any right of recovery prior to loss. Consultant hereby waives such right with regard to the indemnitees.
2. All insurance coverage amounts provided by Consultant and available or applicable to this Agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement limits the application of such insurance coverage. Defense costs must be paid in addition to coverage amounts.
3. Policies containing any self-insured retention (SIR) provision shall provide or be endorsed to provide that the SIR may be satisfied by either Consultant or City. Self-insured retentions above \$10,000 must be approved by City. At City's option, Consultant may be required to provide financial guarantees.
4. Sole Proprietors must provide a representation of their Workers' Compensation Insurance exempt status.
5. City reserves the right to modify these insurance requirements while this Agreement is in effect, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

Scope of Services

Scope

To conduct this planning and outreach effort, our team has utilized the framework from the City's RFP with additional subtasks as necessary to design the project process as we would typically manage such an effort. PMC proposes a seven-phase approach to this project as follows:

1. Specific Plan Community Engagement Strategy
2. Specific Plan Project Initiation
3. Visioning and Alternative Concepts Immersion Week
4. Preferred Alternative/Infrastructure & Financing/Affordable Housing
5. Draft Specific Plan
6. Amendments and Draft EIR
7. Public Hearings/Final Specific Plan and EIR

Details of each phase in this process are described below.

Task 1. Specific Plan Community Engagement Strategy

1.1 Community Engagement Strategy

At the project kickoff meeting (task 2.1.1), PMC will conduct an outreach assessment, which includes a staff discussion/survey of past community engagement efforts, successes, and lessons learned. Based on the input received, PMC will develop an innovative outreach strategy for both the Specific Plan process and the Roseland annexation for staff review and discussion that will include details regarding all of the items further outlined below.

The community engagement strategy will be designed to actively solicit input and involvement by a diverse cross section of residents, local businesses, landowners, organized groups, schools, developers, and community- and faith-based organizations, among others, during each phase of the project. Through initial community discussions, the team will discuss the best approaches to solicit involvement from underrepresented members of the community, including low-income earners, seniors, youth, and non-English-speaking community members. These approaches (pop up events, stakeholder interviews, or traditional group meetings) may be implemented throughout the project.

Task 1

Proposed Tasks for Staff

- Identify key stakeholders and provide input on outreach assessment questions
- Collaborate on Steering Committee membership
- Collaborate on the community engagement strategy and the approach to each meeting
- Assist with the coordination and scheduling of Steering Committee meetings and stakeholder interviews/focus groups
- Help promote and coordinate venue, audiovisual equipment, and refreshments for all meetings
- Participate in meeting presentations and facilitate small-group activities at workshops
- Collaborate on branding options
- Host and update project website; collaborate on website content
- Assist in distribution of press releases and workshop /meeting flyers

Task 1

Deliverables

- Community engagement strategy
- Website content
- PDFs of promotional materials
- Bilingual community postcard mailer with postage (sent to up to 18,000 addresses)
- Meeting summaries for all meetings in English and Spanish
- Project “Branding”
- Develop an optional pop-up workshop “toolbox” for City staff
- Public workshop refreshments

Shared Spaces will collaborate on the development of the engagement strategy and assist in the refinement of the final Engagement Strategy Memorandum.

1.2 Community Workshop Logistics and Promotions

During the initial phase of the project, we will work with the City to develop an innovative approach and schedule for the community workshops related to the Specific Plan. These community workshops will be designed to gather direct public input on issues, needs, and opportunities of particular importance to the Specific Plan process and to provide information about the projects and planning process. These meetings will be structured for maximum involvement to ensure each participant has the opportunity and ability to provide meaningful direction on the future of the project.

PMC will prepare an agenda of activities and approach for each of the four community workshops (two of the workshops will be combined with each of the annexation community workshops). These will include a list of meeting materials, presentations, activities, and responsibilities.

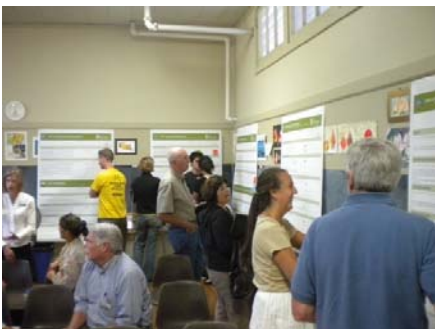
Our team will assist City staff in the selection of meeting venues. It is assumed that City staff will secure the meeting venue and provide food and refreshments for the workshops. In addition, City staff may be needed to assist with facilitation during each of the workshops.

PMC will assist with developing a print-ready flyer and a press release for each event. The City will be responsible for the printing and distribution of promotional materials for each individual workshop and/or community event. In addition, the PMC team will prepare and send a bilingual community mailer postcard with postage and future workshop dates for up to 18,000 addresses within the project area once prior to the first community workshop.

We propose hosting community workshops during the following four key project phases:

1. Project Initiation and Community Visioning
2. Alternative Concepts
3. Preferred Alternative
4. Specific Plan Public Draft

The PMC team could design one or all of these workshops to be a pop-up workshop event rather than a traditional community workshop. Based on discussions with staff, the team will determine which approach (traditional meetings or mobile pop up event) will be most appropriate for project success. The cost of one pop up event is equivalent to approximately two group meetings.



By going out to the people, pop-up workshops reach a broader range and number of community members who do not typically attend a traditional community workshop, including minority populations, youth, renters, seniors, low-income earners, and Spanish-speaking community members, among others. Additionally, pop-up workshop activities allow input from multiple age groups and those with varying levels of time/engagement.

These workshops can be designed to engage community members in casual and positive ways. By conducting workshops as community events, the project process is accessible and easy to relate to. Pop-up workshops can be held at existing community events, in the park, along a well-traveled corridor, or at a prominent community gathering spot. For example, the location of the Southside Bus Transfer Center at Southwest Community Park provides an exciting opportunity to host a family-oriented project event, such as a barbecue or game day. Pop-up workshops serve as a highly visible, interactive, and engaging tool. We have had great success conducting pop-up workshops in lieu of traditional workshops, engaging more than three times the number of people.

We will use a combination of outreach techniques to facilitate involvement from participants and generate the greatest possible feedback. We design highly interactive and engaging activities and techniques that may include a vision wall, hands-on mapping exercises, and priority voting exercises, among others. We have had success including children’s activities, such as face painting and coloring, to involve youth in the plan development process.

If desired by staff, PMC can develop a pop-up workshop “toolbox” for City staff, to conduct additional workshops with community groups and organizations to solicit further input from the community. PMC would supply a workshop approach and the materials needed for City staff or other groups to host pop-up workshops at additional venues.

1.3 Steering Committee Formation and Stakeholder Interviews (combined with Annexation Steering Committee Formation and Stakeholder Interviews)

The Steering Committee will comprise area residents, business owners, property owners, representatives of neighborhood groups, and other community leaders. The purpose of the Steering Committee will be to involve the community in the annexation and Specific Plan process and will meet four times throughout the project process to address issues relating to both the annexation and Specific Plan processes. Two of the four meetings will jointly address annexation and the Specific Plan. The remaining two meetings will address only the Specific Plan.





We will look to the Steering Committee to help develop a project brand; understand community issues, concerns, and sentiment; review and provide comments regarding alternative concepts; and review and provide comments on the draft Specific Plan. The Steering Committee will help to design an annexation process and a Specific Plan that reflect the community's interests and values and that will ultimately enhance the lives of the area's residents. Steering Committee members will serve as project ambassadors by promoting community engagement opportunities with their networks.

Shared Spaces will take the lead in establishing the Steering Committee by developing a matrix of constituencies and potential Steering Committee members that will thoroughly represent the study area. Shared Spaces will arrange, prepare for, and conduct six one-on-one in-person meetings with potential Steering Committee members and will prepare and conduct six one-on-one phone meetings with potential Steering Committee members not available for in-person meetings to gather information on the projects and processes, gather input on project area assets and needs, and identify those stakeholders interested in participating in the Steering Committee. Shared Spaces will also prepare a summary of input received at these meetings.

Shared Spaces will secure commitments of participation from at least 10 leaders who constitute a representative cross section of the impacted communities.

City staff will assist with identification of stakeholders and scheduling stakeholder interviews. PMC and Strategic Economics will attend up to a total of four of the face and/or phone meetings.

1.4 Technical Advisory Committee Formation

The TAC will include a broad representation of technical experts from City departments, County agencies, and other partner agencies to ensure technical accuracy of the specific plan and associated environmental impact report (EIR) and to offer valuable insight on a range of project topics, including land use, circulation, housing, safety, and infrastructure. The TAC will provide input on technical aspects of plan development at key points during the process.

Potential TAC members could include, but not be limited to, representatives from the Sonoma County Transportation Authority (SCTA), Sonoma County Transit, Golden Gate Transit, Sonoma County Bicycle Coalition, Sonoma County Permit and Resource Management and Health Services departments, Sonoma-Marín Area Rail Transit, Roseland School District, Santa Rosa City schools, and the Santa Rosa Departments of Economic Development, Housing and Parking, Transportation and Public Works, Utilities, Recreation and Parks, Police and Fire.

PMC will rely on City staff for reaching out to the above mentioned agencies and confirming those representatives who will form the TAC.

1.5 Specific Plan Translation Services

Santa Rosa's diversity means that reaching out to communities with limited English proficiency requires materials, meetings, and events conducted in both Spanish and English. In addition to linguistic differences, PMC's community engagement team understands that culture and tradition impact how communities of people like to participate.

To ensure that English- and Spanish-speaking community members feel welcome and encouraged to participate, the PMC team will provide materials and conduct meetings in both English and Spanish. PMC's team includes an in-house Spanish-speaking facilitator and subconsultant, Shared Spaces.

PMC will lead the Spanish translation effort for Specific Plan website updates, public workshop notices, facilitation, presentations, materials, and summaries, and will collaborate with the team to ensure all appropriate documents are translated adequately.

Shared Spaces will lead the preparation of any bilingual materials for the stakeholder discussions, community group meetings, Steering Committee facilitation, noticing, correspondence, presentations, summaries and Steering Committee-related website updates, with support/collaboration on content, project process, and deliverables from PMC. Shared Spaces will provide verbal translation in Spanish during these discussions and meetings.



1.6 Project Branding and Consistency

PMC has a wealth of experience working with jurisdictions to build on their city's look and feel. We develop engaging logo designs for cities and other government entities and for the private sector. It's our goal to provide a brand that communicates key messages in a clear and easy-to-understand way.

PMC will work with Shared Spaces and City staff to develop a clear and consistent identity and single message for the annexation and Specific Plan projects. We understand the importance of ensuring the brand is consistently used amongst City staff, consultant team members, and across the annexation and Specific Plan processes. The project brand will include the following components: Specific Plan and annexation project name, logo, identity, icons, color scheme, and message and tagline. The brand will communicate to community members that information and materials are related to the project.

We will work in partnership with City staff and the Steering Committee to develop the project brand to ensure it is accessible and relevant to the community. We will work with City staff to present up to three design options to the Steering Committee during the initial phases of the project to choose for refinement. The final look and feel of this work product will guide all subsequent project materials.

Shared Spaces will collaborate with the team to develop project branding and review draft branding graphics and language that will resonate with all communities the project seeks to engage.

1.7 Website

In an effort to reach a broad range of community members, PMC will work with Shared Spaces and the City to develop an online component to the outreach for the Specific Plan and annexation processes. The City will host and update the website with bilingual content provided by the PMC team. The website will serve as a resource for community members and will include the following information: project purpose, upcoming events, background information, and interactive activities that mirror the community workshop activities (e.g., online survey tool, interactive map).

Shared Spaces will prepare draft website content related to the Steering Committee engagement and review other relevant project-related website content to maximize resonance with all communities engaged in the project.

1.8 Community Group Meetings - Research, Logistics, and Promotions

The purpose of conducting community group meetings is to engage interested parties early in the process and meet face-to-face to provide information about the project, gather feedback, and build trust in the community. Building relationships with the community early in the process provides opportunities to encourage engagement throughout the annexation and Specific Plan processes and to employ community members as ambassadors of the project by promoting community engagement opportunities with their networks.

The PMC team will meet with community groups at strategic points in the planning process to ensure engagement from a broad representation of the community and to maximize participation at public events. The team will conduct discussions in the form of round table focus groups, presenting at select community groups' regularly scheduled meetings, or hosting a pop-up event at a planned community event or busy location within the plan area in lieu of two community group meetings. This task is intended to be flexible, and the City and project team may choose to allocate these meetings as necessary for a successful engagement process. This scope assumes that the team will coordinate logistics for and meet with up to eight community group meetings throughout the planning process

Task 2. Specific Plan Project Initiation

2.1 Specific Plan Project Commencement

23.1.1 Kickoff Meeting with City Staff

The PMC team will hold an initial kickoff meeting with the City to establish a mutual understanding of the key issues, to further define the scope of work, project schedule, and expectations, and to collect pertinent data. We will use this opportunity to allow the City to brief the team on specific attributes of the planning area, key hot spots, and neighborhood concerns and issues.

The PMC team will discuss the communications protocol and obtain additional City-supplied information for review, including mapping, the extensive amount of existing information, previous studies, and other information as available.

In addition to kickoff meeting attendance, Shared Spaces will coordinate with PMC in advance of the kickoff meeting to develop a list of discussion topics and possible questions for staff, and will review relevant background documents.

2.1.2 Data Collection, Review, and Evaluation

As one of the most critical steps in the process, the PMC team will build on our existing knowledge of the City's documents and data and review any additional

Task 2

Proposed Tasks for Staff:

- Compile background information for consultant team and coordinate hand-off/transfer of GIS and mapping data
- Develop a list of development applications currently proposed, approved, or in process
- Assistance in determining opportunity sites
- Meeting venue coordination, assistance with meeting noticing and attendee communication, scheduling of community meetings or interviews
- Additional focus group or community discussions using a PMC customized meeting toolbox
- Photo documentation

Task 2

Deliverables:

- Kickoff meeting packet and minutes, final scope of work, fee
- Base map
- PDA profile and market analysis
- Multimodal circulation analysis
- Existing conditions report and opportunities map
- Specific Plan Steering Committee meeting #1 materials and summaries in English and Spanish
- Technical Advisory Committee meeting #1 materials with summaries in English and Spanish
- Community group meeting (round 1) materials and meeting summaries in English and Spanish

data and documents relevant to this effort. PMC will get up to speed on past and current planning efforts and harness the wealth of existing data that can be used in this planning process.

2.1.3 Site Visit – Determine Plan Area DNA

As part of the site reconnaissance process, the PMC team will make field observations. PMC staff will be responsible for assessing the condition of elements including land use, existing development standards/conditions, streetscape signage, and the area’s general urban character as it fits into the surrounding context. PMC may rely on staff to provide additional photo documentation as needed to gain an in-depth understanding of the project site and surroundings, as well as exemplary developments and street designs outside of the project area.

2.2 Prepare Existing Conditions Report and Map

2.2.1 Base Mapping

Utilizing mapping information provided by the City and from other available sources, the PMC team will prepare a digital project area base map that will serve as the foundation for presentation of all plan graphics. The City will provide parcel-based GIS data of existing land uses with attributes for residential units and commercial square footage for the entire project area.

2.2.2 PDA Profile

At the outset of the project, Strategic Economics will prepare a Priority Development Area (PDA) profile that provides a snapshot of demographic and socioeconomic characteristics of the planning area, including tables, charts, and maps. The profile will at a minimum include consideration of all of the topics required by the Metropolitan Transportation Commission (MTC), including population and household characteristics (e.g., age, ethnicity, language, income and poverty status, travel mode to work, vehicle availability), employment by category, and an inventory of existing land uses (e.g., housing units by type, parks, neighborhood retail and other amenities, other activity nodes), but will be designed to highlight the unique characteristics of the plan area and topics that will be critical for informing the planning effort. Where needed for context, the PDA profile will compare conditions in the PDA to those in the city and/or county.

2.2.3 Market Analysis

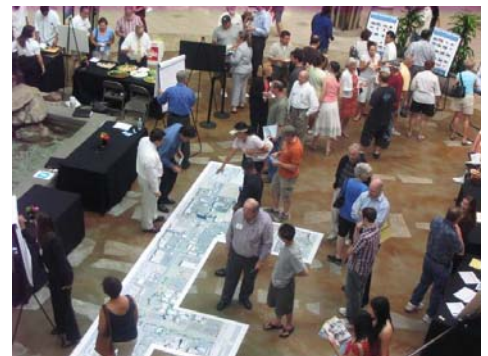
Strategic Economics will prepare a market overview for all of the major uses under consideration for the plan area including housing, office, retail, and industrial uses. This task will begin with a review of any previous market studies recently completed in Santa Rosa and the surrounding area and will also build on information collected for the PDA profile. For each use, the market analysis will provide information about:

- Current market conditions, including rents/sales prices, vacancy rates, typical tenants, and other factors in the study area compared to the broader market area
- Development trends in the study area and broader market area
- Opportunities and challenges of attracting uses to the study area in the short, medium, and longer term, including identification of key considerations for the planning effort that might make the area more competitive from a market perspective
- Projected demand/absorption of dwelling units by type and square footage by nonresidential use over the planning period



2.2.4 Multimodal Circulation Analysis

W-Trans will prepare a multimodal circulation analysis for 10 representative corridors within the plan area using Multimodal Level of Service (MMLOS) methodologies. The MMLOS methodology determines separate LOS values for automobile, transit, pedestrian, and bicycle facilities. LOS for pedestrian and bicycle facilities will be determined for all 10 corridors. Transit and automobile LOS will be focused on the four key arterial roadways serving the plan area. Automobile LOS will be determined for both the a.m. and p.m. peak hours, while transit, pedestrian, and bicycle LOS will be determined only for the peak hour with the highest traffic volumes. The roadway segments and MMLOS criteria proposed to be analyzed are shown in the table on the following page.





Multimodal LOS Standards Analyzed by Corridor

Study Corridor	LOS Method			
	Auto	Transit	Pedestrian	Bicycle
1. Stony Point Road SR 12 to Bellevue	X	X	X	X
2. Sebastopol Road Stony Point to Olive	X	X	X	X
3. Dutton Avenue SR 12 to Hearn	X	X	X	X
4. Hearn Avenue Stony Point to US 101	X	X	X	X
5. Corby Avenue-Boyd Street Sebastopol to Bellevue			X	X
6. West Avenue Sebastopol to Hearn			X	X
7. Dutton Meadow Hearn to Bellevue			X	X
8. Bellevue Avenue Dutton to Corby			X	X
9. Burbank Avenue Sebastopol to Hearn			X	X
10. Barham Avenue Dutton to Olive			X	X

The MMLOS analysis requires robust data including traffic volumes (traffic volumes are required even when automobile LOS is not being evaluated). The City of Santa Rosa has traffic data for some arterial intersections and segments in the plan area, though additional count data will need to be collected at up to 15 additional locations. Pedestrian and bicycle counts will also need to be obtained at up to 10 locations. W-Trans will prepare a summary of the MMLOS analysis for incorporation into the existing conditions and opportunities report.

W-Trans will prepare a summary of existing transit service in the plan area including summaries of transit headways, routes, destinations served, and CityBus ridership statistics, as well as a map depicting transit routes. Information regarding existing bicycle facilities will be obtained from the City's Bicycle and Pedestrian

Master Plan and confirmed in the field, with the mapping reproduced in a figure. W-Trans will also survey sidewalk and pathway facilities on all public streets within the plan area, using the information to produce an exhibit showing existing gaps in the pedestrian circulation network. The pedestrian network mapping will also depict where existing sidewalks are conventional curb, gutter, and sidewalk versus locations with interim facilities that are separated from vehicle lanes by asphalt curbs.

W-Trans will summarize planned circulation improvement projects in the plan area, including the Stony Point Road widening and Hearn Avenue reconstruction projects, as well as planned multimodal improvements. W-Trans will also assist the team in identifying multimodal circulation opportunities and constraints throughout the plan area.

2.2.5 Existing Conditions Report and Opportunities Map

The PMC team will develop an existing conditions report and opportunities map that builds off background research, document review, site analysis, the PDA profile, and the market study. Based on observed and collected city data, this report will evaluate conditions in the plan area with respect to future opportunities as they relate to the following elements:

- Land use, circulation, and urban form
- Affordable housing
- The built environment and any known future development
- Known or potential environmental conditions and historic resources
- Future public improvements
- Transit use
- Market conditions and development potential

Shared Spaces will review draft materials to ensure the report captures topics prioritized by community members and characterizes information in a way that will resonate with participants.

2.3 Specific Plan Initiation Meetings (Issues and Opportunities)

Upon completion of the existing conditions and opportunities analysis, the PMC team will conduct a series of meetings to present findings and to understand the community's vision of the Roseland/Sebastopol Road area and elicit input on opportunities and issues for the area. Using engaging outreach tools and





techniques such as vision wall brainstorming, interactive mapping exercises, and preference surveys, the team will solicit input that will provide direction for the development of land use and circulation alternatives. This will include the following meetings:

2.3.1 Specific Plan Steering Committee Meeting #1 (combined with Annexation Steering Committee Meeting #1)

The PMC team will meet with the Steering Committee to clarify the committee's role on the project and expectations as well as to present project objectives, process, and findings from the existing conditions and opportunities analysis. Meeting #1 will focus on explaining the concept of annexation, project area assets and needs as well as mapping activities to identify areas of change and key priority opportunity sites.



Shared Spaces will take the lead for coordinating Steering Committee meetings, preparing meeting agendas, facilitation, and developing exercises in collaboration with the team. Shared Spaces will call all Steering Committee members to maximize turnout at meetings and work with Steering Committee members to recruit their constituency for workshops. Bilingual meeting materials and summaries will be provided by Shared Spaces.

PMC will collaborate on meeting content and structure and will attend and provide support facilitation for this meeting.

2.3.2 Technical Advisory Committee Meeting #1

During TAC meeting #1, PMC will clarify the TAC's role on the project and expectations as well as present project objectives, process, and findings from the existing conditions and opportunities analysis. The TAC will be asked to confirm the accuracy of the existing conditions and identify any additional issues and opportunities to be considered in the planning process. PMC will facilitate a discussion on assets and needs in the project area and a mapping activity to identify areas of change and key priority opportunity sites.

PMC will take the lead for conceiving progression of TAC meetings, meeting agendas, facilitation, and exercises in collaboration with team. PMC will also prepare bilingual meeting summaries.

Shared Spaces will collaborate with PMC on meeting content and will attend the first TAC meeting to report on community engagement and connect the TAC and Steering Committees from the onset of the process.

2.3.3 Community Group Meetings – Round 1 (combined with Annexation Round 1 Community Group Meetings)

As described in Task 1.8, the PMC team will meet with community members to conduct discussions in the form of round table focus groups, presenting at select community groups’ regularly scheduled meetings, or hosting a pop-up event at a planned community event or busy location within the plan area in lieu of two community group meetings.

This task is intended to be flexible and the City and project team may choose to allocate these meetings as necessary for a successful engagement process.

The PMC Team will work with the City to identify relevant community groups, identify events, secure venues, and prepare an approach and agenda of activities and facilitate up to 3 community group meetings.

Task 3. Visioning and Alternative Concepts Immersion Week

Tasks 3.1 – 3.3 will occur over the period of one week as a series of intensive public and internal meetings, work sessions and workshops. During this series we will conduct a visioning workshop with the community, meet internally to develop preliminary alternative concepts, discuss these concepts with committees, and refine and then conclude the week with a presentation of the alternative concepts at a second public workshop for community input.

3.1 Visioning

3.1.1 Specific Plan Community Workshop #1 (Day 1–Wednesday) (Combined with Annexation Community Workshop #1)

The first in the series of community workshops will focus on community visioning where the PMC team will host a traditional or a pop-up workshop event at a large planned community event in a central community space or along a well-traveled corridor/area. We will use a combination of outreach techniques to facilitate involvement from participants and generate the greatest possible feedback.

We design highly interactive and engaging activities and techniques that may include a vision wall, hands-on mapping exercises, and priority voting exercises, among others. We have had success including children’s activities, such as creative design exercises, to involve youth in the plan development process. The PMC team will prepare bilingual agendas and comment cards, conduct bilingual facilitation, and provide bilingual materials.

Task 3

Proposed Tasks for Staff

- Assistance with workshop facilitation, meeting venue coordination, meeting promotions, flyer and press release distribution, attendee communication, and scheduling of community group meetings or interviews
- Participation in alternative concepts development and refinement
- Photo documentation of workshops and project area conditions as needed to support development of the alternative concepts
- Additional focus group or community discussions using a PMC customized meeting toolbox (optional)

Task 3

Deliverables:

- Agendas and materials for all meetings and workshops
- Preliminary alternative concepts and comparison matrix for staff check-in #1
- Technical Advisory Committee meeting #2 materials and bilingual summary
- Steering Committee meeting #2 bilingual materials and summary
- Community Workshop #1 & 2 bilingual materials
- Community group meeting (Round 2) materials
- Summary memo of immersion week process and results

We anticipate this meeting will include the following topics:

- Annexation process education
- Existing conditions and market study presentation
- Visioning activities (key word Vision Wall exercise)
- Assets, needs, strategies for improvement working group discussions
- Identify areas of change and key priority opportunity sites (mapping exercise)

If desired by staff, PMC can develop a pop-up workshop “toolbox” for City staff to conduct additional workshops with community groups and organizations (such as the Chamber of Commerce, neighborhood groups, and others) to solicit further input from the community.



Land use concept mapping



“I wish/like..” feedback stickers



Walking tours



Vision key word “cloud”



Money allocation prioritization



Live electronic polling

Shared Spaces will collaborate with PMC to prepare the workshop agenda and exercises, assist with facilitating the meeting, and reach out to Steering Committee members to engage and notify their constituencies about the workshop.

3.2 Develop the Alternative Concepts

3.2.1 Summarize Input from Workshop #1 (Day 2 AM)

The PMC team will summarize input from workshop #1 into a series of key themes to provide the framework for the development of the alternative concepts.

3.2.2 Internal Alternative Concepts Development Charrette (Day 2–Thursday PM and Day 3–Friday AM)

The project team will conduct an internal team charrette to develop preliminary strategies for land use and multimodal circulation to support bus transit as well as to facilitate other users' access to the Downtown SMART station and the Southside Bus Transfer Center. The development of alternative concepts will be informed by all studies and outreach conducted to date within the context of how the PDA transit neighborhood place type is supported by the community vision.

3.2.3 Development and Comparison of Preliminary Alternative Concepts (Day 3–Friday PM and Day 4–Monday AM)

The PMC team will refine the land use and circulation strategies developed during the internal charrette and prepare at least two preliminary alternative concepts to demonstrate different future scenarios for the PDA with varying degrees of density increase around the Bus Transfer Center and bus stop locations as appropriate. The scenarios will be developed utilizing smart growth principles and will be presented in the form of a matrix that uses imagery to demonstrate development types, housing mix, streetscape design, pedestrian and bicycle access to the Bus Transfer Center, and transit ridership. Scenarios may also address concepts relating to public services and facilities. Each concept may be presented as a series of images, design considerations and trade-offs to help understand community priorities for a range of potential improvements which will allow community and decision-makers to consider a range of viable land use alternatives in concept and to meet the minimum requirements of the California Environmental Quality Act (CEQA).

The preliminary alternative concepts will be developed based on input from community workshops and meetings of the Steering Committee and TAC as well as the data developed for the PDA profile and existing conditions report and opportunities map.

For the alternative concepts, we will provide a comparison summary matrix demonstrating:

- Minimum allowable density standards (grant recommendation)
- Potential high level impacts on existing community and neighboring land uses (grant requirement)
- High level feasibility analysis (grant requirement)
- Potentially incompatible land uses (grant requirement)
- If key opportunity sites are identified, quantify approximate number of residential units, commercial/office square footage, and rough ridership forecasts for up to two key opportunity sites (currently vacant parcels) (grant recommendation)

Transit Neighborhood	
Low-rise, townhomes, some mid-rise and small lot single family	Housing Mix (New Development) [2]
1,500 - 4,000	Station Area Total Units Target [3]
20 - 50 du/acre	Net Project Density (New Housing) [4]
N.A.	Station Area Total Jobs Target
1.0 FAR	Minimum FAR (New Employment Development)
	Development Guidelines

3.2.4 Staff Check-in (Day 4–Monday PM)

City staff will review the preliminary draft alternatives concepts and provide a consolidated set of comments to focus on any major concerns that need to be addressed prior to committee review of the concepts.

3.3 Review, Refine, and Present the Alternative Concepts

Upon completion of the preliminary alternative concepts, the PMC team will conduct a series of meetings to present the alternative concepts and to understand the community's response to and preferences for land use, circulation, and public facilities in the plan area. The project team will refine the preliminary alternative concepts based on the input gathered during these meetings.

3.3.1 Technical Advisory Committee Meeting #2 (Day 5–Tuesday, 1 PM)

PMC will meet with the TAC to present the alternative concepts for review, feedback, and suggested refinements. Fun and engaging outreach methods for soliciting input on the alternatives may include the use of “I like” and “I’d change” stickers where participants list items that they support and believe should change in the refinement process. Additionally, digital or analog voting exercises coupled with small group discussions have proven very effective in alternative refinement. The PMC team will prepare meeting materials as well as a bilingual meeting summary.

3.3.2 Specific Plan Steering Committee Meeting #2 (Day 5–Tuesday, 3 PM)

Steering Committee meeting #2 will focus on review and discussion of the alternative concepts. The committee will be asked to provide feedback and suggested refinements in engaging exercises similar to those used in the TAC meeting.

Shared Spaces will take the lead for coordinating Steering Committee meetings, preparing meeting agendas, facilitation, and developing exercises in collaboration with the team. Shared Spaces will call all Steering Committee members to maximize turnout at meetings and work with committee members to recruit their constituency for workshops. Bilingual meeting materials and summaries will be provided by Shared Spaces.

PMC will collaborate on meeting content and structure and will attend and provide support facilitation for this meeting.

	Transit Neighborhood
What are/will be the characteristics of the Station Area?	Predominantly residential district organized around transit station
What is/will be the transit mode in the Station Area?	LRT/Streetcar, BRT, Commuter Rail, Potentially Ferry, Local Bus
What is/will be the land use mix and density in the Station Area?	Low- to moderate-density, predominantly residential uses with supporting commercial and employment uses.
What are/will be the characteristics of retail in the Station Area?	Primarily local-serving retail opportunity.
What are/will be major planning and development challenges?	Integrating moderate-density housing and supporting local-serving retail.
Example [2]	Whisman Station in Mountain View, El Cerrito del Norte, Ohlone Chynoweth in San Jose, Glen Park
Key Identifying Questions	

3.3.3 Staff Check-In #2 (Day 5–Tuesday, 5:30 PM)

The PMC team will meet with City staff to discuss feedback received on the concepts to date.

3.3.4 Community Group Meetings – Round 2 (Days 2–6)

The PMC team will meet with up to three community groups to conduct discussions in the form of round table focus groups, presenting at select community groups' regularly scheduled meetings, or hosting a pop-up event at a planned community event or busy location within the plan area in lieu of two community group meetings.



This task is intended to be flexible and the City and project team may choose to allocate these meetings as necessary for a successful engagement process.

3.3.5 Public Draft Alternative Concepts and Translation (Days 6 and 7–Wednesday and Thursday)

The PMC team will refine the preliminary alternative concepts based on the input received and develop the public draft alternative concepts and community workshop #2 materials and presentations. The PMC team will finalize all workshop materials and translate to Spanish for the evening workshop.



3.3.6 Specific Plan Community Workshop #2 (Day 7–Thursday PM)

The second event in this series of community meetings will focus on presenting and soliciting input on the alternative concepts where the PMC team will host a community event to facilitate involvement from participants and generate feedback. Engaging activities and interactive displays will be developed to help the community navigate the alternative concepts' key elements and share their preferences. The PMC team will prepare bilingual comment cards, conduct bilingual facilitation, and provide bilingual materials.

Anticipated topics at this workshop include:

- Summary of key issues and comments from workshop #1
- Present alternative concepts
- Solicit feedback on the alternative concepts
 - Land use / development type concepts
 - Streetscape concepts
 - Public services and facilities concepts

Shared Spaces will collaborate with PMC to prepare the workshop agenda and exercises, assist with facilitating the meeting, and reach out to Steering Committee members to engage and notify their constituencies about the workshop.

3.4 Summary Memo of the Immersion Week Process and Results

The PMC team will prepare a memorandum summarizing the immersion week process, activities, materials and results. The memorandum will be prepared in both Spanish and English versions. Transcriptions from each of the individual meetings will be included as appendices.

Task 4

Proposed Tasks for Staff:

- Participation in preferred alternative development and refinement
- Collaboration on preferred alternative evaluation criteria
- Meeting venue coordination, assistance with meeting noticing and attendee communication, scheduling of community meetings or interviews
- Workshop attendance and facilitation
- Workshop refreshments
- Additional focus group or community discussions using a PMC customized meeting toolbox
- Review existing conditions data for the City and County and confirm data accuracy

4. Preferred Alternative/Infrastructure & Financing/Affordable Housing

4.1 Prepare Preferred Land Use and Circulation Alternative

4.1.1 Internal Preferred Alternative Development Charrette

PMC will meet to discuss committee, community, and staff input on the land use and circulation alternatives and develop an approach for refinement of the alternatives into a preferred alternative. The charrette will yield a list of revisions and impacts on circulation and land use that would need to be made (with input from staff and subconsultants) to develop a plan in keeping with the direction provided by the economic analysis.

4.1.2 Administrative Draft Preferred Alternative

The PMC team will develop a preferred alternative illustration for staff review and comment, which will serve as the basis for the draft Specific Plan. The preferred alternative land use will reflect economic findings and smart growth principles and will support MTC guidelines for the transit neighborhood place type. Targeted testing of cumulative conditions with the preferred alternative will be performed at locations identified as needing potential future roadway and/or intersection improvements, so that any such improvements can be included in the Specific Plan document.

The project team will prepare a map of the preferred alternative with supplementary graphics and imagery to illustrate the concepts. The matrix summary prepared for the preliminary alternative concepts will be updated for the preferred alternative. The analysis will be used to develop a memo that will quantify development potential in terms of housing units, nonresidential floor area, population, and employment. The City will provide a GIS shapefile of existing conditions data for each parcel in the project area, including housing units and commercial square feet to use as the baseline for the analysis. City staff will first review all existing conditions data and make any necessary modifications to update inaccuracies in the existing conditions dataset and reflect recent changes on the ground, such as vacancies or change in use. The PMC team will share the proposed conditions database with the City's GIS team. The City's GIS team will

work with City staff to allow staff to make adjustments to the proposed conditions on a parcel-by-parcel basis. Parcel-based data will be provided to W-trans to prepare the traffic analysis.

Shared Spaces will review relevant materials and provide input on the preferred alternative for integrating in the public draft.

4.1.3 Public Draft Preferred Alternative

Based on staff comments, the PMC team will prepare a public draft preferred alternative with quantified development potential for presentation to the TAC, Steering Committee, and community.

4.2 Prepare Circulation Analysis

W-Trans will prepare a technical memorandum that summarizes the preferred alternative's circulation characteristics. The analysis will include assessment of MMLOS on the same 10 corridors evaluated in the existing conditions and opportunities report. Vehicular trip generation will be determined for each alternative based on the Institute of Transportation Engineers (ITE) trip generation rates in combination with potential trip reductions associated with elements such as transit-oriented design, pedestrian and bicycle facilities, affordable housing, auto ownership characteristics, and transit opportunities. These trip reductions will be estimated using research on transit-oriented development travel characteristics published by ITE, and other state-of-the-practice techniques as appropriate. The vehicle LOS analysis will be based on future traffic projections produced by the SCTA's SCTM/10 travel demand model and updated to include potential new development within the plan area. Results of the MMLOS analysis will be described in text and summarized in tables, and copies of all calculations will be provided in a technical appendix. Based on the findings of the Circulation Analysis, minor adjustments to the circulation improvements will be included as part of the Specific Plan, both to enhance the multimodal nature of the plan and to offset potential impacts prior to completion of the Draft EIR.

Task 4

Deliverables:

- Memorandum of recommended feedback elements derived from the outreach process to be incorporated in the refinement of the draft alternatives
- Administrative draft preferred alternative
- Public draft preferred alternative with quantified development potential
 - Traffic and circulation study, 3 hard copies and PDF format
- Infrastructure Development and Services Plan (IDSP), 3 hard copies and PDF
- Affordable housing/anti-displacement strategy memo, 3 hard copies and PDF
- Technical Advisory Committee meeting #3 materials in addition to bilingual meeting summaries
- Specific Plan Steering Committee meeting #3 bilingual materials and summary
- Specific Plan community workshop #3 bilingual materials and summary

4.3 Infrastructure Development and Services Plan (IDSP)

4.3.1 Infrastructure Analysis

Green Valley Consulting Engineers will prepare a technical report which will identify the development criteria necessary for the proposed road and utility infrastructure within the Roseland Area and Sebastopol Road Specific Plan Area, including roads, pedestrian walkways and water, sewer, and storm drain utilities associated with the plan area.

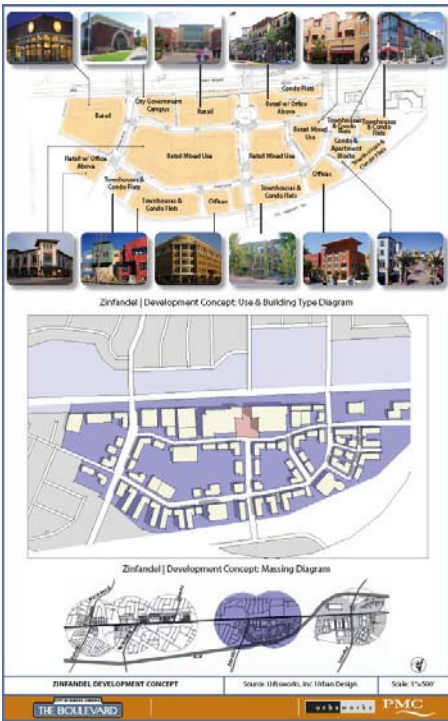
Green Valley will project the off-site and on-site improvements required for a phased development program. It is anticipated that the properties within the Specific Plan area will have varied uses and will necessitate the construction of on-site and off-site infrastructure improvements as related to the wet utilities. At a minimum, our report will include an analysis, recommendations for implementation, and associated cost estimates for each of the following:

- Street improvements to City standards
- Sanitary sewer system
- Reclaimed water system
- Water system
- Hydrology/drainage and water quality treatment
- Underground utilities

Drainage and water quality treatment infrastructure will be required for all properties within the Specific Plan, including construction and post-construction best management practices. Each property will be required to address all of its water quality treatment and drainage systems in order to reduce the impact of runoff upon the City's system and regional drainage system(s). Drainage analysis and recommendations will follow the Sonoma County Water Agency Flood Control Design Criteria as well as integrate criteria from the resource agencies. Green Valley will provide graphical information associated with infrastructure estimates and phasing recommendations for incorporation into the Infrastructure Development and Financing Strategy Report.

4.3.2 Financial Analysis

The PMC Public Finance team is currently preparing the fiscal impact analysis of the Roseland annexation area, working with City staff to study the public services and infrastructure needs of the annexation area which are mirrored to a large extent in the Specific Plan area. PMC intends to build off this effort by utilizing City-provided data and applying it, where appropriate, to the larger Specific Plan area. We believe this approach will help to streamline and reduce the overall cost of the project.



PMC will review and coordinate the work of the subconsultants: Green Valley Consulting Engineers in the area of infrastructure assessment, cost estimation, and phasing (water, wastewater, storm drainage, electricity, gas, cable, telephone service, and parks); W-Trans for circulation improvements and traffic studies; and Strategic Economics for market demand analysis and feasibility studies, revenue projections, and financing strategies. One goal for this coordination is that the deliverables of the subconsultants are consistent with the findings of the Roseland annexation fiscal impact analysis.



PMC will ensure that the efforts of subconsultants are fully integrated with those of the teams working on land use/circulation and design, community outreach, and environmental review in order to produce an IDSP that addresses the service and infrastructure needs of the area and supports the goals of the Specific Plan.

PMC will specifically allocate the improvements costs associated with the preferred alternative between existing and future development. We will do this by identifying, to the extent possible, the service capacities and improvements needed by the existing development versus new facilities and improvements needed to accommodate new development.



In addition, PMC will conduct outreach to the various public service providers such as transit, schools, police, and fire to determine the added resources needed to service the area. Again, we will distinguish between the costs to provide these services to the existing population, at the desired level of service standard, and the costs to provide the same level of service to new development.

PMC will assemble and organize the output of the subconsultants into a clear, easy-to-understand IDSP that includes an executive summary and accompanying presentations, supporting technical documents, and Excel tables that include the following:

- A summary of existing and needed service capacities and infrastructure conditions
- Improvements Phasing Plan and a discussion of construction issues and strategies
- Overview of the needed improvements and the costs to bring infrastructure to City standards, including street improvements, traffic and transit improvements, upsizing of water, wastewater mains, and storm drains, undergrounding of utilities, and park acquisition and development
- Cost estimates for the Specific Plan area as a whole, consistent with the Roseland annexation fiscal impact analysis
- A Public Facilities Financing Plan including a discussion of strategies and financial mechanisms that may be used for public services and infrastructure improvements such as Infrastructure Financing Districts, special tax districts (Mello-Roos), general fund (tax anticipation bonds), and impact fees



4.4 Affordable Housing/Anti-Displacement Strategy

PMC will leverage and build on its current understanding of Santa Rosa housing needs and issues to prepare an affordable housing/anti-displacement strategy that assesses specific housing issues, constraints, and opportunities in the Roseland Area/Sebastopol Road planning area. PMC will examine the existing housing stock, including physical attributes and affordability, and the current and potential need for affordable housing. The analysis will rely on quantitative data from trusted sources and on qualitative data from local housing developers, community organizations, residents, and other stakeholders.

PMC will assess the financial feasibility of affordable housing in the area (deed restricted and at market rate). The analysis will review development costs and potential financial resources, such as City assistance, Low Income Housing Tax Credits, and other funding sources. In addition, PMC will examine the potential for displacement of existing resources and identify potential policies and mechanisms to preserve affordable market-rate homes.

PMC will develop a housing strategy/anti-displacement strategy to provide new affordable housing opportunities, preserve existing housing, and prevent resident displacement due to changes in the community resulting from implementation of the Specific Plan and the opening of the planned SMART station. The strategy will inform land use and other Specific Plan considerations and will identify specific policies and implementation measures.

Shared Spaces will collaborate with the project team on the development of the Affordable Housing/Anti-Displacement Strategy in addition to reviewing and providing comment on the draft product.

4.5 Specific Plan Meetings/Workshops (Preferred Alternative)

4.5.1 Technical Advisory Committee Meeting #3

PMC will meet with the TAC to present the preferred alternative for review, feedback, and suggested refinements. Fun and engaging outreach methods for soliciting input on the preferred alternative will be utilized to extract feedback on the plan, prior to presentation to the Steering Committee and the public. The PMC team will prepare materials as well as a bilingual meeting summary.

4.5.2 Specific Plan Steering Committee Meeting #3 (Combined with Annexation Steering Committee Meeting #2)

Steering Committee meeting #3 will focus on review of the preferred alternative and an update on the annexation project. Key issues identified during the TAC meeting #3 will be identified and discussed. The committee will be asked to provide feedback and suggested refinements in engaging exercises similar to those used in the TAC meeting.



Shared Spaces will take the lead for coordinating Steering Committee meetings, preparing meeting agendas, facilitation, and developing exercises in collaboration with the team. Shared Spaces will call all Steering Committee members to maximize turnout at meetings and work with Steering Committee members to recruit their constituency for workshops. Bilingual meeting materials and summaries will be provided by Shared Spaces.

PMC will collaborate on meeting content and structure and will attend and provide support facilitation for this meeting.



4.5.3 Specific Plan Workshop #3 (Combined with Annexation Workshop #2)

The third in this series of community workshops will focus on presentation of the preferred land use and circulation alternative. This can be done through a “virtual tour” of the alternative using an interactive digital format such as PREZI to navigate the alternative and link concepts and imagery to geographic locations in the plan area. Input received will be used to refine the alternative to develop the draft Specific Plan.

An update on information pertaining the Annexation project will be provided at this meeting. PMC will prepare bilingual noticing and agendas, conduct bilingual facilitation, and provide a bilingual materials summary.

Shared Spaces will collaborate with PMC to prepare the workshop agenda and exercises, assist with facilitating the meeting, and reach out to Steering Committee members to engage and notify their constituencies about the workshop.

5. Draft Specific Plan

5.1 Prepare Draft Specific Plan

5.1.1 Refine the Preferred Alternative

Based on final feedback gathered to date, the PMC team will finalize the preferred alternative for use in the Specific Plan document. This product will serve as the foundation for the vision, land use, circulation, and infrastructure components of the plan.

5.1.2 Prepare the Administrative Draft Specific Plan Components

Based on the information collected during previous tasks, the Specific Plan will be drafted to address the issues expressed by the project committees and community and will comply with state and local codes. PMC will compile the elements listed

Task 5

Deliverables:

- Administrative draft Specific Plan, 3 hard copies and PDF
- Public draft Specific Plan, 24 hard copies
- Specific Plan Steering Committee meeting #4 bilingual materials and summary
- Specific Plan community meeting #4 bilingual materials and summary
- Round 3 Community Group Meetings



below and prepare the administrative draft Specific Plan for City internal circulation and review. PMC will request one consolidated copy of comments in redline or tracked changes and will revise the plan accordingly.

At a minimum, the Specific Plan will include the following:

- **Planning Process** – PMC will document the planning and outreach process to date, documenting committee and community direction provided throughout the project.
- **Vision** – PMC will prepare a highly illustrative chapter depicting the community vision developed through community outreach visioning activities.
- **Opportunity Sites** – PMC, working closely with Strategic Economics, will provide a discussion of key opportunity site potential and development concepts, which will include diagrams and imagery.
- **Land Use/Housing** – PMC will prepare a land use chapter based on the preferred alternatives and buildout numbers that include policies and standards that meet the MTC goals and requirements for the transit neighborhood place type. This task will include details of each designation including quantities of units and uses, mixed use, job generation and population projections, and affordable housing as well as disabled housing for transit riders. This task assumes that potential land use buildout will be calculated using GIS parcel and land use data. PMC will work with City staff to develop buildout assumptions for each land use district. The City will provide information on land use existing conditions by parcel to develop the baseline information. This will include single-family residential units, multi-family residential units, commercial square footage, and industrial square footage.
- **Health and Equity Planning** – The project team will develop a section that looks at the holistic approach to the Specific Plan's impact on public health including but not limited to crime prevention (crime prevention through environmental design), walkability/bikeability, access to transit, open space, healthy foods, and goods and services. Social, economic, environmental, and transportation equity will be examined and crafted into measurable action items for inclusion in the implementation strategy for monitoring.
- **Transportation** – PMC will author the chapter with assistance from W-Trans, who will assist the team in developing circulation policies for the Specific Plan area that have a strong "complete streets" emphasis. W-Trans will also provide assistance to the team in describing any technical features that may be recommended in the plan (such as advanced pedestrian crossing devices like rapid rectangular flashing beacons). These elements will be rolled into a graphics-rich chapter describing the transportation network and necessary street improvements required to achieve the preferred alternative.



- **Public Services** – PMC will work with City staff and the TAC to develop a strategy for providing public services and infrastructure to the plan area. This section will include policies regarding utilities, safety, parks, schools, libraries, and cultural facilities to be informed by discussions with City public safety representatives, among others.
- **Access and Connectivity Plan** – This section will look at access to the Southside Bus Transfer Center and the SMART station for all modes of transportation. Accessibility for disabled and elderly persons will also be examined as part of this grant requirement.
- **Implementation and Financing Plan** – The PMC team will prepare a matrix and strategy for plan implementation along with priorities, time frames, phasing, persons responsible, probable opinion costs, and funding mechanisms.



5.1.3 Prepare the Public Draft Specific Plan

Based on feedback provided by City staff and the TAC, the PMC team will revise the administrative draft Specific Plan and prepare a public draft Specific Plan for public review and comment.

Shared Spaces will review the public draft Specific Plan to ensure that it captures and reflects community input to date and presents information in manner that will resonate with the community.

5.2 Specific Plan Meetings/Workshops (Public Draft Specific Plan)

5.2.1 Specific Plan Steering Committee Meeting #4

The PMC team will present the Public Draft Specific Plan components to the Steering Committee prior to preparing the public draft. The committee will be asked to provide feedback on the key components of the plan and suggested refinements through use of engaging exercises.

Shared Spaces will take the lead for coordinating the Steering Committee meeting, preparing the meeting agenda, facilitation, and developing exercises in collaboration with the team. Shared Spaces will call all Steering Committee members to maximize turnout at meetings and work with Steering Committee members to recruit their constituency for workshops. Bilingual meeting materials and summaries will be provided by Shared Spaces.

PMC will collaborate on meeting content and structure and will attend and provide support facilitation for this meeting. The PMC team will then revise the administrative draft to include input received from staff and committee members and prepare the public draft Specific Plan.



5.2.2 Specific Plan Community Workshop #4

The fourth in this series of community meetings will focus on presentation of the key elements of the public draft Specific Plan. This can be done using interactive “stations” for each of the key components of the plan, coupled with engaging exercises. Input received will be used to refine the alternative to develop the final Specific Plan. The PMC team will prepare bilingual agendas, conduct bilingual facilitation, and provide a bilingual materials and summary.

Shared Spaces will collaborate with PMC to prepare the workshop agenda and exercises, assist with facilitating the meeting, and reach out to Steering Committee

5.2.3 Community Group Meetings – Round 3

Shared Spaces will meet with up to two community groups to conduct discussions in the form of round table focus groups, presenting at select community groups’ regularly scheduled meetings, or hosting a pop-up event at a planned community event or busy location within the plan area in lieu of two community group meetings.

This task is intended to be flexible and the City and project team may choose to allocate these meetings as necessary for a successful engagement process. This scope assumes that the team will coordinate logistics for and meet with up to eight community groups throughout the planning process.

6. Amendments and Draft EIR

6.1 Prepare General Plan and Zoning Amendments

During the preparation of the draft Specific Plan, PMC and City staff will review the City's General Plan, Zoning Code, and Zoning Map to assess compliance with relevant provisions of those documents (text and map). Specifically, PMC and City staff will review General Plan goals and policies to flag any potential inconsistencies. If inconsistencies are found, we will discuss with staff the appropriate steps to modify the Specific Plan and/or prepare necessary amendments to the General Plan to ensure consistency upon completion. PMC and City staff will also identify any deviations between the draft Specific Plan and City Zoning Code and Map. While state law allows Specific Plan regulations to deviate from the Zoning Code, those deviations should be known at the time of plan adoption. The City will amend the Zoning Code to ensure consistency between the plans or portions thereof.

PMC will prepare a plan compliance assessment summarizing the findings to present and discuss with City staff. City staff will prepare necessary amendments to the General Plan and/or Zoning Code as appropriate. These amendments would proceed in conjunction with the review, consideration, and action on the Specific Plan and EIR.

6.2 Prepare Draft EIR

The following is the approach and scope of work for the environmental review of the Roseland Area/Sebastopol Road Specific Plan including annexation areas. It is expected that the Annexation Process, Specific Plan preparation and environmental review will overlap. This will provide the opportunity to utilize information from both processes that will improve the quality of both documents.

6.2.1 EIR Initiation

Notice of Preparation (NOP)

Upon written authorization to proceed, the PMC project team will meet with City staff for a project kickoff meeting (in person or via teleconference). When the project has been adequately defined, PMC will prepare a Notice of Preparation (NOP) presenting evidence to demonstrate the topic areas that do not warrant comprehensive analysis in the Draft EIR. The NOP will describe the project location, topics to be analyzed in the EIR, and a map of the project study area. After review of the NOP by City staff, PMC will revise the documents and provide copies for distribution. It is assumed that the City will develop the public distribution list and distribute the NOP.

Following the kickoff discussion, although not required as part of the CEQA process, PMC will provide to the City a draft letter requesting a sacred lands

Task 6

Proposed Tasks for Staff:

- Preparation of the General Plan and Zoning Amendments
- Assistance or collaboration on the preparation of the compliance assessment memorandum
- Direction on comments for incorporation into final plans

Deliverables:

- General Plan and Zoning Code compliance assessment memorandum
- Public scoping meeting and 3 bound copies of the draft NOP and 1 PDF delivered to the City for internal review and comment; 1 copy of the NOP to the City and 15 copies of the NOP to the State Clearinghouse
- ADEIR: 3 bound copies and 1 PDF delivered to the City for internal review and comment
- Meeting to discuss ADEIR comments; one public meeting on the Draft EIR; 3 bound copies of the revised Administrative Draft EIR and 1 PDF; 24 bound copies of the Draft EIR and 1 PDF; draft of the Notice of Availability
- Meeting to discuss responses on public comments on the DEIR, if required; 24 bound copies and 1 PDF of the Final EIR
- Mitigation Monitoring and Reporting Program
- Attendance a total of eight meetings



search and list of Native American contacts for the project area, to aid the City in compliance with Senate Bill 18. PMC will not prepare an initial study as part of the Notice of Preparation.

6.2.2 Preparation of the Administrative Draft EIR

PMC will prepare a program-level EIR for the overall proposed Specific Plan Area including annexation areas and provide project-level analysis for those catalyst development projects that may be proposed as part of this project. Identifying these proposed specific projects that have sufficient detail during the EIR process will streamline future project-level environmental review. PMC will prepare up to two versions of the administrative draft EIR, which will be formatted as described below and will allow for its use in review of subsequent projects.

Introduction

Section 1.0 of the draft EIR will provide an introduction and overview describing the intended use of the EIR and the review and certification process.

Executive Summary (Including Matrix of Project Impacts and Mitigation Measures)

This section will summarize the characteristics of the proposed project including annexation and provide a concise summary matrix of the project's environmental impacts and associated mitigation measures as required under State CEQA Guidelines Section 15123. The summary table will also include the level of significance of impacts before and after mitigation (as applicable). If requested by the City, the matrix can include proposed Specific Plan policies that provide mitigation of identified environmental impacts.

Project Description

The project description will be consistent with the requirements of CEQA Guidelines Section 15124 and will include a detailed description of the Specific Plan including annexation areas. The project description will identify the properties/entitlements that are being evaluated and all subsequent actions associated with site development. The project description will summarize the expected rate/extent of development under the Specific Plan (including annexation areas), anticipated utility and public service expansions if needed (e.g., water, wastewater, solid waste, fire, law enforcement), and provide clear identification of what would be defined as a "subsequent project" under the Specific Plan. In addition, graphics illustrating the proposed project and a description of anticipated actions associated with the project will be provided.

Environmental Setting, Impacts, and Mitigation Measures

PMC understands that the City requires a comprehensive CEQA document. The list of topic areas will be confirmed based on the NOP comments and consultation



with City staff. For each issue area, impacts and, where appropriate, mitigation measures will be identified. PMC will work closely with City staff on crafting mitigation measure language and timing that is appropriate for inclusion in the Specific Plan that fits into the City's typical development review process.

The draft EIR will include an introductory section providing details on what the "baseline conditions" are assumed for the analysis, land use forecasts for residential and nonresidential uses, level of detail of programmatic analysis, consideration of key components of the Specific Plan (e.g., roadway improvements), and definition of the cumulative setting (e.g., geographic extent) and impact analysis. This section will also describe how direct and indirect environmental impacts are addressed and associated with implementation of the Specific Plan and future annexation and the multiple actions that may occur associated with its implementation (e.g., development and implementation of capital improvement plan, annexation requests, public service improvements). To the extent feasible, we will utilize previously prepared environmental documentation for the project to focus the analysis and avoid the need to reanalyze issues already adequately addressed. PMC assumes that a water supply assessment will be provided by the City for use in the analysis in the EIR.

W-Trans will prepare a traffic impact report for the project, which will form the basis of the analysis for the EIR. W-Trans will coordinate with SCTA to provide cumulative traffic forecasts that remove any General Plan-based land use estimates to be modified by the Specific Plan. The traffic analysis will focus on corridor LOS in accordance with the City's General Plan, and mainline freeway level of service will also be determined. Recommended mitigation measures for each of the transportation and circulation topic areas will be indicated where appropriate. In addition, the CEQA Guidelines are in the process of being updated to require a new metric of analysis for traffic impacts, which will likely be based on vehicle miles traveled. Therefore, changes to countywide vehicle miles traveled will be estimated using a project-specific model run of the SCTA travel demand model. This task will be coordinated with the Station Access and Connectivity Plan.

PMC will also document the known cultural resources in the project area based on previously completed background studies.

Cumulative Impact Summary

PMC will assess the impacts of the project in combination with other known, approved, or reasonably foreseeable development activity in the project vicinity, including all past, present, existing, approved, pending, and reasonably foreseeable future projects for years 2015 and 2030 using the CMA model. Consistent with the State CEQA Guidelines, the EIR will describe a clear cumulative setting.





The cumulative analysis will address each topic covered in the environmental analysis (water supply, traffic, biological resources, etc.) and will identify appropriate mitigation measures for any significant impacts identified.

Alternatives to the Proposed Specific Plan

PMC will coordinate with City staff in the development of up to three reasonable alternatives to the proposed project, in addition to the CEQA-required No Project Alternative. The alternatives analysis in the EIR will focus on alternatives that avoid or minimize environmental effects identified for the proposed project. These alternatives will be described qualitatively and quantitatively, and contrasted with the proposed project in terms of the extent to which the alternatives can achieve project objectives or reduce adverse impacts. PMC assumes that two to three alternatives will be analyzed for the Plan Area including annexation areas. This analysis will be presented in a separate chapter of the EIR and will include a comparative matrix of the alternatives to the proposed project based on the significant environmental effects identified in the draft EIR. As required by CEQA, an environmentally superior alternative will be identified.



Other CEQA Requirements

The EIR will include the other required sections including growth-inducing impacts of the project, significant irreversible environmental effects, and a summary of significant and unavoidable impacts of the project.

Proposed Environmental Review Checklist for Subsequent Projects under the Specific Plan

While not required under CEQA, we propose the inclusion of a proposed environmental review checklist that could be adopted as part of the Specific Plan which would expand from the State CEQA Guidelines Appendix G checklist by use of the impact analysis and mitigation measures identified in the EIR for the Specific Plan. This checklist would be designed with checklist items specific to Santa Rosa and would utilize and cross-reference analyses in the EIR. The purpose of this checklist would be to identify when subsequent projects are fully or partially addressed in the environmental analysis in the Specific Plan EIR and to what extent further environmental review would be required.

6.2.3 Prepare Draft EIR

PMC will respond to comments received from City staff regarding the administrative draft EIR and produce a screencheck Draft EIR in revision marks (underline and strikeout) showing City-requested edits. If requested, PMC will attend a meeting to discuss comments on the administrative draft EIR. Upon receiving comments on the screencheck, PMC will make edits and generate a draft EIR for production and public review and prepare twenty-four (24) bound copies and one PDF. In order to keep draft EIR copy costs down, PMC will include the

technical appendices on a CD in a sleeve in the back of the draft EIR. PMC will also assist the City with placing the files on its website. PMC will be responsible for printing and distribution of the draft EIR to the State Clearinghouse.

PMC will provide a draft of the Notice of Availability to the City.

PMC will attend and participate in all public meeting on the draft EIR, which will include preparation of a presentation on the content of the draft EIR.

6.2.4 Final Environmental Impact Report

At the conclusion of the draft EIR public review period, the project team will respond to all comments received by the City. If requested, PMC will attend a meeting to discuss comments on the draft EIR and discuss direction on the responses. Upon completion of the administrative final EIR, 3 bound copies of the administrative final EIR and one PDF will be forwarded to the City for review. The draft EIR (incorporated by reference), comment letters, responses, and errata to the draft EIR will constitute the final EIR, which will be a separately bound document. Twenty-four (24) bound copies and one PDF of the final EIR will be prepared and delivered to the City for distribution.

With respect to the final EIR and response to comments, the project team anticipates approximately 175 hours of effort will be spent addressing comments based on our prior experience with projects of similar scope. Effort in excess of 175 hours will be considered outside of this scope of work and cost estimate. We assume two rounds of review of the final EIR prior to public release.

6.2.5 Mitigation Monitoring and Reporting Program

The project team will prepare a comprehensive Mitigation Monitoring and Reporting Program (MMRP) pursuant to Section 21081.6 of the Public Resources Code as well as CEQA Findings for project approval as required under State CEQA Guidelines Sections 15091 and 15093. PMC will draft the MMRP using the information contained in the environmental analysis and other documentation in the record.

6.2.6 Meetings/Project Management (EIR)

PMC's environmental project manager will attend up to a total of eight meetings/hearings (public scoping meeting, meeting to discuss City comments on the administrative draft EIR, public meeting on the draft EIR, meeting to discuss responses to comments on the draft EIR, two Planning Commission hearings, and two City Council meetings). It is anticipated that PMC's EIR manager will represent the EIR team at meetings, though technical support from other members may occasionally be necessary and has been assumed in this scope.



This task also includes project management efforts by PMC throughout preparation of the EIR and routine reporting of progress on work on the EIR.



7. Public Hearings/Final Specific Plan and EIR

7.1 Planning Commission (x 2)

PMC will present the public draft Specific Plan at up to two Planning Commission meetings and will compile comments for incorporation into the final Specific Plan.

Shared Spaces will contact Steering Committee members to assure a cross section of members attend the Commission meetings.

7.2. City Council (x 2)

PMC will present the public draft Specific Plan at up to two City Council meetings and will compile comments for incorporation into the final Specific Plan.

Shared Spaces will contact Steering Committee members to assure a cross section of members attend the Council meetings.

7.3. Prepare Final Specific Plan and EIR

The PMC team will finalize the Specific Plan based on input from decision-makers and staff. PMC will coordinate document production and hand off original files to staff.

7.4. Project Management

To facilitate a smooth and efficient communication process throughout the project, the project manager will conduct biweekly team (staff and subconsultant) coordination calls, attend face-to-face meetings in conjunction with other project related travel, and develop monthly status update memos for staff, which can be used to update decision-makers and/or other departments.

20-Month Project Schedule – Specific Plan Process

Roseland Area/Sebastopol Road Specific Plan/Community Engagement	Completion Date
Tasks	
1. SPECIFIC PLAN COMMUNITY ENGAGEMENT STRATEGY	Ongoing December 2014 – June 2016
1.1 Community Engagement Strategy	
1.2 Community Workshop Logistics and Promotions	
1.3 Steering Committee Formation and Stakeholder Interviews	
1.4 Technical Advisory Committee Formation	
1.5 Specific Plan Translation Services	
1.6 Project Branding and Consistency	
1.7 Website	
1.8 Community Group Meetings - Research, Logistics, and Promotions	
2. SPECIFIC PLAN PROJECT INITIATION	3 Months December 2014 – February 2015
2.1 Specific Plan Project Commencement	
2.1.1 Kickoff Meeting with City Staff	
2.1.2 Data Collection, Review, and Evaluation	
2.1.3 Site Visit – Determine Plan Area DNA	
2.2 Prepare Existing Conditions Report and Map	
2.2.1 Base Mapping	
2.2.2 PDA Profile	
2.2.3 Market Analysis	
2.2.4 Multimodal Circulation Analysis	
2.2.5 Existing Conditions Report and Opportunities Map	
2.3 Specific Plan Initiation Meetings (Issues and Opportunities)	
2.3.1 Specific Plan Steering Committee Meeting #1 (annexation SC meeting #1 to be held on same day)	
2.3.2 Technical Advisory Committee Meeting #1	
2.3.3 Community Group Meetings– Round 1 (combined with Annexation Round 1 Community Group Meetings)	
3. VISIONING AND ALTERNATIVES CONCEPTS IMMERSION WEEK (SPECIFIC PLAN)	March 2015
3.1 Visioning	

Roseland Area/Sebastopol Road Specific Plan/Community Engagement	Completion Date
Tasks	
3.1.1 Specific Plan Community Workshop #1 (Day 1–Wednesday) (Combined with Annexation Community Workshop #1)	
3.2 Develop the Alternative Concepts	
3.2.1 Summarize Input from Workshop #1 (Day 2 AM- Thursday)	
3.2.2 Internal Alternative Concepts Development Charrette (Day 2–Thursday PM and Day 3–Friday AM)	
3.2.3 Development and Comparison of Preliminary Alternative Concepts (Day 3–Friday PM and Day 4–Monday AM)	
3.2.4 Staff Check-in (Day 4–Monday PM)	
3.3 Review, Refine, and Present the Alternative Concepts	
3.3.1 Technical Advisory Committee Meeting #2 (Day 5–Tuesday, 1 PM)	
3.3.2 Specific Plan Steering Committee Meeting #2 (Day 5–Tuesday, 3 PM)	
3.3.3 Staff Check-In #2 (Day 5–Tuesday, 5:30 PM)	
3.3.4 Community Group Meetings – Round 2 (Days 2–6)	
3.3.5 Public Draft Alternative Concepts and Translation (Days 6 and 7–Wednesday and Thursday)	
3.3.6 Specific Plan Community Workshop #2 (Day 7–Thursday PM)	
3.4 Summary Memo of the Immersion Week Process and Results	
4. PREFERRED ALTERNATIVE/INFRASTRUCTURE & FINANCING/AFFORDABLE HOUSING	
4.1 Prepare Preferred Land Use/Circulation Alternative	
4.1.1 Internal Preferred Alternative Development Charrette	
4.1.2 Administrative Draft Preferred Alternative	
4.1.3 Public Draft Preferred Alternative	
4.2 Prepare Circulation Analysis	
4.3 Infrastructure Development and Services Plan (IDSP)	
4.3.1 Infrastructure Analysis	3 months April 2015 – June 2015
4.3.2 Financial Analysis	
4.4 Affordable Housing/Anti-Displacement Strategy	
4.5 Specific Plan Meetings/Workshops (Preferred Alternative)	
4.5.1 Technical Advisory Committee Meeting #3	
4.5.2 Specific Plan Steering Committee Meeting #3	

Roseland Area/Sebastopol Road Specific Plan/Community Engagement	Completion Date
Tasks	
4.5.3 Specific Plan Community Workshop #3	
5. DRAFT SPECIFIC PLAN	
5.1 Prepare Draft Specific Plan	
5.1.1 Refine the Preferred Alternative	
5.1.2 Prepare the Administrative Draft Specific Plan Components	4 months
5.1.3 Prepare the Public Draft Specific Plan	July 2015 – October 2015
5.2 Specific Plan Meetings/Workshops (Draft Specific Plan)	
5.2.1 Specific Plan Steering Committee Meeting #4	
5.2.2 Specific Plan Community Workshop #4	
5.2.3 Community Group Meetings - Round 4	
6. AMENDMENTS AND DRAFT EIR	
6.1 Prepare General Plan and Zoning Amendments	
6.2 Prepare Draft EIR	
6.2.1 EIR Initiation	8 Months
6.2.2 Preparation of the Administrative Draft EIR	August 2015 – March 2016
6.2.3 Revise Administrative Draft EIR/Prepare Draft EIR	
6.2.4 Final Environmental Impact Report	
6.2.5 Mitigation Monitoring and Reporting Program	
6.2.6 Meetings/Project Management (EIR)	
7. PUBLIC HEARINGS/FINAL SPECIFIC PLAN AND EIR	
7.1. Planning Commission (x 2)	3 Months
7.2. City Council (x 2)	April 2016 – June 2016
7.3. Prepare Final Specific Plan and EIR	
7.4. Project Management (ongoing)	



Roseland Area/Sebastopol Road Specific Plan/Community Engagement

Tasks	Johns, Angell, Carter, Hunting	Cappel	Hinomarsn, Henderson, Capata, Wong	Cavalli	Obstfeld, Tackett, Jackson, Pardo	Eckert, Myers, Faoro, Camacho-Chavez	De Cuir	Woods Blackford	Subconsultants							Total Budget		
	Principal-In-Charge/EIR Mgr/Annexation/Bio Dir	Project Manager/SP Lead	Sr. Planner/Finance Specialist/Noise	Assistant PM/Senior Designer	Env Planner/Comm Eng/Housing Specialist/Grant Specialist/Bio	Assoc Planner/Air Quality/Graphics Specialist/Translator	Community Engagement Lead	Community Outreach Specialist	Tech Editor/Admin Support	Total PMC Hours	Total PMC Labor	PMC Direct Costs	W-Trans	Strategic Economics	Shared Spaces		Peak & Associates	Green Valley
Tasks	\$220	\$140	\$150	\$115	\$115	\$90	\$140	\$115	\$75									
1. SPECIFIC PLAN COMMUNITY ENGAGEMENT STRATEGY		5		23		75	36	54	29	223	\$ 23,643	\$ 11,880	\$ -	\$ -	\$ 3,780	\$ -	\$ -	\$ 39,303
1.1 Community Engagement Strategy		2		2			9	9		22	\$ 2,754	\$ -	\$ -	\$ -	\$ 540	\$ -	\$ -	\$ 3,294
1.2 Community Workshop Logistics and Promotions		2		7			9	14	7	40	\$ 4,536	\$ 11,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,416
1.3 Steering Committee Formation and Stakeholder Interviews							2	2		4	\$ 459	\$ -	\$ -	\$ -	\$ 1,620	\$ -	\$ -	\$ 2,079
1.4 Technical Advisory Committee Formation							4			4	\$ 504	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 504
1.5 Specific Plan Translation Services						70				70	\$ 6,300	\$ -	\$ -	\$ -	\$ 1,080	\$ -	\$ -	\$ 7,380
1.6 Project Branding and Consistency		1		11			5	11	11	39	\$ 4,176	\$ -	\$ -	\$ -	\$ 270	\$ -	\$ -	\$ 4,446
1.7 Website		1		4		5		11	11	32	\$ 3,078	\$ -	\$ -	\$ -	\$ 270	\$ -	\$ -	\$ 3,348
1.8 Community Group Meetings - Research, Logistics & Promotions							7	7		14	\$ 1,836	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,836
2. SPECIFIC PLAN PROJECT INITIATION	11	33	11	81	7	41	16	9	26	234	\$ 27,611	\$ 3,348	\$ 20,925	\$ 45,328	\$ 9,720	\$ -	\$ -	\$ 106,932
2.1 Specific Plan Commencement Meeting	7	11		11			9			38	\$ 5,598	\$ 648	\$ 1,145	\$ 2,365	\$ 810	\$ -	\$ -	\$ 10,566
2.2 Prepare Existing Conditions Report and Map	2	11	11	40	7	30	4		15	119	\$ 13,306	\$ -	\$ 19,780	\$ 39,809	\$ 540	\$ -	\$ -	\$ 73,435
2.3 Specific Plan Initiation Meetings (Issues and Opportunities)	2	11		30		11	4	9	11	77	\$ 8,707	\$ 2,700	\$ -	\$ 3,154	\$ 8,370	\$ -	\$ -	\$ 22,931
3. VISIONING AND ALTERNATIVES CONCEPTS IMMERSION WEEK (SPECIFIC PLAN)	11	56	14	102	18	47	16	9	24	297	\$ 35,465	\$ 2,700	\$ 8,959	\$ -	\$ 5,400	\$ -	\$ -	\$ 52,524
3.1 Visioning	2	20	7	40	8	20	8		4	109	\$ 13,030	\$ 1,620	\$ 8,959	\$ -	\$ 2,160	\$ -	\$ -	\$ 25,769
3.2 Develop the Alternative Concepts	2	20		30		11	4	9	11	87	\$ 10,100	\$ 1,080	\$ -	\$ -	\$ 3,240	\$ -	\$ -	\$ 14,420
3.3 Review, Refine, and Present the Alternative Concepts	5	10	7	20	10	16	4		5	77	\$ 9,375							\$ 9,375
3.3 Summary Memo of the Immersion Week Process and Results	2	6		12					4	24	\$ 2,960							\$ 2,960
4. PREFERRED ALTERNATIVE/INFRASTRUCTURE & FINANCING/AFFORDABLE HOUSING	9	36	52	79	45	71	9	11	21	332	\$ 39,508	\$ 4,320	\$ 20,660	\$ 27,000	\$ 6,480	\$ -	\$ 61,063	\$ 159,031
4.1 Prepare Preferred Land Use/Circulation Alternative	7	11	7	36		29	4	4	7	104	\$ 12,366	\$ -	\$ 3,899	\$ -	\$ -	\$ -	\$ -	\$ 16,265
4.2 Prepare Circulation Analysis		5		11						16	\$ 1,965	\$ -	\$ 15,147	\$ -	\$ -	\$ -	\$ -	\$ 17,112
4.3 Infrastructure Development and Services Plan (IDSP)		2	45							47	\$ 7,002	\$ -	\$ 1,615	\$ 27,000	\$ -	\$ -	\$ 58,514	\$ 94,131
4.4 Affordable Housing/Anti-Displacement Strategy		2			45	32			5	83	\$ 8,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,600
4.5 Specific Plan Meetings/Workshops (Preferred Alternative)	2	16		32		11	5	7	9	82	\$ 9,575	\$ 4,320	\$ -	\$ -	\$ 6,480	\$ -	\$ 2,549	\$ 22,924
5. DRAFT SPECIFIC PLAN	13	41	18	112		61	13	16	32	306	\$ 35,649	\$ 8,100	\$ 3,791	\$ -	\$ 7,560	\$ -	\$ -	\$ 55,100
5.1. Prepare Draft Specific Plan	11	25	18	80		50	5	7	27	223	\$ 25,885	\$ 4,320	\$ 3,791	\$ -	\$ -	\$ -	\$ -	\$ 33,996
5.2. Specific Plan Meetings/Workshops (Draft Specific Plan)	2	16		32		11	7	9	5	82	\$ 9,764	\$ 3,780	\$ -	\$ -	\$ 7,560	\$ -	\$ -	\$ 21,104
6. AMENDMENTS AND DRAFT EIR	29	8	77	10	193	352			43	712	\$ 77,373	\$ 4,320	\$ 28,933	\$ -	\$ -	\$ 10,865	\$ -	\$ 121,491
6.1. Prepare General Plan and Zoning Amendments	4	8		10		10			7	39	\$ 4,590	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,590
6.2. Prepare Draft EIR	25		77		193	342			36	673	\$ 72,783	\$ 4,320	\$ 28,933	\$ -	\$ -	\$ 10,865	\$ -	\$ 116,901
7. PUBLIC HEARINGS/FINAL SPECIFIC PLAN AND EIR	68	120	128	172	81	81	27	18	43	738	\$ 96,345	\$ 5,400	\$ 1,112	\$ 594	\$ 432	\$ 3,240	\$ 5,400	\$ 112,523
7.1. Planning Commission (x 2)	4	10	10	11					4	38	\$ 5,204	\$ 540	\$ 1,112	\$ -	\$ 216	\$ -	\$ -	\$ 7,072
7.2. City Council (x 2)	4	10	10	11					4	38	\$ 5,204	\$ 540	\$ -	\$ -	\$ 216	\$ -	\$ -	\$ 5,960
7.3. Prepare Final Specific Plan and EIR	31	25	108	60	81	72			36	413	\$ 51,827	\$ 4,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,147
7.4 Project Management	30	75		90		9	27	18		249	\$ 34,110	\$ -	\$ -	\$ 594	\$ -	\$ 3,240	\$ 5,400	\$ 43,344
Subtotal TASKS 1-7	141	299	300	579	344	728	117	117	218	2842	\$ 335,594	\$ 40,068	\$ 84,380	\$ 72,922	\$ 33,372	\$ 14,105	\$ 66,463	\$ 646,904

The above per task costs are based on our best estimate of time needed. Actual time spent on individual tasks may not meet or may exceed such estimates. PMC reserves the right to transfer unused budget from one task to another if necessary. The total estimated budget will not be exceeded without proper authorization.