

ATTACHMENT C

DRAFT ANNEX I AND ANNEX II TO THE SUPPLEMENTAL FORM OF THE PENDING MASTER AGREEMENT BETWEEN THE CITY OF SAN RAFAEL AND THE METROPOLITAN TRANSPORTATION COMMISSION (FOR DISBURSEMENT OF THE OBAG GRANT)

DRAFT ANNEX I Scope of Work Downtown San Rafael Precise Plan

RECIPIENT, with professional consulting assistance (“CONSULTANT”), shall complete the following:

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 will attend a series of kick-off meetings to initiate the project. City attendees will include staff from Community Development, Economic Development, Public Works, Community Services, and the City Manager’s Office. 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.

In addition to the initial meetings, Task 1 includes refinement of the Precise Plan area boundaries and preparation of project base maps.

- **Deliverable #1a.** *Kick-off meetings with Staff (up to four) – including Agenda materials, and meeting summaries*
- **Deliverable #1b.** *Project base maps, showing Downtown Precise Plan boundaries and environs*

Task 2 Community Engagement

A Community Engagement Strategy for the Downtown Precise Plan will 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 include:

- **Multi-Day Charrette.** 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.
- **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 (4) 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.

- *Deliverable #2a: Community Engagement Strategy*
- *Deliverable #2b: Charrette Materials (graphics, presentations, participant exercises, etc.)*
- *Deliverable #2c: Charrette Summary Report and Findings*
- *Deliverables #2d-1 through 2d-5: Five (5) Steering Committee meetings—meeting materials and presentations*
- *Deliverables 2e-1 and 2e-2: Two (2) City Council study sessions—meeting materials and presentations*
- *Deliverables #2f-1 through 2f-6: Six (6) Commission meetings—meeting materials and presentations*
- *Deliverables #2g-1 through 2g-4: Four (4) Stakeholder focus groups—meeting materials, presentations, and summaries*
- *Deliverable #2h: Downtown Walking Tour route, workbook, and post-tour summary report*
- *Deliverable #2i: Pop-up Workshop materials and summary of results and key findings*
- *Deliverable #2j: On-line engagement materials and summary of results and key findings*

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 its 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.
- 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 land 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 Tasks 4-7, including those relating to historic and cultural resources, transportation, economics, and infrastructure.

- *Deliverable #3a: Draft PDA Profile Sections on Environmental Conditions and Hazards*
- *Deliverable #3b: Downtown PDA Profile Report*
- *Deliverable #3c: Final Downtown PDA Profile Report*

Task 4 Historic and Cultural Resource Survey and Analysis

The consultant team will 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, procedures, and incentives 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 will 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.

- ***Deliverable #4a: Working Paper on Historic Resource Evaluation Methodology***
- ***Deliverable #4b: Materials for Conducting Survey (maps, forms, etc.)***
- ***Deliverable #4c: Draft Inventory of Historic Resources (data base and GIS files)***
- ***Deliverable #4d: Narrative on Preservation Issues, Economic Benefits, Priorities, Potential Programs, Archaeological Resources***
- ***Deliverable #4e: Draft Downtown Preservation Report***
- ***Deliverable #4f: Final Downtown Preservation Report***

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 to be undertaken as part of the General Plan Update. 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 evaluating 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 its 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.

- *Deliverable #5a: Summary of Public Input on Downtown Transportation (including meeting time)*
- *Deliverable #5b: Data on Existing and Projected Downtown Traffic*
- *Deliverable #5c: Multi-Modal Access and Connectivity Strategy White Paper*
- *Deliverable #5d: Parking Analysis and Policy White Paper*

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, 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.

- ***Deliverable #6a:*** *Summary of Public Input on Infrastructure (including meeting time)*
- ***Deliverable #6b:*** *Infrastructure White Paper*

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 to be conducted for the 2040 General Plan.

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 providing desired benefits (e.g., affordable housing, public space, etc.).

- ***Deliverable #7a:*** *Summary of Public Input on Economic Issues (including meeting time)*
- ***Deliverable #7b:*** *Downtown Economic and Market Profile*

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 Vehicle Miles Traveled), 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, and used as a tool for making policy choices. In addition, the task should conclude with a Memorandum summarizing recommendations and findings based on public input and technical studies.

- *Deliverable #8a: Downtown Options Report*
- *Deliverable #8b: Memorandum on Recommended Options*

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.

- *Deliverable #9a: Draft Affordable Housing and Anti-Displacement Strategy*

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.

- ***Deliverable #10a: Draft Pedestrian-Friendly Design and Placemaking Strategy, including 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 should 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.”

- *Deliverable #11a: Draft Form-Based Zoning Regulations and Standards for Downtown Precise Plan Area*
- *Deliverable #11b: Administrative Draft Downtown Precise Plan*
- *Deliverable #11c: Public Review Draft Downtown Precise Plan*

Task 12 Environmental Review for Downtown Precise Plan

A single Program EIR will be prepared for the 2040 General Plan and the Precise Plan. The primary funding source for this EIR will be the General Plan Update fee. However, EIR tasks specifically associated with the Precise Plan have been identified below so that they may be appropriately funded. The consultant team member expected to perform each task is identified in parentheses.

- Develop portion of the Project Description covering the Downtown Precise Plan (CEQA consultant)
- Assess EIR Scoping Issues specifically related to the Downtown Area (CEQA consultant)

- Synthesize work products from Tasks 3-6 into “Setting” section for each CEQA topic related to Downtown Precise Plan (CEQA consultant)
- Evaluate Impacts and Develop Mitigation Measures for impacts related to Downtown Aesthetics, Land Use, Population/Housing, Public Services, and Recreation (Staff and Precise Plan consultant)
- Evaluate Impacts and Develop Mitigation Measures for impacts related to Downtown Historic and Cultural Resources (Architectural Historian)
- Evaluate Impacts and Develop Mitigation Measures for impacts related to Downtown Transportation. The evaluation method should be consistent with SB 743, including a focus on Vehicle Miles Traveled (VMT) rather than Level of Service (LOS) (Transportation consultant)
- Evaluate Impacts and Develop Mitigation Measures for impacts related to Downtown Utilities (Infrastructure consultant)
- Evaluate Impacts and Develop Mitigation Measures for impacts related to Downtown Air Quality, Biological Resources, Geology, Global Climate Change, Hazards, Hydrology/ Water Quality, Noise, and Tribal Resources (CEQA consultant)
- Synthesize Task 8 (Evaluation of Downtown Alternatives) into Alternatives section of EIR (CEQA consultant)

Tasks associated with the Final EIR, including responses to comments and revisions to EIR, are covered in Task 13 below.

- ***Deliverable #12a:*** Draft Project Description and “Setting” text related to the Downtown Precise Plan
- ***Deliverable #12b:*** Draft Impacts and Mitigation text related to Downtown Transportation
- ***Deliverable #12c:*** Draft Impacts and Mitigation text related to Downtown Utilities
- ***Deliverable #12d:*** Draft Impacts and Mitigation text related to Downtown Cultural and Historic Resources
- ***Deliverable #12e:*** Draft Impacts and Mitigation text related to Downtown Transportation
- ***Deliverable #12f:*** Draft Impacts and Mitigation text related to Downtown Aesthetics, Land Use, Population/Housing, Public Services, and Recreation
- ***Deliverable #12g:*** Draft Impacts and Mitigation text related to Downtown Air Quality, Biological Resources, Geology, Global Climate Change, Hazards, Hydrology/ Water Quality, Noise, and Tribal Resources
- ***Deliverable #12h:*** EIR Alternatives Analysis for Downtown

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.

- ***Deliverable #13a:*** *Summary of Meeting Comments related to Downtown Precise Plan (including meeting time)*
- ***Deliverable #13b:*** *CEQA Response to Comments on the Downtown Precise Plan*
- ***Deliverable #13c:*** *Draft Precise Plan Addendum (for adoption)*
- ***Deliverable #13d:*** *Annotation of zoning amendments and any other Code amendments to be made concurrently with Precise Plan adoption*
- ***Deliverable #13e:*** *Final Precise Plan as adopted by the City Council*

**DRAFT ANNEX II
Project Budget and Schedule
Downtown San Rafael Precise Plan**

The following table provides the project budget by deliverable, including the local match to be provided by RECIPIENT:

Task	Deliverables	Completion Date	Total Cost	PDA Grant Reimbursement	Local Match
1 RECONNAISSANCE (\$10,000)					
	A. Agendas and meeting summaries	12/1/2018	\$7,500	\$7,500	\$0
	B. Project base maps	12/1/2018	\$2,500	\$2,500	\$0
2 COMMUNITY ENGAGEMENT (\$58,000)					
	A. Community Engagement Strategy	12/1/2018	\$2,000	\$2,000	
	B. Charrette Materials	3/15/2019	\$15,000	\$15,000	\$0
	C. Charrette Summary Report and Findings	4/1/2019	\$8,000	\$8,000	\$0
	D. Five (5) GP 2040 Steering Committee Meeting Materials and Summaries	1/1/2019; 4/1/2019; 6/1/2019; 9/1/2019; 12/1/2019	\$6,000 (\$1,200 ea)	\$6,000	\$0
	E. Two (2) City Council Study Session Meeting Materials and Summaries	1/1/2019; 10/1/2019	\$2,500 (\$1,250 ea)	\$2,500	\$0
	F. Six (6) Commission meetings	3/1/2019 (3 mtgs.) 10/1/2019 (3 mtgs.)	\$6,000 (\$1,000 ea)	\$6,000	\$0
	G. Four (4) Stakeholder focus groups	4/1/2019 (2 mtgs.) 8/1/2019 (2 mtgs.)	\$8,000 (\$2,000 ea)	\$8,000	\$0
	H. Downtown Walking Tour	4/1/2019	\$4,000	\$4,000	\$0
	I. Pop-Up Workshop Materials/Summary	9/1/2019	\$2,500	\$2,500	\$0
	J. On-Line Engagement Materials/ Summaries	10/1/2019	\$4,000	\$4,000	\$0
3 DOWNTOWN AREA PROFILE REPORT (\$50,000)					
	A. Draft PDA Profile Sections on Environmental Conditions and Hazards	1/1/2019	\$20,000	\$20,000	\$0
	B. Draft Downtown PDA Profile Report.	2/1/2019	\$25,000	\$25,000	\$0
	C. Final Downtown PDA Profile Report	3/1/2019	\$5,000	\$5,000	\$0
4 HISTORIC AND CULTURAL RESOURCE SURVEY AND ANALYSIS (\$85,000)					
	A. Working Paper on Historic Resource Evaluation	12/1/2018	\$5,000	\$5,000	\$0
	B. Materials for Conducting Survey	1/15/2019	\$2,500	\$2,500	\$0
	C. Draft Inventory of Historic Resources	5/1/2019	\$50,000	\$50,000	\$0
	D. Narrative on Preservation Issues, Benefits, Potential Programs	5/15/2019	\$10,000	\$10,000	\$0

Task	Deliverables	Completion Date	Total Cost	PDA Grant Reimbursement	Local Match
<i>Task 4, Continued</i>					
	E. Draft Downtown Preservation Report	6/1/2019	\$15,000	\$15,000	\$0
	F. Final Downtown Preservation Report	7/1/2019	\$2,500	\$2,500	\$0
5 DOWNTOWN TRANSPORTATION STRATEGY (\$36,000)					
	A. Summary of Public Input on Downtown Transportation	9/1/2019	\$5,000	\$5,000	\$0
	B. Data on Existing and Projected Downtown Traffic	3/1/2019	\$12,000	\$12,000	\$0
	C. Multi-Modal Access and Connectivity Strategy White Paper	6/1/2019	\$15,000	\$15,000	\$0
	D. Parking Analysis and Policy White Paper	6/1/2019	\$4,000	\$4,000	\$0
6 DOWNTOWN INFRASTRUCTURE PROFILE (\$12,000)					
	A. Summary of Public Input on Downtown Infrastructure	3/1/2019	\$2,000	\$2,000	\$0
	B. Downtown Infrastructure White Paper	3/1/2019	\$10,000	\$10,000	\$0
7 DOWNTOWN ECONOMIC AND MARKET PROFILE (\$37,000)					
	A. Summary of Public Input on Downtown Economic Issues	3/1/2019	\$2,000	\$2,000	\$0
	B. Downtown Economic and Market Profile	4/1/2019	\$35,000	\$35,000	\$0
8 DOWNTOWN ALTERNATIVES (\$35,000)					
	A. Downtown Options Report	8/1/2019	\$30,000	\$30,000	\$0
	B. Memorandum on Recommended Options	10/1/2019	\$5,000	\$5,000	\$0
9 AFFORDABLE HOUSING AND ANTI-DISPLACEMENT STRATEGY (\$10,000)					
	A. Draft Affordable Housing and Anti-Displacement Strategy	10/1/2019	\$10,000	\$10,000	\$0
10 DOWNTOWN DESIGN GUIDELINES AND PLACEMAKING STRATEGY (\$25,000)					
	A. Draft Pedestrian-Friendly Design and Placemaking Strategy	11/1/2019	\$25,000	\$25,000	\$0
11 PUBLIC REVIEW DRAFT PRECISE PLAN (\$110,000)					
	A. Draft Form-Based Zoning Regs and Standards for Downtown Precise Plan Area	12/1/2019	\$40,000	\$40,000	\$0
	B. Admin Draft Downtown Precise Plan	2/1/2020	\$65,000	\$65,000	\$0
	C. Public Review Draft Downtown Precise Plan	3/1/2020	\$5,000	\$5,000	\$0

Task	Deliverables	Completion Date	Total Cost	PDA Grant Reimbursement	Local Match
12 ENVIRONMENTAL REVIEW FOR DOWNTOWN PRECISE PLAN (\$60,000)					
	A. Draft Project Description and Setting	12/1/2019	\$3,500	\$0	\$3,500
	B. Draft Impacts/Mitigation Related to Downtown Transportation	1/31/2020	\$8,000	\$0	\$8,000
	C. Draft Impacts/Mitigation Related to Downtown Utilities	1/31/2020	\$3,000	\$0	\$3,000
	D. Draft Impacts/ Mitigation Related to Downtown Cultural/ Historic Resources	1/31/2020	\$2,500	\$0	\$2,500
	E. Draft Impacts/ Mitigation Related to Downtown Aesthetics, Land Use, Pop/Housing, Public Services, and Recreation	1/31/2020	\$20,000	\$0	\$20,000
	F. Draft Impacts/ Mitigation Related to Downtown Air Quality, Biological Resources, Geology, Global Climate Change, Hazards, Hydrology, Noise, and Tribal Resources	1/31/2020	\$20,000	\$0	\$20,000
	G. EIR Alternatives for Downtown	12/31/2019	\$3,000	\$0	\$3,000
13 PRECISE PLAN ADOPTION (\$32,000)					
	A. Summary of Meeting Comments Related to Downtown, including meeting time	7/1/2020	\$10,000	\$10,000	\$0
	B. CEQA Response to Comments on Downtown Precise Plan	5/1/2020	\$5,000	\$5,000	\$0
	C. Draft Precise Plan Addendum	6/1/2020	\$4,000	\$4,000	\$0
	D. Zoning Amendments and Code Changes to be Adopted Concurrently with Precise Plan	8/1/2020	\$3,000	\$3,000	\$0
	E. Final Precise Plan	8/1/2020	\$10,000	\$10,000	\$0