



ATTACHMENT A

WORK SCOPES FOR CONSULTANTS

CITY OF SAN RAFAEL GENERAL PLAN 2040 and DOWNTOWN PRECISE PLAN

- 1. Environmental Review**
- 2. Transportation**
- 3. Infrastructure**
- 4. Economics**
- 5. Community Design**
- 6. Meeting Facilitation, Visual Simulation, and Graphics**
- 7. Downtown Precise Plan**

August 2018

SCOPE 1: ENVIRONMENTAL REVIEW (CEQA) SERVICES

The following tasks will be performed. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals.

Task 1: Reconnaissance

The consultant will attend at least two initial meetings with City staff to start the project and meet key participants. These meetings will provide an opportunity to determine data needs and resources, identify points of contact at the City and other agencies, discuss major CEQA-related issues, and determine how essential CEQA-related tasks will be performed. The meetings will also cover the project schedule and milestones, issues related to mapping and GIS, and a discussion of how the CEQA consultant, transportation consultant, project manager, and City staff will collaborate over the course of the project. A strategy for structuring the CEQA process to cover both the General Plan and the Downtown Precise Plan also should be developed at this time.

This task also includes the consultant’s review of project-related documents, including the prior (2020) General Plan and General Plan EIR, recent EIRs, and other plans and programs that may influence CEQA findings and analysis tasks. This should include coordination with the team updating the Climate Change Action Plan to determine the extent of GHG modeling that will be required for the General Plan EIR.

Task 2: Participation in Community Engagement Program

The CEQA consultant will be expected to attend at least four (4) meetings of the General Plan Steering Committee and at least three (3) community-wide workshops. It is recommended that the consultant establish a “reserve” of at least 40 hours to participate in other public meetings (in addition to those described above) and stakeholder meetings related to the environmental impacts of the General Plan and Downtown Precise Plan over the next two years. The consultant also may be called upon to provide content for the project website and on-line engagement program.

Attendance at public hearings before the Planning Commission and City Council also will be required, but should be budgeted as part of the tasks listed below where appropriate. Similarly, SB 18/ AB 52 compliance (Task 3.6) and the NOP Scoping hearing (Task 5.1) are covered by the tasks below.

Task 3: Data Collection and Analysis to Support General Plan and EIR “Setting”

Data collection and analysis for the General Plan and Downtown Precise Plan is expected to be a collaborative effort. City staff (including the Consulting Project Manager) and the Downtown Precise Plan Consultant will be responsible for collecting and analyzing “existing conditions” data on the following CEQA-related topics: (a) Aesthetics, (b) Land Use, (c) Population and Housing, (d) Public Services, and (e) Recreation. The transportation consultant will be responsible for collecting and analyzing data on transportation and the engineering consultant will be responsible for collecting and analyzing data on utilities and infrastructure. Documentation will be provided in a sufficient level of detail for the CEQA consultant to prepare the “Setting” section of the EIR on each of these topics.

The following tasks will be assigned to the CEQA consultant. Each sub-task should result in a “White Paper” or working document that can be used by the General Plan/Precise Plan Team and made available to the public:

3.1: Prepare Natural Resources Inventory Maps and Report

This task is intended to provide the baseline data and analysis necessary to underpin the Conservation Element of the General Plan and those sections of the EIR dealing with agricultural resources, biological resources, mineral resources, and hydrology. It will also inform aspects of the Downtown Precise Plan relating to natural resources.

It is anticipated that this task will primarily rely on existing documents, inventories, and analyses, rather than on field work and new surveys. In the event such information is provided by third parties, it may be considered in making long-range planning policy and land use decisions. Windshield surveys may be performed where needed to verify information, gather photographs, and allow for first-hand documentation of existing conditions.

This task should include a summary of existing federal, state, and local regulations addressing biological, agricultural, hydrological, and mineral resources. Data collected would include maps, tables, and narrative summaries of vegetation types, natural communities/ wildlife habitat types, and potential occurrences of special status species based on the California Natural Diversity Data Base. Topics such as hillside preservation, tree protection, tree planting, invasive plant control, and predatory animal control also would be covered.

The task would also address local soil types, with a focus on agricultural potential and farmland of statewide significance. It would include a discussion of water resources in the San Rafael Planning Area, including

groundwater, creeks, lakes, wetlands, and San Francisco Bay. Topics such as creek and shoreline access, creek daylighting, and bank protection would be covered. Information sources would include the U.S. Fish and Wildlife Service National Wetland Inventory, Corps of Engineers maps, and data available from the California Department of Fish and Wildlife, environmental advocacy groups and research institutions, and other sources.

Issues associated with wetlands management would be covered, with consideration given to the impacts of rising sea level and need for adaptation strategies. Issues associated with wetlands preservation, restoration, mitigation, and setbacks covered by the existing 2020 General Plan will be revisited as needed.

3.2: Prepare Environmental Hazard Maps and Report

This task will provide the baseline data needed to update the General Plan Safety Element and will also cover sections of the EIR dealing with seismic hazards and landslide potential, flooding, dam failure, wildfire hazards, aviation hazards, hazardous materials, and emergency preparedness. It will also cover these topics for Downtown San Rafael, as part of the foundation for the Downtown Precise Plan. This task would also address the potential impacts of global climate change on San Rafael, and evaluate potential responses and best practices related to climate resilience and adaptation.

It is anticipated that much of this task will “recap” existing data, drawing from the existing (2020) General Plan EIR and Technical Reports, the recently completed Local Hazard Mitigation Plan (LHMP, 2017), and recent studies relating to sea level rise (BayWAVE, and the recent “Resilient by Design” exercise). It would include a summary of existing federal, state, and local regulations governing hazard reduction, mitigation, and response, including regulations covering natural and man-made hazards.

For geologic hazards, this task should document earthquake hazards such as ground shaking, liquefaction, fault rupture, differential settlement, and earthquake-induced landslides. Regional faults will be mapped and a recap of earthquake probabilities based on available data will be provided. The text also should address hazards associated with steep and/or potentially unstable slopes. The City’s geotechnical review matrix and slope stability maps should be reviewed and incorporated. Maps of geologic hazard and landslide risk areas should be included, using existing data sources—including maps from prior General Plans. Programs to reduce the potential for earthquake damage and casualties also should be documented. Specific seismic hazards associated with the Downtown Precise Plan area, including unreinforced masonry and soft-story buildings, should be documented.

For flood hazards, this task should document FEMA-designated 100-year and 500-year flood zones, and other sources indicating flood prone areas in San Rafael. Issues associated with sea level rise, coastal (bay) flooding, and potential adaptation strategies should be reviewed. Dam failure and tsunami inundation maps (and/or data) should be prepared, and associated issues discussed. Watershed maps should be developed. This task should also summarize flood control efforts and issues related to flood hazard mitigation, as documented by the LHMP. The location and function of pump stations and other facilities designed to mitigate flooding should be identified.

For wildfire hazards, this task should include mapping of fire hazard severity zones as required by SB 1241, laying the groundwork for policies to reduce fire risks in the San Rafael Planning Area. The Consultant should coordinate with the California Department of Forestry and Fire Prevention, as well as the City and Marin County Fire Departments on this topic. The narrative should include a discussion of hazard mitigation measures such as defensible space, vegetation management, emergency vehicle access, visibility of street signs, and the availability of water for fire suppression.

For hazardous materials, the discussion should identify locations in the San Rafael Planning Area where hazardous materials are stored or handled (using various state and federal data bases). Issues associated with leaking underground storage tanks, groundwater contamination, spill prevention and accidental releases, hazardous waste clean-up, and hazardous waste transportation would be addressed. Hazards associated with demolition or renovation of buildings containing materials such as asbestos, lead-based paint, and universal wastes also would be addressed.

Aviation hazards should include a discussion of operations at San Rafael Airport and any other airports or aviation facilities with the potential to impact San Rafael.

The text should also summarize San Rafael's emergency preparedness programs, including community-focused programs (such as Community Emergency Response Team training), City-focused programs (Incident Command System, Standard Emergency Management System, EOC activation, etc.), and automated notification systems. Evacuation routes should be identified, per State General Plan guidelines. Post-disaster recovery planning also should be addressed.

3.3: Prepare Air and Water Quality Report

Data collected in this task should be sufficient to update the air and water quality policies of the General Plan, and inform the corresponding air quality and water quality (hydrology) sections of the EIR. As needed, air and water

quality issues specific to the Downtown Precise Plan area also should be documented.

Existing air quality information should be compiled using available public sources, including data from the California Air Resources Board (CARB) and Bay Area Air Quality Management District (BAAQMD). Permitted source data issued by the BAAQMD should be used to determine existing sources of toxic air contaminants and other major pollutants. A discussion of sensitive receptors and meteorological conditions should be provided. The various regulations governing air quality at the federal, state, regional, and local levels should be summarized. Programs to improve air quality should be summarized, and the parameters set by the latest BAAQMD guidelines should be reviewed. This should include a discussion of air quality mitigation measures and land use limitations along freeways, railroads, and other major arterials, following CARB, BAAQMD, and CAPCOA (California Air Pollution Control Officers Association) guidance. Potential air quality-related health hazards and risks to residential uses and other sensitive receptors along US 101 and I-580 should be discussed.

Existing water quality information should be summarized using data from the Regional Water Quality Control Board, local sanitary districts, and other sources. Regulations governing water quality at the federal, state, county, and local levels should be summarized. This should include a summary of the countywide Stormwater Pollution Prevention Program and associated permits and clean water initiatives. Issues related to erosion and sedimentation control, canal and nearshore sanitation, illegal dumping, and water quality education and outreach should be summarized based on current data and conditions.

3.4: Prepare Noise Report

The intent of this task is to document current noise conditions in San Rafael, as well as best practices in mitigating noise impacts. The task should provide the technical foundation for the 2040 General Plan Noise Element, and the noise section of the EIR. Noise issues associated with the Downtown Precise Plan area should be specifically noted. As with the other CEQA-driven tasks, this task should begin with an overview of existing noise regulations, including federal, state, and local laws and programs.

An important part of this task is to document the existing noise environment in San Rafael. This will establish a “baseline” for developing forecasts of future noise levels, and a benchmark for comparing changes since citywide noise measurements were last taken (February 2001, as part of the 2020 General Plan Update). General Plan 2020 included short-term (15 minute) measurements at 14 locations and long-term (24-hour) measurements at eight locations. Noise data from other studies was also reported in that

analysis, including studies of traffic noise along Highway 101, the Miracle Mile, and Point San Pedro Road. Traffic volumes on major thoroughfares also were used to estimate noise levels at various distances from the centerline of each road.

This analysis would essentially be repeated for General Plan 2040, with a combination of short-term measurements, long-term measurements, and estimates based on traffic volumes used to obtain current (2018) noise levels around the city. Short-term noise measurements should be taken at up to 20 locations, and long-term measurements should be taken at up to 10 locations. Staff will work collaboratively with the consultant to identify the locations. A special focus will be placed on identifying noise levels associated with the SMART train (with and without Quiet Zones), including both short-term and long-term impacts. Other noise sources (such as noise associated with quarry operations and related truck traffic, and local airport/ heliport facilities) also would be addressed.

In addition to reporting noise data, the consultant will be tasked with developing a contour diagram showing approximate noise levels throughout the City. An existing and projected noise contour map is a required component of the General Plan. While the focus of this map is on traffic noise, it should also include noise associated with SMART trains.

In addition, the narrative in the Existing Conditions Report should include:

- A description of the general characteristics of sound and the ways that noise is measured.
- Results of the short-term and long-term noise monitoring performed for the General Plan.
- Data from other studies involving noise monitoring, including studies done as part of project EIRs, improvement plans for Highway 101 and I-580, and studies done through the planning process for SMART service.
- A description of the existing noise environment, based on noise data and anecdotal information about noise sources and noise problems in the city. In addition to transportation-related noise, this would include information related to other common noise sources in the city, including noise from industrial and business operations, quarry operations, and domestic noise associated with leaf blowers, sirens, alarms, mechanical equipment, and similar sources.
- A discussion of the common ways in which noise is mitigated, as well as noise control efforts (such as sound walls and sections of the Municipal Code addressing noise).
- A profile of noise issues in the Downtown Precise Plan area, including issues associated with high volume roadways and potential conflicts associated with mixed use or higher density development types.

3.5: Prepare Sustainability, Energy, and Greenhouse Gas Report

The City is currently updating its 2009 Climate Change Action Plan (CCAP), moving the horizon year from 2020 to 2030. A Draft CCAP will be ready for public review by Fall 2018. As part of this effort, the City has summarized the latest available (2016) greenhouse gas emissions data by sector. This data has been compared to the 2005 baseline to note reductions in emissions since reporting was initiated. The current CCAP Update will also generate “business as usual” projections to 2020 and 2030. Projections for 2040 also are being developed through the CCAP process, in anticipation of the General Plan Update. The CCAP will identify and quantify reduction strategies through 2030.

The CEQA consultant will not be directly involved in the CCAP Update effort, as it is being managed by another consultant. However, the CEQA consultant will be asked to summarize CCAP baseline data on energy and GHG emissions for use in the General Plan, and identify implications for land use, transportation, and conservation planning. Any issues specific to the Downtown Plan area should be noted.

This task also should include documentation and analysis of issues related to energy, including electricity and natural gas. Data relating to energy consumption, energy conservation and efficiency, renewable fuel sources, and clean power acquisition will be updated. Data on current energy use, recent trends, and goals for the future (as defined by the updated CCAP) should be summarized. Work completed through the recent CCAP Update should be used wherever possible to avoid redundant data collection efforts.

In the General Plan itself, additional reduction strategies (particularly related to land use and transportation) could be considered and used to develop modified projections for 2040 during the General Plan EIR analysis. The GHG analysis should be consistent with the May 2017 Bay Area Air Quality Management District guidelines, including current thresholds of significance.

3.6: Prepare Cultural Resources Report

The CEQA consultant will work with City staff to document cultural resources. This will include AB 52/ SB 18 compliance, and documentation of archaeological, prehistoric, and tribal resources.¹ Some of the required data is available through “Past-Finder”—a citywide data base of parcel-specific archaeological sensitivity reports for development proposals that involve excavation or grading. Existing laws, regulations, and rules regarding cultural resource protection should be documented.

¹ The City has already initiated SB 18 consultation with affected tribal contacts, using the NAHC list.

For General Plan purposes, the focus will be on reviewing and updating existing inventories, summarizing existing policies and preservation programs, and determining measures to strengthen preservation activities in the city. A [separate task](#) in the Downtown Precise Plan scope of work has been identified to do a “deeper dive” of historic resources in the Downtown Plan Area.

City staff will assist in the production of the cultural resources report. Staff’s role will be to document local preservation efforts and initiatives, and highlight policy issues associated with historic preservation, heritage tourism, and urban design.

Task 4: Participation in General Plan Alternatives and “Testing”

City Staff (including the consulting project manager) will have the primary role in developing land use and transportation alternatives and “testing” different policy options for the General Plan. The Precise Plan consultant will lead this task for the Precise Plan. Staff will describe alternatives, prepare demographic (jobs and household) inputs for traffic modeling, and facilitate the community’s discussion of the land use map. The CEQA consultant will participate in this process by providing order of magnitude estimates of the potential environmental impacts associated with different options (at a sufficient level of detail to form the “alternatives” section of the EIR).

Task 5: Prepare Draft General Plan EIR

The CEQA consultant will prepare a Draft Environmental Impact Report (DEIR) for the General Plan and Downtown Precise Plan. The consultant will work with the transportation consultant and engineering consultant to address impacts associated with transportation and utilities. The transportation consultant will participate as needed in EIR tasks related to air quality, noise, and greenhouse gas emissions. Periodic meetings between the CEQA consultant (including any sub-consultants retained), the transportation consultant, the engineering consultant, and the in-house team are anticipated.

The DEIR will be consistent with the latest (2017) CEQA guidelines, and will evaluate the potential impacts of General Plan policies and proposed map changes on the natural and built environments in the horizon year of 2040. It will also evaluate the potential impacts of Downtown Precise Plan policies and map changes over the same time horizon.

This is anticipated to be a Program EIR, which evaluates impacts on a broader and more conceptual level than a Project-level EIR. The intent of the Program EIR is not only to evaluate the impacts of the General Plan and Precise Plan, but also to streamline the approval of future private and public

projects that are consistent with these Plans. The EIR should provide CEQA clearance for future projects on topics such as greenhouse gas emissions, leaving future EIRs to focus on more localized impacts such as traffic and noise.

As appropriate, proposed General Plan 2040 and Downtown Precise Plan policies and programs will be cited as measures to mitigate potential impacts. Where potential significant impacts remain, new policies and programs may be proposed by the CEQA consultant to further mitigate potential impacts or reduce impacts to less than significant levels. These policies may subsequently be incorporated into the General Plan and Downtown Precise Plan, reducing the number of significant impacts and eliminating the need to call them out as mitigation measures. In other words, the City aspires to create plans that are as “self-mitigating” as possible.

The following sub-tasks are included:

5.1: Notice of Preparation and Scoping Session

A Notice of Preparation (NOP) will be prepared in accordance with the *CEQA Guidelines*. Copies of the NOP will be distributed to responsible and trustee agencies and the State Clearinghouse. The City will be responsible for public notification of the NOP and for circulating the NOP to the public and responsible agencies.

The CEQA consultant will organize a project Scoping Session. This is an opportunity to describe the environmental review process and hear from the public on any issues of concern. The consultant will prepare a PowerPoint presentation that reviews the objectives of the General Plan and Downtown Precise Plan, summarizes the CEQA process, identifies key environmental issues, and outlines the expected schedule for the EIR’s preparation and the public’s involvement. After the meeting, all public comments will be reviewed and a summary of issues and topics raised during the scoping session will be compiled. Issues associated with Downtown will be specifically noted. The scoping session will likely be conducted as a Planning Commission agenda item, with members of the General Plan Steering Committee invited to attend.

Please note that Task 5.1 is anticipated to occur well in advance of the EIR itself, and will likely be concurrent with Task 3 described above.

5.2: Confirm Thresholds of Significance

A draft set of significance criteria should be prepared for each topical issue covered by the DEIR. Early agreement on these criteria will help focus the

analyses provided in the EIR. A number of sources should be used, including the CEQA Guidelines, federal and state regulatory agency standards, regional agency standards, General Plan 2020, input from City staff and the community at large. Transportation thresholds will depend on the outcome of earlier tasks regarding the use of Vehicle Miles Traveled (VMT) versus Level of Service (LOS). For GHG emissions, new thresholds were defined by BAAQMD in May 2017.

5.3: Prepare EIR Introduction and Project Description

The CEQA consultant will prepare the introduction to the EIR. This will describe its purpose and intended use, tiering and streamlining opportunities, the environmental review process, the organization of the EIR, its relationship to other plans and regulations, subsequent actions required to implement the General Plan, an explanation of mitigation measures, and a description of agencies that may use the EIR and how they may use it.

The CEQA consultant will prepare the Project Description. This section will describe San Rafael's location and regional context, the purpose of the General Plan, the project objectives, and the General Plan Update process. It should provide a summary of General Plan 2040's major components and recommendations, and highlight the major changes between General Plan 2040 and its predecessor, General Plan 2020. The Project Description also should include a summary of the Downtown Precise Plan, including major policy recommendations, zoning changes, circulation proposals, and other Plan components with the potential to cause environmental impacts.

Wherever possible, changes should be quantified. For example, the project description would note the decrease or increase in acres in each land use category and the net change in development potential under the new Plan vs the existing Plan. Year 2040 forecasts of population, households, and employment will be included. Maps showing areas changing from one land use category to another will be included. The Project Description also will include the General Plan Map, Downtown Precise Plan Land Use Map, and other maps which provide context for the EIR.

The Project Description also should discuss the intended uses of the EIR, and the permits and approvals required to adopt and implement the General Plan and the Downtown Precise Plan.

5.4: Draft Setting, Impacts, and Mitigation Measures for CEQA Topics

The "Setting" section of the EIR will be prepared by the CEQA consultant, using the "Existing Conditions" data and narrative prepared by staff and the consultant team in Task 3, and the "Existing Conditions" data for the

Downtown Precise Plan area described in [Scope 7, Task 3](#). This information will be followed by a discussion of impacts and mitigation measures for each subject. Most of the analyses will be qualitative, with a narrative discussion of potential impacts, followed by lists of General Plan policies and programs that address those impacts. This would be followed by a discussion of potential impacts that require further mitigation (beyond the policies and programs), including those with impacts that are significant and unavoidable.

The analysis should clearly describe the affected environment and the impacts of projected growth by Year 2040 at the citywide and Downtown levels. Construction-related impacts also should be noted where applicable, to address future projects that may be facilitated by the General Plan and the Precise Plan.

The discussion should address the topics listed below. The text does not need to follow the exact headings shown below, and may combine or reorganize these subjects to improve readability and reflect the most recent CEQA guidelines. It is anticipated that the discussion of setting, impacts, and mitigation for each topic area will be segmented such that Downtown Precise Plan impacts are addressed in a sub-section for each category. This should enable tasks associated with the Downtown Plan to be separately tracked for invoicing purposes, consistent with the OBAG grant requirements.

5.4.1 Aesthetic and Visual Resources. The DEIR will evaluate whether the General Plan and the Downtown Precise Plan would have a substantial adverse effect on scenic vistas; substantially damage scenic resources such as trees, rock outcroppings, and historic resources within a state scenic highway; be consistent with regulations governing visual character area; or create a new source of substantial light/glare that would adversely affect day or nighttime views.

5.4.2 Agriculture. Potential impacts to local agricultural resources, including urban agriculture, will be analyzed and related mitigation measures will be identified. As appropriate, the EIR will include information on direct conversion of Important Farmland, conflicts with agricultural zoning and Williamson Act contracts, and potential indirect impacts on ongoing agricultural operations.

5.4.3 Air Quality. An air quality analysis consistent with BAAQMD requirements should be prepared as part of the CEQA evaluation of the General Plan and Downtown Precise Plan. The results of the analysis, which may be an appendix to the EIR, will be shaped by forecasts of future traffic conditions, as well as assumptions regarding changes in motor vehicle technology. Consistency with regional forecasts should be considered in determining the significance of air quality impacts. Short-term (construction)

emissions, including dust and exhaust, should also be considered. Operational impacts related to toxic air contaminants, carbon monoxide, and health risks to sensitive uses should be considered and appropriate mitigation measures will be listed as needed. Odor impacts also should be considered.

5.4.4 Biological Resources. The potential impacts of General Plan 2040 and the Downtown Precise Plan on biological resources should be evaluated. Mitigation measures should be identified to avoid impacts or reduce impacts to less than significant levels. Impacts to state or federally protected wetlands and other sensitive natural communities should be identified. Impacts to special status species should be assessed. Mitigating policies and programs from the General Plan and Downtown Precise Plan should be identified and any additional measures to reduce potentially significant impacts will be cited.

5.4.5 Historic/ Cultural Resources (non-Tribal). A program-level assessment of impacts on cultural resources should be conducted, building on existing conditions data and the proposed policies and map changes proposed by General Plan 2040 and the Downtown Precise Plan. This assessment should focus on potential historic sites and structures. Paleontological resources should be considered with geology and soils, and tribal resources will be assessed through a separate task (5.4.18) consistent with AB 52 and the CEQA Guidelines. Mitigation measures should be recommended for potentially significant impacts.

Please note that the Precise Plan Scope of Work includes a [detailed inventory of historic resources](#) for Downtown, to be completed by an architectural historian. This data should inform the CEQA evaluation of historic resource impacts for the Downtown Precise Plan Area.

5.4.6 Energy. The potential effects of the General Plan and the Downtown Precise Plan on energy resources and energy demand should be discussed. Impacts may relate to total energy requirements to serve the population in 2040, including energy associated with transportation, buildings (electricity and natural gas), and other activities that affect demand. Impacts to energy supplies, including renewable and non-renewable sources, should be addressed. Measures to mitigate unnecessary consumption of energy should be noted. Opportunities for energy conservation, reduction of peak energy demand, and the use of alternative fuels should be discussed.

5.4.7 Geology and Soils. Impacts relating to geology and soils include slope stability, ground shaking, erosion, expansive soils, fault rupture, and differential settlement. The CEQA consultant should evaluate General Plan 2040 and the Downtown Precise Plan for compliance with local ordinances

and requirements and standard geotechnical principles. Proposed changes to the General Plan related to geotechnical report requirements and standards will be specifically evaluated. The evaluation also will consider impacts on paleontological resources. As appropriate, mitigation measures will be identified to reduce potential significant impacts.

5.4.8 Greenhouse Gas (GHG) Emissions. The impact of General Plan 2040 and the Downtown Precise Plan on greenhouse gas emissions should be addressed, pursuant to the most recent guidelines from the BAAQMD and CAPCOA. As noted earlier, GHG modeling may be needed to test the impacts of the proposed General Plan and Downtown Precise Plan on global climate change.² This would include impacts related to development, transportation, utilities, solid waste disposal, energy consumption, and other activities. Construction impacts, including exhaust emissions, also will be analyzed.

BAAQMD thresholds of significance for General Plans will be used to determine whether impacts are significant and if additional mitigation is required. Consistency with the State Scoping Plan and regional plans addressing GHG reduction will be documented. If needed, mitigation measures could address energy conservation, water conservation, renewable energy, and transportation changes aimed at reducing future year emissions. If it is demonstrated that the General Plan and Downtown Precise Plan include goals, policies, standards, or actions that meet or exceed state GHG reduction mandates, subsequent projects consistent with these plans could be relieved of performing GHG analysis as part of their CEQA compliance.

5.4.9 Hazards and Hazardous Materials. Potential impacts of General Plan 2040 and the Downtown Precise Plan on hazards and hazardous materials should be evaluated. This will include “Setting” information collected earlier in the process, followed by a discussion of potential impacts relating to the proposed land use and transportation pattern. Impacts could relate to the development or redevelopment of sites where hazardous materials or contaminated groundwater may be present, the introduction of new uses where hazardous materials may be handled, stored, transported, or disposed, and potential impacts on nearby sensitive receptors such as schools. Impacts associated with demolition or rehabilitation of structures (asbestos, lead-based paint, etc.) also should be addressed.

Other hazards also should be evaluated in this section. This should include hazards associated with airports and aviation. It should also include wildfire hazards and impacts of growth on fire hazard levels, particularly in very high fire hazard severity areas.

² It is possible that the 2040 GHG modeling now being done for the Climate Change Action Plan Update will be sufficient for the General Plan EIR, depending on the land use changes to be proposed.

Mitigation measures should be identified as needed. Typical requirements could include site specific hazardous materials investigations at future development sites, safety and risk management plans for employers, implementation of best management practices for hazardous materials storage and handling, fire prevention measures, etc. Some of these measures may appear as policies or programs in the General Plan, reducing the need for additional mitigation.

5.4.10 Hydrology and Water Quality. Potential impacts related to flooding, hydrology, groundwater, and water quality should be evaluated. This includes risks associated with development in flood-prone areas, and the degree to which development facilitated by the General Plan or the Downtown Precise Plan may exacerbate downstream flood hazards and drainage issues. It also includes increased risks due to coastal flood hazards, including risks from sea level rise. Impacts associated with waste discharge to surface waters, including local creeks, the San Rafael Canal, and San Francisco Bay, should be addressed—including impacts associated with future construction and grading activities. The potential for future land uses to decrease groundwater supplies or contaminate groundwater also should be considered. Other water quality issues, including the potential for increases in impervious surfaces and polluted runoff, should be addressed. Discharge of pollutants such as hydrocarbons and heavy metals (from highway runoff) should be considered.

It is assumed that the hydrologic analysis can be completed qualitatively, without conducting field work or developing hydrologic models. Water quality impacts would be evaluated based on existing data and resource agency reports. It is also expected that the potential for impacts should largely be mitigated through policies and programs in the General Plan and Downtown Precise Plan. This includes compliance with stormwater control regulations, participation in regional water quality control programs, and enforcement of federal and state water quality and flood control regulations. As needed, additional mitigation measures may be identified to address issues relating to sea level rise.

5.4.11 Land Use and Planning. The potential for the General Plan and the Precise Plan to physically divide San Rafael, conflict with other plans and regulations, and create land use compatibility issues should be discussed. The analysis will focus on any significant policy and Map changes proposed by the new Plans, and secondary land use impacts associated with increased traffic, noise, and emissions. Policies that mitigate these impacts should be cited as appropriate.

5.4.12 Mineral Resources. Potential impacts of the General Plan on known mineral resources should be evaluated. This would include any proposed land use changes (or proposed changes to the transportation

network) at or around the San Rafael Rock Quarry and any other identified mineral resources or extraction operations in the city. Mitigation measures should be identified as appropriate.

5.4.13 Noise and Vibration. The impacts of the General Plan and the Downtown Precise Plan on noise and vibration should be considered. The noise contour diagram developed in Task 3.4 will be used as the basis for a discussion of noise impacts and the potential for increased exposure to noise for sensitive receptors. Noise impacts associated with construction, and with operational impacts from future stationary sources (such as ground floor commercial establishments beneath residential uses), also will be considered. An evaluation of traffic noise impacts should be conducted. The sensitivity of existing and proposed uses with the predicted noise environment should be described. The ability of General Plan and Precise Plan policies and actions to mitigate potential impacts should be discussed, and additional mitigation measures should be identified if needed.

For stationary impacts, the analysis should include an evaluation of noise-generating uses (e.g., mechanical equipment, HVAC systems, etc.) and a discussion of how residential areas, schools, and other sensitive receptors may be affected. Impacts associated with aircraft noise are not anticipated, but should be evaluated if appropriate. Impacts associated with vibration (primarily from construction and transportation) should be described as appropriate.

5.4.14 Population and Housing. By definition, the General Plan and the Downtown Precise Plan will both facilitate planned population, housing, and employment growth. Forecasts of this growth will be included in the Project Description. Thus, this section of the EIR should focus on the consistency of Plan forecasts with regional projections (e.g., the extent to which Plan-related growth is “unplanned” at the regional level). It also should address issues associated with potential future imbalances between job and housing growth, the effect of commercial growth on the demand for housing, and the potential for housing or business displacement resulting from General Plan and Precise Plan land uses and/or policies. The potential for the General Plan and the Precise Plan to induce growth through utility improvements, transportation improvements, and new public facilities also should be evaluated.

5.4.15 Public Services. Much of the analysis of impacts on public facilities, including schools, fire protection, law enforcement, parks, and other civic facilities, will be completed by City staff during Tasks 3 and 4. This information should be reiterated by the CEQA consultant, along with any concerns expressed by service providers about project impacts and the need for new capital projects and other mitigation measures. The secondary impacts associated with the construction of new public facilities, if such

facilities are deemed necessary and are accommodated by the General Plan or the Precise Plan, should also be addressed. Mitigating policies and programs in the two Plans should be cited, and additional mitigation measures may be identified as needed.

5.4.16 Recreation. The impacts of the General Plan and Downtown Precise Plan on recreation, including the demand for neighborhood and regional parks and other recreational facilities, should be addressed. The extent to which the Plan generates the need for new recreational facilities--- and the potential impacts of these facilities—will be addressed.

5.4.17 Transportation and Traffic. The transportation impacts of General Plan 2040 and the Downtown Precise Plan should be evaluated. The transportation consultant will have the lead role in this task, but the CEQA consultant will be responsible for ensuring the adequacy of the work and integrating it into the EIR. It is expected that thresholds of significance will be based on Vehicle Miles Traveled (VMT) as required by SB 743. However, the General Plan transportation consultant will be tasked with presenting several options for evaluating transportation impacts that comply with SB 743, recognizing that a “one size fits all” methodology is not appropriate for San Rafael.

5.4.18 Tribal Cultural Resources. Potential impacts to tribal cultural resources will be documented, including sites, features, sacred places, landscapes, and objects with cultural value to a California Native American tribe. The results of earlier consultation with Native American representatives will be documented, and additional mitigation measures will be identified as needed.

5.4.19 Utilities and Service Systems. Potential impacts of the General Plan and the Downtown Precise Plan on water, wastewater, stormwater drainage, electric power, natural gas, and telecommunication facilities should be documented. The Infrastructure (engineering) consultant will have the lead role in this task, but the CEQA consultant will be responsible for ensuring the adequacy of the work and incorporating it into the EIR.

5.5: Document Project Alternatives and CEQA-Required Conclusions and Findings

The alternatives to be evaluated in the EIR will be finalized by the project team. This task will focus on General Plan (citywide) alternatives, but alternatives for the Downtown Precise Plan area also should be considered. In each case, a “No Project” alternative should be developed. Other alternatives will be developed through the planning process and community engagement program. According to the CEQA Guidelines, alternatives may

be evaluated in less detail than the project and be qualitative rather than quantified. The discussion should be sufficiently detailed to evaluate the benefits and drawbacks of each alternative, and to provide defensible conclusions. The consistency of each alternative with the objectives in the Project Description will be a key criterion.

For the cumulative analysis, the EIR should qualitatively evaluate the potential effects of cumulative regional growth for all CEQA topics. Each topic should be evaluated in the broader context of Marin County and the Bay Area. Where no contributions to cumulative impacts are identified, an explanation should be provided supporting the conclusion. Where potential cumulative effects are identified, options to mitigate the proposed Plans' contribution should be identified. The potential growth-inducing impacts of the two Plans, including impacts associated with transportation and infrastructure improvements, also should be evaluated. Appropriate conclusions should be prepared to fulfill CEQA requirements related to unavoidable significant impacts, significant irreversible changes, the relationship between short-term uses and long-term productivity, and effects not found to be significant.

5.6: Prepare Summary of Impacts

The Consultant should produce a summary matrix that briefly describes potentially significant environmental impacts for each CEQA topic. Although the table will be prepared after the impact analysis is completed, it will appear at the beginning of the EIR document to inform the reader of likely impacts. Specific mitigation measures will be noted in the table as appropriate.

5.7: Produce Administrative Draft EIR

An Administrative Draft EIR will be prepared by the CEQA consultant. Other sections not referenced above, including the List of Persons Contacted, Bibliography, Technical Appendices, and Table of Contents, will be prepared. The complete document will be provided to City staff for review and comment. Staff will circulate the document to appropriate reviewers and will assemble all comments into a single redlined copy. The document will be returned to the CEQA consultant for revisions.

5.8: Revise Admin Draft and Produce Screencheck Draft EIR

The CEQA consultant will revise the Administrative Draft EIR to respond to staff comments and incorporate staff revisions. A revised version of the document ("Screencheck Draft") will be provided by the CEQA consultant for City staff review in "redlined" and "clean" formats.

5.9: Publish Draft EIR (DEIR) and Prepare Notices

The Screencheck Draft will be revised by the CEQA consultant to incorporate final comments from staff. The revised document will be known as the Public Review Draft EIR (or “DEIR”). Twenty-five (25) printed copies should be published; most users of this document are expected to access it on-line in .pdf format.

The DEIR will be released for public comment and review. Appropriate notices should be provided, including a Notice of Completion and the submittal of 15 digital copies to the State Clearinghouse to begin the public review period. Other responsible agencies will be notified of the availability of the Draft, and an “e-blast” will be sent to the project mailing list to announce the availability of the document for review.

Task 6: Prepare Final EIR

6.1: Prepare Documents

A minimum 45-day review period for public comment on the DEIR should be assumed.³ Comments should be annotated and entered into a spreadsheet as they are received. Comment letters will be scanned and segmented by issue where there are multiple comments (or different points requiring a response) in the same letter. At least one Planning Commission hearing should take place before the conclusion of the 45-day review period so that the public has a chance to comment verbally as well as in writing.

At the end of the comment period, a draft “Response to Comments” document should be prepared. This is envisioned as a collaborative effort, although the CEQA firm would take the lead in responding to comments and delegating responses to appropriate staff or members of the project team. A contingency budget may be included for the CEQA consultant in the event that the number of comments (or the complexity of the comments) substantially exceeds what is anticipated.

The Final EIR (FEIR) should incorporate the Response to Comments document, as well as any addenda or corrections/clarifications to the Draft EIR. In addition, this task includes preparation of a Mitigation Monitoring and Reporting Program, Statement of Overriding Considerations, and the Findings on the EIR as required by CEQA. A “Screencheck Draft” of the FEIR should be provided to the City prior to publication, in the event that edits are required. This task also includes editing of the Screencheck Draft (if needed) to produce the final documents. All FEIR-related documents would be

³ The City may choose to extend this to 60 days if the volume of comments is unusually large, or if there are controversial issues that require additional public discussion.

prepared by the CEQA consultant. The CEQA consultant also should prepare the Notice of Determination (NOD) for signature by the City and filing with the County Clerk's office and State Clearinghouse.

6.2: Public Hearings

The CEQA consultant will attend two noticed public hearings of the Planning Commission as part of the Plan adoption and EIR certification process. The first hearing would occur before the end of the EIR comment period to provide the public with an opportunity to comment on the document. The second hearing would consider both the Final EIR and the General Plan and Addendum. A resolution and other appropriate attachments will be included with the staff report. More than two hearings will be held if necessary.

The CEQA consultant will attend up to two noticed public hearings before the City Council to consider the Planning Commission's recommendation and adopt the Plan and EIR. The CEQA consultant will prepare supplemental responses to comments as requested by the Planning Commission and staff, and will assist staff in responding to CEQA-related comments made at the hearings. This may include further revisions to the FEIR and editing of text in the proposed General Plan.

Task 7: Project Management and Administration

The CEQA consultant will be expected to attend regular project management and work progress meetings, either by conference call or in person. Time also may be required for supervision of subcontractors, quality assurance and control, and general email correspondence and communication with members of the project team.

SCOPE 2:

TRANSPORTATION PLANNING SERVICES

The following tasks will be performed. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals. **To complete these tasks most economically, the City is principally interested in consultants who have current or recent experience working with the City of San Rafael and/or the Transportation Agency of Marin (TAM) on traffic modeling and transportation analysis.**

Task 1: Reconnaissance

The consultant will attend at least two initial meetings with City staff to start the project and meet key participants. These meetings will provide an opportunity to determine data needs and resources, identify points of contact at the City and other agencies, discuss major transportation-related issues, and determine how essential transportation-related tasks will be performed. The meetings will also cover the project schedule and milestones, issues related to mapping and GIS, and a discussion of how the transportation consultant, project manager, CEQA consultant, and City staff will collaborate over the course of the project.

Task 2: Participation in Community Engagement Program

The transportation consultant will be expected to attend at least four (4) meetings of the General Plan Steering Committee and at least three (3) community-wide workshops to be held over the course of the project. It is recommended that the consultant establish a “reserve” of at least 40 hours to participate in other public meetings (in addition to those described above) and stakeholder meetings related to transportation over the next two years. The consultant also may be called upon to provide content for the project website and on-line engagement program.

Task 3: Data Collection and Analysis to Support General Plan and EIR “Setting”

The tasks listed below will be assigned to the transportation consultant. The final work product of this task would be a “White Paper” or working document that can be used by the General Plan Team and made available to the public, along with GIS shape files and Excel spreadsheet data that can be used for traffic modeling.

Specific subtasks are listed below:

3.1: Traffic Counts

The data collection effort will include traffic counts and turning movements for up to 60 intersections.⁴ Separate counts of pedestrians, bicycles, and trucks should be conducted in locations with high pedestrian and bicycle volumes. In addition, daily road segment counts will be collected over a three-day period at up to 40 road segment locations. The locations will be determined collaboratively with City staff and the transportation planning consultant but would logically include many of the same intersections and segments that were used in General Plan 2020. Using consistent locations can enable direct comparison of 1999-2003 data with 2018 data. Traffic counts should be taken during Fall 2018, when school is in session and summer holidays are over.

3.2: Inventory and Assessment of Conditions by Mode

The transportation consultant will review and document existing City, County, and Marin Transit GIS data on right-of-way width, number of road lanes, presence of medians and sidewalks, location of traffic signals, and location of bicycle lanes and transit stops. Planned and proposed transportation improvements and capital projects will be described and summarized. The location of trails (including recreational trails) also will be noted. Data will be summarized in a series of maps and described in narrative. Much of this data already exists and is in the City's Geographic Information System (GIS) shape file inventory through Public Works. Gaps or inconsistencies in data will be noted.

Data on transit ridership, headways, and service issues will be collected from transit providers, and service issues will be discussed. This information will cover all transit providers, including Golden Gate Transit, Marin Transit, SMART, Marin Airporter, paratransit and shuttles, and non-profit service providers. Planned changes to services (such as the SMART extension) will be summarized. Aviation and water transportation facilities also will be covered.

3.3: Baseline Modeling and Analysis

The transportation consultant will evaluate the City's traffic model and the most recent version of the TAM model for their suitability as General Plan forecasting tools. Necessary changes or adjustments to the models will be noted, including adjustments to VMT by land uses, trip types, etc. A memo will be prepared outlining model validation results, including the job and household inputs for traffic analysis zones (TAZs) in San Rafael. The

⁴ Traffic counts may be sub-contracted to a third party vendor and itemized as a line item in the transportation consultant's budget. These counts would include the Downtown area as well as other locations in the city.

model(s) also will be reviewed to ensure that programmed transportation improvements in San Rafael are correctly recorded.

3.4: Transportation Issues Profile

As noted earlier, one of the purposes of this subtask is to document transportation issues, including complete streets, signal coordination, safety (collision data, Safe Routes to School, traffic calming, etc.), Transportation Demand Management (TDM), commercial goods movement and truck routes, and aviation and water transport. The task also would look at San Rafael’s parking policies, standards, and parking management programs. The profile will also consider the impacts of emerging technologies on transportation, including autonomous vehicles, electric and alternative fuel vehicles, and “smart city” infrastructure designed to improve traffic flow. It will also look at the impacts of Transportation Network Companies (TNCs) such as ride-sharing and car-sharing services, and other changes that may reshape mobility and transportation patterns in the next two decades.

3.5: Summary Report

The findings of Tasks 3.1 through 3.4 will be summarized in a background report on transportation, to be prepared collaboratively by the transportation consultant and the in-house project team. The report will provide the “setting” section of the EIR’s transportation section, and also help the General Plan Steering Committee in their discussion of transportation policies.

Task 4: Prepare and Analyze General Plan 2040 Transportation Forecasts

The transportation consultant will work with the project team to prepare 2040 transportation forecasts, and to identify necessary transportation improvements, strategies, policies, and land use changes to mitigate adverse impacts.

4.1: Calculate 2015-2040 Growth by Zone

This task will be performed by City staff, but some involvement by the transportation consultant should be anticipated. Staff will quantify the amount, type, and location of growth that may occur under the proposed General Plan. This will provide the basis for Year 2040 analyses of transportation, air quality, greenhouse gas emissions (if needed), and noise.

Excel spreadsheets will be used to indicate population, households, and employment (by sector) in the base year (2015) and horizon year (2040) for each traffic zone. The increment of growth between 2015 and 2040 will be

based on several factors, including regional forecasts, proposed General Plan densities and intensities, the location of vacant and underutilized properties, and projects that are proposed, approved or under construction. For non-residential development, assumptions will be made about potential employment densities and the types of uses that may occur on key opportunity sites. Data will be prepared for each TAZ and summarized at the citywide and sub-area levels. Existing traffic model forecasts for San Rafael will be used as a benchmark for comparison.

4.2: Traffic Modeling and Analysis

The transportation consultant will provide a recommended methodology for traffic modeling, based on their assessment of the available options. It is anticipated that modeling will rely on the new Transportation Authority of Marin Demand Model (TAMDM) and/or the Metropolitan Transportation Commission (MTC) model.⁵ The TAM and MTC models are based on certain assumptions about regional housing and employment growth, commute patterns, changes in mode split (e.g., the percentage of travelers driving, using transit, walking and bicycling), and vehicle miles traveled (VMT) for various trip purposes. The regional models also consider the impacts of planned transportation improvements, including changes to the street and highway network, improvements to transit and active transportation modes, and changes associated with technology.

Another consideration in traffic modeling is how growth-related impacts will be measured. Past models have relied on Level of Service (LOS), which is based on average speed and delays at signalized intersections during the AM and PM peak hours. SB 743 has eliminated LOS as a basis for determining significant impacts under CEQA—although the City still wishes to use LOS as a metric for collecting traffic impact fees and monitoring the performance of its road network. Part of Task 4.2 will be finding the right balance between a sustainability-based approach and a more traditional congestion-based approach. Given the suburban nature of San Rafael and the built-out character of much of the community, a hybrid approach that uses both VMT and LOS should be considered. It is likely that the General Plan Steering Committee, and possibly the City Council and City Attorney’s Office, will be engaged in this discussion.

The initial step in this Task will be to calibrate the model to account for the factors described above. Additional changes may be needed to reflect General Plan policies, shifts in travel modes related to the General Plan, and proposed changes to the transportation network. The results of the model review, and any proposals for changing it, should be summarized in a

⁵ This work program assumes that TAM will be using its new TAMDM model by the time General Plan modeling is conducted (late 2018 or early 2019).

memorandum from the transportation consultant for review and approval. Model adjustments would be made after they are discussed and confirmed.

For budgeting purposes, it should be assumed that the model will project Year 2040 conditions at the same intersections that are evaluated in Task 3. One of the major purposes of the traffic model run is to identify the need for future capital projects and other mitigation measures that maintain or improve mobility over the coming decades. Depending on the methodology, a list of capital improvements (turning lanes, signal adjustments, etc.) needed to offset projected impacts should be developed.

A parallel evaluation should evaluate projected VMT based on anticipated land uses and calculation methodologies. CEQA thresholds of significance would be determined as part of this process. Strategies to mitigate projected increases in VMT, and to measure VMT reduction, will be developed.

4.3: Greenhouse Gas (GHG), Air Quality, and Noise Analyses

The transportation consultant will work with the CEQA consultant so that 2040 transportation forecasts can be used to model projected impacts on GHGs, air quality, and noise.

4.4: Focused Analysis for the Downtown Precise Plan Area

See [Task 5 of Scope 7](#). More focused analysis of transportation conditions and potential improvements will be required as part of the Downtown Precise Plan. This task will be funded through the Downtown Precise Plan grant and must be invoiced separately from other tasks listed here.

Task 5: Participate in Drafting General Plan Transportation Element and EIR

The transportation consultant will be responsible for preparing the Transportation section of the General Plan and Precise Plan EIR, including documentation of impacts and mitigation measures. The consultant will *not* be responsible for preparing the Transportation Element of the General Plan, or the Transportation section of the Downtown Precise Plan. However, the consultant will be asked to assist in developing policies and action programs, reviewing draft documents, and providing guidance on issues such as emerging transportation technologies, capital improvements, and parking management strategies.

Task 6: Plan Adoption

6.1: Response to Comments

The transportation consultant will be responsible for preparing responses to EIR comments directly relating to transportation issues, and advising members of the team on other EIR comments which may indirectly relate to transportation.

6.2: Public Hearings

The transportation consultant will attend two noticed public hearings of the Planning Commission as part of the Plan adoption and EIR certification process. The first hearing would occur before the end of the EIR comment period to provide the public with an opportunity to comment on the document. The second hearing would consider both the Final EIR and the General Plan/Precise Plan and Addendum.

The transportation consultant will attend two noticed public hearings before the City Council to consider the Planning Commission's recommendation and adopt the General Plan/ Precise Plan and EIR. The consultant will prepare supplemental responses to comments relating to transportation as requested by the Planning Commission and staff.

Task 7: Project Management and Administration

The transportation consultant will be expected to attend periodic project management and work progress meetings, either by conference call or in person. Time also will be required for general email correspondence and communication with members of the project team.

SCOPE 3: ENGINEERING SERVICES

The following tasks will be performed. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals.

Task 1: **Reconnaissance**

The consultant will attend initial meetings with City staff to start the project and meet key participants. These meetings will provide an opportunity to determine data needs and resources, identify points of contact at the City and other agencies, and determine how essential tasks will be performed. The meetings will also cover the project schedule and milestones and issues related to mapping and GIS.

This task also includes the consultant’s review of project-related documents, including the prior (2020) General Plan, various plans for Downtown, the 2020 General Plan EIR, other recent EIRs, Utility Master Plans, and other plans and programs that may inform the scope of work.

Task 2: **Participation in Community Engagement Program**

The Infrastructure consultant will be expected to attend one (1) meeting of the General Plan Steering Committee and at least one (1) community-wide workshop. It is recommended that the consultant establish a “reserve” of at least 20 hours to participate in other public meetings (in addition to those described above) and stakeholder meetings related to the General Plan over the next two years.

Task 3: **Data Collection and Analysis to Support General Plan and EIR “Setting”**

3.1: **Citywide Analysis**

The consultant will work with City staff in the Planning Division and Public Works Department to prepare a “White Paper” on utility infrastructure in San Rafael. The White Paper should incorporate information collected through research and direct interviews with service providers, including the sanitary districts, Marin Municipal Water District, and PG&E, among others.

The utility systems to be addressed include water, wastewater, storm drainage, and privately-operated services such as electric, gas, and telecommunication. Water-related information should include a description of water supply sources, water pumping and distribution systems, existing

and projected water demand, planned improvements, and water conservation programs.

Wastewater-related information would include a description of sanitary sewer collection and lift station systems, existing wastewater flows, treatment plant capacity and methods, and planned improvements. This would include existing and potential reclaimed water projects, as well as sewer line replacement efforts. Stormwater-related information would describe the storm sewer system, including water quality controls and related improvements. Energy and telecommunication information should address existing facilities, deficiencies, and potential future needs, including those relating to wireless communication facilities.

For each topic above, the intent is to focus on constraints or deficiencies that may impact land use and environmental policies, and the status (and funding) of any plans to expand, adapt or rebuild facilities. Impacts associated with (a) new technologies and (b) sea level rise are of particular interest. In addition, the regulatory framework for infrastructure should be described (for the “Setting” section of the EIR). Issues related to capital improvements, and operations and maintenance costs, also should be addressed.

Information should be collected at a sufficient level of detail to underpin General Plan policies relating to infrastructure. The scope assumes no field work, facility evaluations, or modeling relating to the adequacy of individual systems and will rely primarily on information provided by the service providers through interviews, correspondence, systems master plans, and technical reports.

3.2 Downtown Analysis

[See Task 6 of Scope 7.](#) More focused analysis of infrastructure conditions and potential improvements will be required as part of the Downtown Precise Plan. This task will be funded through the Downtown Precise Plan grant and should be invoiced separately from other tasks listed here.

Task 4: Evaluation of Growth Impacts on Utilities

The consultant will assist the project team in the development of land use alternatives, including potential utility and infrastructure constraints to different development scenarios or options for specific sites, neighborhoods, or districts of the city.

Once a Draft Land Use Map has been developed and sub-area projections have been finalized, the consultant will evaluate future needs for infrastructure, including water, sewer, and storm drainage facilities. The

analyses are presumed to be high-level qualitative forecasts and not detailed analyses based on field work or modeling. The emphasis will be on the need for capacity upgrades, major capital projects, resilience improvements, and extensions or improvements to unserved or under-served areas. The General Plan and Precise Plan are not expected to include detailed cost estimates for new facilities.

For water facilities, special consideration would be given to the adequacy of existing supplies and the need for additional water sources, treatment facilities, storage facilities, and conveyance facilities in light of climate change and drought concerns. For all utilities, special consideration also would be given to impacts associated with sea level rise and flood control protection.

Task 5: Participate in Drafting General Plan Infrastructure Element and EIR Utilities Chapter

The infrastructure consultant will be responsible for preparing the Utilities section of the General Plan/ Precise Plan EIR, including documentation of impacts and mitigation measures. The consultant will *not* be responsible for preparing the Infrastructure Element of the General Plan, as this will be authored by City staff. However, the consultant will be asked to assist in developing policies and action programs, reviewing draft documents, and providing guidance on issues such as emerging technologies and resilience.

Task 6: Plan Adoption

6.1: Response to Comments

The infrastructure consultant will be responsible for preparing responses to EIR comments directly relating to utilities, and advising members of the team on other EIR comments which may indirectly relate to infrastructure.

6.2: Public Hearings

The infrastructure consultant is not expected to attend the public hearings required for Plan adoption unless there are specific issues relating to infrastructure to be addressed at the hearings.

Task 7: Project Management and Administration

The infrastructure consultant will be expected to attend periodic project management and work progress meetings, either by conference call or in person. Time also will be required for general email correspondence and communication with members of the project team.

SCOPE 4: ECONOMIC CONSULTING SERVICES

The following tasks will be performed. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals.

Task 1: **Reconnaissance**

The consultant will attend initial meetings with City staff to start the project and meet key participants. These meetings will provide an opportunity to determine data needs and resources, identify points of contact at the City and other agencies, and determine how essential tasks will be performed. The meetings will also cover the project schedule and milestones and issues related to mapping and GIS.

Task 2: **Participation in Community Engagement Program**

The Economics consultant will be expected to attend two (2) meetings of the General Plan Steering Committee and at least three (3) community-wide workshops. It is recommended that the consultant establish a “reserve” of at least 30 hours to participate in other public meetings (in addition to those described above) and stakeholder meetings related to the General Plan over the next two years.

Task 3: **Assess Existing Economic and Fiscal Conditions**

3.1 **Citywide Evaluation**

The intent of this task is to collect and analyze the baseline data that will underpin the Economic Vitality Element of the General Plan, while also providing data that informs future land use, transportation, and housing policies. The analysis will look at San Rafael’s role in the Marin/ North Bay economy and the greater Bay Area economy. It will also look at the economic function of various sub-areas within the city, such as East San Rafael and the Northgate area.

The task should include a statistical analysis of San Rafael’s economy, including employment by sector, retail sales and spending patterns, business location patterns, unemployment, and wages. Economic and real estate market trends should be assessed, including existing and projected conditions in the residential, office, retail, and industrial markets. This task also should include an evaluation of existing economic development strategies, and a summary of fiscal conditions and local revenue sources. In

addition to using industry data, conclusions about the local economy should be informed by interviews with local business owners, developers, realtors, and economists. One or more small group discussions may be convened for this purpose.

The outcome of this task should be a comprehensive summary report on economic and fiscal conditions, including graphs, tables, and narrative. The work should include an executive summary, and a slide deck suitable for presentation. Data should be drawn from such sources as the U.S. Census, American Community Survey, California Economic Development Department, California State Board of Equalization, and private data vendors such as Nielsen and CoStar.

Data in this report should include:

SWOT

- Assessing San Rafael’s Economic Strengths, Weaknesses, Opportunities and Threats

Jobs

- Employment in San Rafael by NAICS code
- Historical trends in employment and unemployment
- Identification of largest employers in San Rafael and trends
- Business license trends
- Small business characteristics and trends
- Start-ups and venture capital investment during recent years

Jobs-Housing Balance

- Characteristics of the San Rafael workforce (wages, labor force characteristics)
- Commute patterns (where residents work, where local employees live, where those moving into new housing developments are working)—the City has reviewed LEHD data, ACS data, and data in the TAM model on this subject and seeks to reconcile discrepancies in the findings

Retail Sales

- Taxable retail sales trends (total and per capita) by retail sector
- Estimates of retail leakage by sector
- Tourism and hospitality trends (hotels, restaurants, entertainment)
- Consideration of the future of the retail sector given technology, on-line sales, etc. and impacts on demand for brick and mortar space

City Budget

- Summary of Sources and Uses of Funds
- Discussion of any revenue initiatives

- Fiscal impacts of various land uses, housing types, and business types

Real Estate Market (demand for various uses)

- Building permit trends and volumes
- For-Sale and Rental Housing (prices, rents, volumes, absorption, pipeline)
- Retail (rents, vacancy, absorption, pipeline, citywide and by district)
- Office (rents, vacancy, absorption, pipeline, citywide and by district)
- Tech and Industrial/Flex (rents, vacancy, absorption, pipeline)
- Other (hospitals, institutional, public, etc.)
- Assessing the market potential of key opportunity sites
- Economic viability of the City’s development standards, including relationship between FAR, density, and height limits, and value of height bonuses provided for affordable housing and other community benefits.
- Impact of City fees and inclusionary housing requirements on the viability of development

Projections

- ABAG projections
- Likely demand for future floor space by land use and housing type
- Incentives and regulatory strategies to achieve desired uses

For commercial and industrial space, the evaluation of real estate market conditions should include an evaluation of the current inventory of space, vacancy rates, asking rents, and a review of businesses recently attracted to the city (as well as businesses that may have recently left the city or chosen an alternate location). The analysis should consider the competitive strengths and weaknesses of San Rafael overall, and of various sub-districts within San Rafael. It should look at the types of tenants drawn to each area of the city, and the types of commercial spaces that would best meet employer needs in the short, medium, and long-term. It should consider the market potential and demand for higher value uses on older commercial and industrial sites, and the local and regional implications of encouraging (or discouraging) reuse of such sites.

With respect to retail, the analysis should consider San Rafael’s competitiveness in particular retail sectors relative to other cities in the market area, and the city’s potential to draw additional regional and community serving retail to Downtown and other destinations. The analysis should help support Land Use Map decisions for commercial activities, as well as economic development programs to capture desired activities. Impacts of technology on consumer shopping habits on the demand for brick and mortar space will be a particularly important consideration.

Consultants are encouraged to suggest innovative ways to present and analyze data—as well as variations from the approach described above that enable new insights into land use and market characteristics.

3.2 Downtown Analysis

See [Task 7 of Scope 7](#). More focused analysis of the Downtown economy will be required as part of the Downtown Precise Plan. This task will be funded through the Downtown Precise Plan grant and will need to be invoiced separately from other tasks listed here.

Task 4: Evaluate Economic and Fiscal Implications of Land Use Alternatives

The economic consultant will participate with other members of the General Plan team in the evaluation of land use alternatives and potential land use policy choices. This should include attendance at meetings with staff and participation in community workshops (see Task 2 above), along with research and analysis to consider the market implications of the land uses and development standards (density, FAR, height, etc.) that may be considered for different sites.

The City is particularly interested in understanding the fiscal impacts of potential land use choices, including metrics that indicate existing and projected revenue generation (per acre, per parcel, etc.) for Downtown and other business districts. This could include the development of graphics and maps that illustrate economic productivity at the district, city, and county level. The consultant should anticipate preparing one or more memoranda to help the team make informed decisions and choices.

Task 5: Peer Review of Economic Vitality Element and Other General Plan Elements

The economic consultant will participate in the development of policies and implementing actions in the Economic Vitality Element, and may weigh in on other General Plan policies as they are developed. Authorship of the Economic Vitality Element itself will be the responsibility of the in-house staff team, and not the economic consultant. The economic consultant will have a key supporting role and will review and comment on administrative drafts, suggesting revisions as appropriate. The consultant is also expected to participate as a “subject matter expert” on issues related to fiscal impacts, financing of capital projects, probable timing of future development, community benefits, economic development initiatives, and similar economically-focused topics addressed by the General Plan.

Task 6: Plan Adoption

The economics consultant may be called upon by staff during the Plan adoption process to respond to questions relating to data, analysis, and policies with economic impacts. However, the economics consultant is not expected to participate in Planning Commission and City Council hearings related to Plan adoption. Any hours set aside for this task should be part of a contingency budget.

Task 7: Project Management and Administration

The economics consultant will be expected to attend periodic project management and work progress meetings, either by conference call or in person. Time also will be required for general email correspondence and communication with members of the project team.

SCOPE 5: COMMUNITY DESIGN SERVICES

Scope 5 includes tasks related to the Community Design Element of the General Plan. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals. The City is open to this scope of work being completed by the same consultant leading the Downtown Precise Plan effort, given the emphasis of both tasks on urban design. However, separate scopes are required for each project due to the different funding sources.

Task 1: **Reconnaissance**

The Community Design consultant will attend initial meetings with City staff to start the project and meet key participants. These meetings will provide an opportunity to determine data needs and resources, identify points of contact at the City and other agencies, and determine how essential tasks will be performed. The meetings will also cover the project schedule and milestones and issues related to mapping and graphics software.

Task 2: **Participation in Community Engagement Program**

The Community Design consultant will be expected to attend two (2) meetings of the General Plan Steering Committee and at least three (3) community-wide workshops. It is recommended that the consultant establish a “reserve” of at least 30 hours to participate in other public meetings (in addition to those described above) and stakeholder meetings related to the General Plan over the next two years.⁶

Task 3: **Assess Existing Community Design Conditions**

The intent of this task is to collect and analyze the baseline data that will underpin the Community Design Element of the General Plan. Community design data also will help inform Plan elements relating to topics such as land use, neighborhoods, open space, and culture and arts (historic preservation).

This task will be done collaboratively with City staff. City staff will summarize existing design guidelines, policies, and design review processes. Staff will also document public realm policies and civic beautification initiatives, such as tree planting, gateway improvements, undergrounding of utilities, street lighting, and landscaping.

⁶ This is for General Plan-related work only. Community engagement associated with the Downtown Plan is covered in Scope 7.

The Community Design consultant will supplement this work by providing an objective evaluation of the effectiveness of existing policies and guidelines, building off of the “expectations for good design” prepared in 2017 by a group of local design professionals. The Design consultant will serve as a subject matter expert on urban design issues, and assist the in-house team in ensuring that the General Plan is responsive to the City’s design objectives and best practices. This would include guidance on the character of private development and design of the public realm. It would also address citywide design issues, such as signage, landscaping, streetscape improvements, historic preservation, adapting to sea level rise, and responding to community concerns regarding height, mass, and density.

Maps and graphics are expected to be an important component of the consultant’s work. This could include diagrams of aesthetic resources in the city, including views and vistas, landmarks, and the overall form of the city (gateways, edges, activity centers, etc.). Maps and illustrations also could be used to describe particular building types, characteristic architectural styles, and historical development patterns.

The Community Design consultant will be expected to facilitate discussions of this topic in a number of forums. This includes the General Plan Steering Committee, the Design Review Board, the Planning Commission, the City Council, and stakeholder meetings with local architects, landscape architects, and urban design professionals. The consultant also may be called on to develop tools such as visual preference surveys and on-line surveys to solicit broader public input, and to develop at least one community workshop exercise focused on issues related to density, design, and the character of future development.

Task 4: Participate in General Plan Policy Development and Production

The Community Design Consultant will assist in the development of the Community Design Element of General Plan 2040. Authorship of the Element shall be the responsibility of the in-house project team. The Consultant will be called on to help the team evaluate existing policies, develop new policies, and prepare draft standards, guidelines, and diagrams that may be included in the revised Element. The Consultant will also be called upon to review other aspects of the General Plan that address urban design issues, including those related to land use, transportation, housing, and similar topics.

Task 5: Project Management and Administration

The Community Design consultant will be expected to attend periodic project management and work progress meetings, either by conference call or in person. Time also will be required for general email correspondence and communication with members of the project team.

SCOPE 6: MEETING FACILITATION, VISUAL SIMULATION, AND GRAPHICS SERVICES

Scope 6 encompasses services related to meeting facilitation, graphics, and communication. The City is particularly interested in retaining local firms and businesses to complete these tasks but will consider statements of qualifications from all firms.

Please note that firms interested in Scope 6 are not required to provide a scope of work and budget at this time. As stated in the RFP, firms may provide a statement of qualifications, including hourly rates and references. As the need arises over the course of the project, the City will work with qualified vendors to develop scopes of work for these services. Firms submitting proposals to complete Scopes 1-5 and Scope 7 may also express interest in providing Scope 6 services.

6.A MEETING FACILITATION

The City anticipates three rounds of community workshops during the General Plan Update. The first round will take place in October 2018 and will consist of three meetings (each with the same agenda, but taking place at a different location). The second and third workshops rounds will take place in Spring and Fall 2019, respectively. The workshops correspond to major phases of the of General Plan process, including:

- Issues and goals
- Policy and map options
- Draft Plan review

The City envisions a variety of formats for these workshops, including “Town Hall” style meetings, breakout groups with report-outs, open houses with information “stations,” and so on. Some workshops may combine multiple formats, or include other ways of engaging participants. The City hopes to move beyond colored dot “voting exercises” and employ technology (real-time voting with personal “clickers,” etc.) to make its meetings more engaging, fun, and participatory for all in attendance.

Staff and other members of the consulting team will serve as subject matter experts and “presenters” at these meetings and will also perform tasks such as facilitating break out groups or staffing open house “stations.” Staff will also be responsible for securing meeting rooms, advertising and promoting meetings, handling refreshments and meeting-related technology, compiling meeting notes, and summarizing outcomes.

Facilitators may be engaged in the following tasks:

- **Meeting Design.** Facilitators will work with City staff to determine meeting formats and the best methods for engaging participants. The City seeks meeting formats that are inclusive, relevant, convenient, fun, and meaningful. We are particularly interested in meeting designs that attract and engage all segments of the community, including non-English speaking participants, families with children, youth, newer residents, and those who have traditionally not participated in the past.
- **Meeting Facilitation.** We are seeking facilitators with the skills needed to moderate large, complex meetings attended by persons with diverse viewpoints and levels of familiarity with the subject matter. Bi-lingual (Spanish) facilitation skills are desirable. Facilitated meetings may range in size from 25 people to several hundred people.
- **Graphic Recording.** Facilitators may be called on to provide graphic recording at meetings, using flip charts or other forms of recording public input.
- **Collateral Materials.** Facilitators may be asked to prepare collateral materials for meetings, such as presentation boards, graphics, handouts, agendas, and materials for meeting “exercises” (such as game pieces, videos, simulations, boards, etc.).
- **Analysis.** Facilitators may be asked to post-code or evaluate information provided by participants during workshops.

In addition to the community workshops, we may also call on facilitators to assist in smaller meetings with stakeholder groups, or in other meetings where conflict resolution skills and experience are required.

6.B GRAPHICS AND COMMUNICATION

Graphic design and communication services may be needed throughout the project. We are particularly interested in firms with the capacity to develop high-quality publications (including on-line publications and print media). Graphic design services also may be needed to develop specific components of these publications such as infographics, maps, diagrams, and renderings. Graphic design services may also be needed for materials to be used at community meetings and workshops, such as presentation boards, meeting workbooks, and electronic media.

6.C

VISUAL SIMULATION AND COMPUTER GRAPHICS

A variety of visual simulation tools may be used to communicate community design issues, scenarios, standards, and policies. These tools also may be used to evaluate the spatial impacts of land use decisions and to test policies or regulations in three dimensions.

As part of the discussion of its Downtown vision, the City recently contracted with a vendor to prepare a visual “fly-through” illustrating allowable Downtown building heights. Additional simulations are likely to be needed to test scenarios or to illustrate massing and visual impacts associated with different standards and policies. Interested consultants should be adept in the use of the commercially available software and technology used to produce urban planning graphics and diagrams, and in the presentation of this information to the public in an easy-to-understand way.

The City’s goal in including this task is to establish a list of qualified firms it may call on to provide such services as needs emerge. These firms may be independent contractors specializing in computer graphics and design, or architecture-urban design-planning firms with the capacity to produce simulation graphics along with the other community design tasks listed in this scope. Specific scopes of work for Task 6.C will be determined on a case by case basis once the General Plan is underway.

SCOPE 7: DOWNTOWN PRECISE PLAN

The following tasks will be performed. Interested consultants may propose modifications to the scope listed below, and should explain those modifications in Section 3 of their proposals.

Task 1 Reconnaissance

This task covers initial activities on the Downtown Precise Plan, including project kick-off meetings, refinement of study area boundaries, and preparation of study area base maps.

Members of the consultant team should plan to attend a series of kick-off meetings with staff from the Community Development, Economic Development, Public Works, and Community Services Departments, and the City Manager’s Office, to initiate the project. The purpose of the kick-off meetings is to introduce the consultant team to staff, exchange project-related information, establish protocol for communication, and discuss project objectives, tasks, and schedule. The City will provide the consultant with relevant data, documents, and maps at this time. This task also includes refinement of the Precise Plan boundaries and preparation of project base maps.

Task 2 Community Engagement Tasks for Downtown

A Community Engagement Strategy for the Downtown Precise Plan should be prepared and implemented, building on the Strategy already prepared for the General Plan Update. The Strategy should indicate how community feedback will be integrated into the alternatives, supportive strategies, and the Precise Plan itself. In keeping with the General Plan focus on equity, the Engagement Strategy should indicate how the City can better engage with communities of color and lower income, youth, renter, homeless, and non-English speaking populations within or near Downtown. The Community Engagement Strategy should anticipate the components listed below. Consultants may elaborate on how they would incorporate these ideas into a cohesive strategy, and what other techniques might be considered.

- **Multi-Day Charrette.** The Consultant should plan to lead a two- to three-day charrette focused on Downtown, including facilitated discussions of key issues and planning and urban design exercises aimed at topics such as historic preservation, building height and mass, pedestrian and bicycle

safety, transit, public realm and streetscape, business mix, development opportunities, and homelessness.

- **General Plan 2040 Steering Committee Meetings.** The General Plan 2040 Steering Committee will also serve as the Steering Committee for the Downtown Precise Plan. The Committee consists of 24 members (and 22 alternates); monthly meetings are convened to discuss issues relating to the long-term future of San Rafael. The Precise Plan Consultant should plan on attending at least five (5) meetings of the Committee, including two meetings where the Downtown Precise Plan is the focus of the entire meeting and three meetings where Downtown is one of several agenda items. City staff will take the lead in coordinating these meetings, preparing meeting notices, and completing meeting summaries.
- **Study Sessions with the City Council.** At least two City Council study sessions on the Downtown Precise Plan should be convened, including one during the formative stage of the Plan and another to discuss draft plan proposals and policies.
- **Study Sessions with other City Boards and Commissions.** The Precise Plan Consultant should plan on leading at least two study sessions each with the Planning Commission and Design Review Board, and one study session each with the Parks and Recreation Commission and the Bicycle and Pedestrian Advisory Commission.
- **Stakeholder Focus Groups.** The consultant should convene and facilitate up to four focus groups with Downtown Stakeholders, including property owners, local businesses, neighborhood representatives, preservation advocates, business organizations, architects, developers, residents, homeless service organizations, and others with an interest in Downtown issues. The purpose of these meetings will be to identify and discuss issues, consider options and potential policies, and provide feedback on design concepts and plan proposals.
- **Downtown Walking Tour.** The consultant will work collaboratively with staff to design and lead a walking tour of Downtown, including a tool for participants to provide feedback on policy questions. Participants in the tour would include members of the General Plan Steering Committee and potentially other interested parties.
- **Pop Up Workshops.** The consultant should consider mobile exhibits/ pop-up workshops in Downtown San Rafael over the course of the project, designed to solicit input from passers-by in a highly visible Downtown setting. Pop-up workshops could include displays at the Farmer's Markets, or other special events that occur in the City

throughout the year (Marin County Fair, Criterium Bike Race). They could also include activities or displays in vacant storefronts.

- **Website and On Line Engagement.** The City has contracted with Neighborland to provide an on-line platform for the General Plan Update. The consultant will develop an exercise specifically related to Downtown that can be completed using the Neighborland platform, potentially enabling hundreds of Downtown visitors, residents, and businesses to “weigh in” on Downtown issues with their phones and computers.

Task 3 Downtown Area Profile Report

The Consultant will prepare a Downtown Area Profile report. The Profile will include an overview of the demographic and socio-economic characteristics of the Downtown Plan Area, physical aspects of the planning area, as well as any known issues that will need to be considered or addressed during the planning process. A variety of data sources will be consulted, including the US Census, GIS shape files, tax assessor records, and local plans and programs. Supporting base and overlay maps and other data as needed shall be included in the report.

The Draft Profile Report will be presented to the General Plan Steering Committee for review and comment. The information contained in this report should be referenced throughout the planning process in the development of subsequent plan elements.

The Profile Report should include the following information:

- Context for the Plan Area, including its relationship to surrounding neighborhoods and position in the City of San Rafael and Marin County.
- Policy Framework for the Plan Area, including a history of past plans and recommendations from recent studies such as the Downtown Parking and Wayfinding Study.
- Demographic summary for Downtown Census Tracts and/or block groups, including such information as population, age, ethnicity, language, place of birth and residence, disability, households, employment (number of jobs by wage/salary and occupation), income and poverty status, household tenure and costs, place of work, travel mode to work, vehicle availability, and travel time to work.
- Physical conditions summary, including existing land use; housing opportunity sites (as identified in the Housing Element); approved development projects; neighborhood amenities, activity nodes, notable

natural features, hazards and risks, environmental features, public facilities, and parks and open spaces. This may draw on information collected by the CEQA consultant (see Scope 1, Tasks 3.1 to Task 3.4).

- Urban design summary, including architectural style and character, building height and urban form, important views, gateways, placemaking, landscaping, public art, and the treatment of streets and public spaces.
- Summary of Downtown improvement programs, including those aimed at addressing homelessness, the maintenance of public and private property, parking, special events, and business development and success.
- Overview of current zoning regulations, including zoning districts, use and development standards, allowances for bonus density, and other zoning provisions.
- A discussion of current initiatives to promote the arts in Downtown and to enhance Downtown as a regional arts destination and cultural center.
- Key development opportunities, including ownership data and statistical data about major sites and their current capacity.
- Key issues to be addressed during the planning process, including those that influence the feasibility of transit-oriented development and decisions about building height, design, density, and use.
- Cross-references to the existing conditions studies referenced in the tasks below, including those relating to historic and cultural resources, transportation, economics, and infrastructure.

Task 4 Historic and Cultural Resource Survey and Analysis

The consultant team should include a professional architectural historian who will prepare an inventory of historic resources in the Precise Plan area. The inventory should be sufficiently detailed to determine whether structures meet historic resource criteria under CEQA Guidelines Section 15064.5.

San Rafael's last comprehensive inventory of historic structures was in 1986. Approximately 295 structures were listed and evaluated citywide, with most of these structures located in and around Downtown and nearby neighborhoods. The architectural historian will update this inventory for properties within the Downtown Precise Plan area, working collaboratively with staff and local advocacy groups such as San Rafael Heritage.

Prior to commencing the survey, a methodology should be developed and discussed with staff and preservation advocacy groups. The methodology should describe evaluation methods and criteria, including provisions for observing and documenting each resource and evaluating architectural and historic integrity. The work product should be a historic resource data base covering all parcels in the Planning Area.

Each structure deemed eligible in 1986 will be re-evaluated in accordance with National Register criteria. Properties that are no longer eligible due to alterations or demolition will be noted. The task also includes updates to the 1986 inventory to reflect current conditions, with additional consideration given to structures that were not yet 50 years of age at the time of the 1986 survey (e.g., structures built between 1936 and 1968). Specific information about each property will be gathered to determine whether structures are contributing or non-contributing resources.

An analysis should be prepared after the survey has been completed. The analysis should provide quantitative and mapped information on historic resources, as well as a discussion of the distribution and character of these resources across the Plan area. Thematic groupings of properties that could comprise potential historic districts will be evaluated. Priorities for preservation should be identified, potentially including the creation of historic districts, the listing of structures on a local register (or additional nominations to state and national registers), and the development of new processes and procedures for the protection of historic resources.

The task will also document the benefits of preservation, suggest procedures and rules for modifying historic structures (if so designated), include responses to commonly asked questions about preservation, and provide ideas for cost mitigation of historic preservation actions. Property owners should be fully engaged in the discussion about potential preservation initiatives, and meetings would be conducted as needed to collect and communicate information.

This task also should include discussion of archaeological resources in the Planning Area, including Native American sites and resources. The City has already reached out to local tribal contacts as part of the 2040 General Plan Update and the Consultant will engage these contacts in the planning process.

Task 5

Downtown Transportation Strategy

5.1 Multi-Modal Access and Connectivity Strategy

The Consultant shall prepare a multi-modal access and connectivity analysis of the Downtown Plan Area. This will supplement the citywide transportation study described in Scope 2 of this RFP. The Strategy should be drafted so that it can be incorporated into the Precise Plan, with clear recommendations and priorities for action following Plan adoption.

The analysis should document the physical characteristics of the Downtown street network, such as road width, signalization, crosswalk locations, and sidewalks. It should include data on Downtown traffic volumes and congestion, and address issues related to circulation, safety, access, and connectivity. It should also address bicycle and pedestrian conditions, public transit service, paratransit, and other modes of travel (transportation network companies, etc.). To the extent possible, the evaluation should include mode share data for downtown trips, and document trends in transit use and ridership, trip origins and destinations in Downtown, and transportation demand management (TDM) programs. Opportunities for improved connections and a more multi-modal transportation system should be identified.

The Analysis also should consider how travel may change by 2040. This includes the impacts of technology on travel demand, vehicle operations, traffic patterns, and traffic controls. It also includes the potential effects of demographic and land use changes in Downtown and environs. Specific impacts on parking, loading, curbside management, congestion, and the use of street rights-of-way should be addressed. Implications for the regulation of development, including parking standards, loading standards, and traffic fees, also should be addressed.

Two deliverables are associated with this task. The first consists of data related to Downtown traffic volumes and forecasts. The second is a “white paper” on multi-modal access and connectivity. Both deliverables should be prepared concurrently with the citywide traffic analysis to be completed for General Plan 2040.

5.2 Parking Analysis and Policy Strategy

Parking issues should be evaluated, consistent with provisions of the Precise Plan grant. It is envisioned that much of this work will rely on the recently completed [Downtown Parking and Wayfinding Study](#) rather than original research and analysis. The impacts of SMART service and bus transit service on Downtown parking needs and traffic patterns should be addressed. Parking management strategies should be developed, potentially including

new parking and loading standards based on demand forecasts. A Parking Analysis and Policy White Paper will be drafted; the White Paper should be structured so that it can be incorporated into the Precise Plan, with clear recommendations and priorities for action following Plan adoption.

Task 6 Downtown Infrastructure Profile

The Consultant shall prepare an Infrastructure Profile for Downtown San Rafael. This will supplement the citywide analysis to be completed for the General Plan (see Scope 3 of this RFP), and also provide the “setting” content for the EIR discussion of Downtown utilities.

The Profile should describe water, sanitary sewer, storm drainage, and other utility facilities (gas, electric, cable, telecommunication) in the Downtown area. Key improvement needs should be noted, including a summary of existing planned or proposed capital improvement projects. Issues that could affect future maintenance and operation costs, such as flooding, infrastructure age and condition, and technology should be highlighted. The suitability of land for development and particular uses (based on available utilities) should be documented. Downtown infrastructure strategies that support the City’s climate action goals also should be identified.

Task 7 Downtown Economic and Market Profile

The Consultant shall prepare an Economic and Market Profile for Downtown San Rafael. This will supplement the citywide analysis described in Scope 4 of this RFP.

The Profile should address the relationship of Downtown San Rafael to other business districts in San Rafael, Marin County, and the region. Parcel-level data for Downtown should be evaluated to provide an understanding of value and revenue per acre as well as other metrics that could inform future economic strategies, development standards, and land use choices.

The study should consider the potential market demand for transit-oriented development—including office, retail, and ownership and rental housing uses—in Downtown San Rafael. The analysis should consider the financial feasibility of each development type based on current and projected land development costs, potential lease rates and sale prices, City fees and standards, and other pertinent factors. The feasibility of providing affordable housing also should be addressed, including the economics of current inclusionary housing requirements (and potential benefits). The relative cost and benefits of the City’s development incentives also should be considered, specifically, the value of additional development entitlements (e.g., height and density) relative to the cost of desired benefits (e.g., affordable housing, public space, etc.).

Task 8 Downtown Alternatives

The Consultant shall evaluate at least three alternatives for Downtown, and will assess the feasibility of these alternatives. This task does not envision three entirely different land use plans for Downtown; rather, alternatives would be comprised of different land use options for key development opportunity sites; different options for height, density, intensity; and different policies for addressing key Downtown issues. The consultant will prepare supporting maps and graphics such as photo simulations and other graphic visualizations.

As appropriate, the implications of different alternatives should be quantified, so that their relative impacts can be more clearly evaluated and understood. The fiscal impacts of alternatives should be considered and clearly communicated to the public through tables, graphics, and other tools. Similarly, impacts on transportation (including VMT), parking, infrastructure, and services should be addressed. Opportunities to reduce impacts through such measures as TDM strategies, mixed land uses, and street improvements, should be evaluated.

A Downtown Options Report should be prepared as part of this task and used as a tool for making policy choices. The task should also include a memorandum summarizing recommendations and findings based on public input and technical studies.

Task 9 Affordable Housing and Anti-Displacement Strategy

An Affordable Housing and Anti-Displacement Strategy should be prepared for the Downtown Plan Area. The Strategy should assess the need for affordable housing and programs to conserve existing affordable housing in Downtown. It should also evaluate existing programs to produce housing in Downtown. Strategies to increase affordable housing and mixed income housing (projects combining market rate and affordable housing) should be recommended. This could include strategies to address homelessness and improve resources for persons at risk of homelessness in the Downtown area. Measures to reduce displacement should be identified, with a particular emphasis on low, very low, and extremely low income renters. The Strategy should be structured so that it can be incorporated as a chapter of the Precise Plan, with clear priorities and recommendations for implementation.

Task 10 Downtown Design Guidelines and Placemaking Strategy

The Precise Plan should include Design Guidelines for Downtown that capitalize on the area's physical and cultural assets. The Guidelines should

cover new development and rehabilitation projects, including the adaptive reuse and sensitive renovation of historic structures. The Guidelines should address a variety of building and construction types, including commercial, residential, mixed use, and public structures.

The Design Guidelines also should address public space and streets, including such topics as plazas, sidewalks, outdoor dining, curb extensions, street furniture, and landscaping. The Guidelines should serve as a placemaking strategy for Downtown that aims to enhance the walking environment and increase the safety of pedestrians, bicyclists, motorists, and transit users. The placemaking strategy should be structured so that it can be incorporated into the Precise Plan, with appendices or companion documents as needed for the Design Guidelines.

Task 11 Prepare Precise Plan

The consultant will draft the Downtown Precise Plan—this will be a separate document from the 2040 General Plan with its own branding and style template. The Plan will incorporate the guiding principles of the PDA program. It will build on prior planning efforts for Downtown, including the Station Area Plan, the Downtown Vision, and the Parking and Wayfinding Study. It will also be consistent with the emerging policy framework of the 2040 General Plan, including a focus on equity and resilience.

The Precise Plan should establish the context for Downtown planning, including an overview of “existing conditions” and issues. This should cover existing land uses and building types, circulation conditions, historic resources, open space and public realm conditions, and the Downtown economy and real estate market. It is expected that Downtown will continue to be treated as a series of separate “districts” (as it was in the 1993 Downtown Vision) and that the Plan itself will include both areawide and sub-district recommendations.

The Precise Plan should include goals, policies, and implementation programs. It should include land use and circulation diagrams, design guidelines, development standards, and one or more new zoning districts. Zoning districts may include form-based elements and other provisions that provide more flexibility for the regulation of uses while maintaining specificity for building placement (setbacks, etc.), height, and mass.

The Design Guidelines and Placemaking Strategy developed in Task 10 should be incorporated into the Precise Plan, with appendices used as needed to improve the Plan’s usability. The Plan should address aspects of the built environment, such as signage, facades, street frontages, lighting, architectural character, and transitions to nearby neighborhoods. It should also identify desired changes to the physical environment in Downtown, such as new (or changed) streets and public

spaces. The Plan should address the preservation of historic resources and guidance for context-sensitive development on sites around these resources. As appropriate, standards and procedures for protecting historic resources should be included.

The Plan should include economic development strategies, including those supporting Downtown business and investment and those promoting Downtown as a destination for shoppers, visitors, workers, and residents. The Affordable Housing and Anti-Displacement Strategy developed in Task 9 should be incorporated, with priority actions clearly stated.

The Precise Plan should incorporate the multi-modal access and connectivity findings and strategies developed in Task 5.1. Street standards and guidelines may be included, illustrating potential lane widths, sidewalk and bike lane configurations, and traffic calming proposals. It should also include the parking management strategies developed in Task 5.2.

An Implementation section should be included in the Plan. The City seeks to establish a clear path forward following Plan adoption. This could include priority actions, major projects, and other “next steps” to be taken in the coming years. Recommended changes to the zoning regulations and other City ordinances would be identified through this process.

An “Administrative Draft” of the Precise Plan should be submitted for staff review. Comments will be provided by staff and the consultant will generate a “Public Review Draft.”

Task 12 Environmental Review for Downtown Precise Plan

A single EIR will be prepared for the 2040 General Plan and the Precise Plan. The scope of work for CEQA-related tasks is contained in [Scope 1 Task 5.4](#) of this RFP. Tasks associated with the Downtown Precise Plan are noted.

Task 13 Precise Plan Adoption

The consultant will participate in the Plan adoption process. This will include attendance at no less than two public hearings (Planning Commission, City Council) and two presentations to other City Commissions (Design Review Board, Citizens Advisory Committee on Economic Development and Affordable Housing). It also will include revisions to the document during the hearing process to incorporate comments from the public, City Commissions, and the City Council. The Consultant will work with staff as needed to determine responses to public comments and the revisions required. Depending on the volume of comments, the Consultant may be asked to prepare an Addendum itemizing the changes to be included upon adoption.

Once the document has been adopted, the Consultant will produce the “Final” version of the plan including any changes made during the adoption process.