

GENERAL PLAN UPDATE SCOPE OF WORK

TASK A. OUTREACH AND COORDINATION

In this task, PlaceWorks will initiate the project and begin project branding and outreach.

Task A.1. Kick-off Meeting and City Tour

The PlaceWorks team will meet with City staff to begin the project, confirm project objectives, and refine roles and responsibilities and expectations for schedule, process, and work products. We will discuss land use and circulation opportunities and constraints, ways in which City staff and PlaceWorks can most effectively work together as a team, and potential means to streamline the process and implementation or otherwise refine the project Work Plan. We will also strategize on how best to ensure that the full breadth of community members and organizations participate in the General Plan Update process in a meaningful way through community events, an online presence, innovative graphics, and multiple means of input. We will also confirm the role and composition of the General Plan Subcommittee, as well as its most likely check-in points during the process.

Finally, City staff and the PlaceWorks team will tour San Mateo to identify and photograph existing conditions at key locations in the city. We expect to examine areas of the city that are likely to be subject to special attention in the General Plan Update, such as the Downtown and its periphery, rail corridor, and areas with a concentration of infill or re-use opportunity sites.

Task A.1 Deliverables:

- Draft and Final Agenda
- Project Schedule and Work Plan
- Data Requests
- Site Tour Route

Task A.2. Staff Meetings and Communications

At the outset of the project, PlaceWorks will work with City staff to establish and document agreements about regular check-ins, communication with team members, and staff review periods. PlaceWorks will always be available for impromptu calls and emails with City staff. We will document these agreements in writing to ensure we remain in close collaboration with City staff throughout the project. This scope assumes roughly weekly calls with City staff, and quarterly in-person work sessions.

Task A.2 Deliverables:

- Call and meeting agenda and summary of action items

Task A.3. Outreach/Engagement Approach

a. City Council Study Session

To initiate the update process, PlaceWorks will present a draft community outreach/engagement approach and seek San Mateo City Council feedback at a study session. The study session provides an opportunity to review and discuss the Update process, menu of outreach/engagement tools, draft schedule/timeline, coordination with other City efforts and State law, and opportunity to identify key issues to be covered in the General Plan update process. The Outreach/Engagement Approach includes the following components.

b. Website, Branding and Digital Engagement

PlaceWorks will create a website (or a webpage on the City website) for the General Plan Update. The website will include basic information about the project, including a description of the process, meeting dates, and project updates as major milestones are achieved. The website will also include information about community meetings, General Plan Subcommittee meetings, and Planning Commission and City Council meetings on the project. When documents are available to the public, we will provide the documents in PDF format on the website. PlaceWorks' in-house webmaster will work with City staff and will be responsible for development of a name and logo for the General Plan update, to appear on all communication materials related to the project.

PlaceWorks will create webpages to upload all public comments, as well as background documents and reference resources. PlaceWorks will also coordinate with the videographer and City staff to ensure GPS meeting videos are uploaded to the General Plan Update website.

As a complement to physical materials and face-to-face outreach, PlaceWorks and Peninsula Conflict Resolution Center (PCRC) will utilize our proprietary-cutting-edge range of proprietary and off-the-shelf tools to engage community members using digital technology. Our sophisticated online comment and discussion forum features a variety of options, such as map-based and prioritization exercises that enable people to participate in the General Plan Update process whenever it is convenient for them. The digital engagement strategy will include online surveys that provide opportunities to weigh in on priorities and land use and circulation concepts, as well as tools to assist in outreach and information gathering prior to, during, and following community workshops. These tools will provide transparency and connect the San Mateo community in a professionally process, without constraints on the time, place, or method of public input.

c. Posters, Fliers, Press Releases, and Electronic Notifications_(7 sets)

For each public workshop, PlaceWorks will prepare a poster or flier, press release, as well as electronic notification (sent via our own email or from a City service) and social media content advertising upcoming meetings and events, explaining its purpose, and inviting participation. They will include links to the relevant documents or active surveys on the project website. PlaceWorks will prepare an electronic notification for each major website update and prior to any General Plan Update event.

d. Community Events (12)

The PlaceWorks team will prepare materials for and attend up to twelve community events to obtain input from about the General Plan Update, including from historically underrepresented groups. This outreach could occur at communitywide events like the Eggstravaganza, Central Park Music Series, Health and Wellness Fair, or Fall Festival, as well as smaller, more focused events, such as youth sports events, neighborhood or homeowners association meetings, or school-sponsored events. Outreach at these events might include staffing a booth, handing out information, and/or giving a brief presentation.

Depending on the phase of the project, outreach at future events could include asking about specific topics or issues or distributing outreach material about the General Plan Update project and process. PlaceWorks will attend and be responsible for coordination and preparation fliers, postcards and outreach material for these community events, including translation of print materials into up to four languages other than English.

e. Outreach During and After COVID-19

The COVID-19 pandemic has changed the way we need to approach outreach for the foreseeable future. As of August 2020, public health officials have prohibited large, in-person gatherings. Some public health experts have stated that until we have herd immunity and/or a vaccine, large gatherings will not be advisable, even after other activities return. Once public health officials determine it is safe for large group gatherings, people may still be hesitant to come together. It is possible that the General Plan team will need to rely on online engagement for the foreseeable future.

Inclusivity remains a top priority for the General Plan team. Public engagement activities, both online and in-person, will continue to occur in English and Spanish and PCRC will continue to provide outreach to the traditionally unvoiced segment of the community. The communities that PCRC works with report that they prefer to engage from home and on their own timeline. The General Plan team will be mindful of the varying needs of the San Mateo community when designing future outreach opportunities.

i) Virtual Community Events

Given the COVID-19 pandemic, it may be necessary to replace some of the community events with virtual town halls. Virtual town halls are similar to community events and are used to share information about a topic and to describe how the community can provide feedback. Town halls typically require a lower time commitment than virtual workshops. Town Halls can be livestreamed from Facebook, YouTube, Zoom, and other platforms. Videos of the town halls can be posted online to expand viewership beyond the initial live event.

ii) Virtual Workshops

In the event that in-person workshops are not possible due to the COVID-19 pandemic, the General Plan team will utilize virtual workshops, using platforms such as Zoom, to replicate in-person events. These virtual workshops will follow the same ground rules for respectful interaction and include starting off with an ice-breaker exercise, giving a presentation, breaking into small groups via virtual breakout rooms, and reporting back to the larger group. These virtual workshops can be recorded and posted to StriveSanMateo.org.

PlaceWorks is aware of the security concerns with Zoom and understands the recommended steps to take to prevent Zoombombing.

iii) Virtual General Plan Subcommittee Meetings

Similar to the City Council and Planning Commission virtual meetings, the General Plan Subcommittee will meet virtually until it is safe to resume in-person meetings.

iv) Short Format Participation Options

Providing a mix of outreach options will continue to be an important part of the public engagement program. Families and residents have additional demands on their time working remotely, helping children with remote learning, navigating public support systems, among other things. PCRC and PlaceWorks will offer options that require a range of time commitments moving forward so that the community can pick and choose how to give feedback given the amount of time they can spend. The General Plan team could offer:

- Short format online tools like surveys, polls, ranking exercises, open comment forms, and other outreach activities that can be completed in 5-10 minutes.
- Map-based surveys and portals using programs such as Maptionnaire or Esri Story Maps to convey information that is spatially oriented such as the land use and circulation alternatives.
- Communicate about the General Plan through WhatsApp using short format messaging. PlaceWorks has heard anecdotally that the Spanish-speaking community prefers communicating through WhatsApp over email. The General Plan team would utilize existing WhatsApp networks to help forward links, messages, and other General Plan information.
- Narrated presentations or podcasts on Facebook Live or other platforms to share information about how to get involved, explain background information, summarize work product results, and identify next steps.

v) Future In-person Meetings

The General Plan team assumes that large community workshops will not be a viable option while the COVID-19 pandemic remains out of control. Once public health officials determine in-person events are safe to resume, these activities are more likely to include:

- Outdoor meetings in parks or similar public locations. Current research indicates that risks of outdoor transmission is low; however, outdoor meetings will need to address the constraints of weather, lighting, seating, and acoustics.
- Neighborhood and community organization meetings. City Staff have been making informational presentations to small neighborhood and community organizations throughout the General Plan Update. Since these meetings are typically attended by a smaller number of people than community workshops, it may be possible from a public health perspective to continue meeting in-person once it is deemed safe to do so. If the meetings cannot occur in-person, the General Plan team could attend virtual meetings of these organizations.
- Self-guided Open Houses at community facilities lasting a week or more. When places like community centers and libraries open in the future, self-guided open houses could be posted in common public spaces. The open house station would include similar materials as those at in-person or online events, but will include additional written direction so passersby can provide input without

assistance from the General Plan team. The long duration will enable visitors to choose when to view the open house and avoid crowding.

- One-on-one or small group networking. PCRC will continue working with their network to promote the General Plan Update through their existing programs and activities.

~~Educational Video Series~~

~~PlaceWorks will create up to three 3-7 minute animated PowerPoint videos that provide an overview of San Mateo's key issues. The videos will be developed with extensive input from the City on an outline, content, and early drafts. The videos could be presented at community workshops, community events, and online.~~

Task A.3 Deliverables:

- Draft and Final City Council Study Session PowerPoint Presentation
- Draft and Final City Council Study Session Materials including:
- Outreach Approach and Menu of Tools, and identification of associated deliverables, such as project branding, project website, online tools, community workshops and associated materials, social media content and press releases, and General Plan Subcommittee Meeting agenda and materials.
- Draft and Final Subcommittee Roles and Responsibilities
- Schedule/Timeline
- List of Applicable State Laws and Key Issues
- General Plan Team Roles and Responsibilities
- Posters, Fliers, Press Releases, and Electronic Notifications (7 sets)
- Community Event Fliers and Postcards (12)
- Clarification to the Draft Meeting Minutes and, if necessary, provide draft any changes to the General Plan Scope of Work for a future Agreement Amendment.

Task A.4. General Plan Subcommittee Meeting #1

PlaceWorks will facilitate the first General Plan Subcommittee (GPS) meeting to introduce GPS members to the project and consultant team, discuss the role of the GPs in the General Plan Update, review the project schedule, and discuss goals and expectations for the process. We will also gather initial comments from GPS members on key issues and concerns for the General Plan Update. Subcommittee members will also be encouraged to participate in community workshops, forums and events associated with the General Plan update and provide their constituent groups updates on the process.

Task A.4 Deliverables:

- Draft and Final Agenda
- Draft and Final presentation
- Meeting Summary

Task A.5. TAC Meetings (4)

The City will convene a Technical Advisory Committee comprised of a representative and an alternate from the following Departments:

- Community Development
- City Manager

- Fire
- Parks and Recreation
- Police
- Public Works
- City Attorney's Office
- Finance

TAC members will be asked to review and comment on work products and/or meeting materials as relevant to their area of expertise. We recommend that the TAC as a whole will meet [virtually or in person](#) to review and discuss the following documents:

- Administrative Draft Alternatives Analysis
- Policy Options
- Administrative Draft General Plan
- Administrative Draft EIR

The TAC will be asked to review documents for accuracy, ensure all relevant topics are covered, identify data holes, and provide data sources for missing information. A representative from PlaceWorks will attend each TAC meeting. PlaceWorks will create the meeting agenda and prepare a summary of agreements and action items. City staff will be responsible for coordinating meeting invites and RSVPs, securing room reservations [\(if needed\)](#), distributing materials to TAC members, and collecting and compiling TAC comments.

Task A.5 Deliverables:

- Draft and Final Agendas
- Meeting Summaries

Task A.6. Home For All Coordination

The PlaceWorks Principal-in-Charge or Project Manager will attend the following Home for All meetings:

- Community Conversation #1
- Community Conversation #2
- Cohort Meeting #1
- Cohort Meeting #4

In addition, PlaceWorks will support City staff in strategizing about how to use the Community Conversations in ways that integrate with and support the General Plan Update, and can provide targeted support in developing messaging, presentations, and materials for Home For All meetings.

Task A.7. Climate Action Plan Coordination

PlaceWorks will coordinate internally and externally with the Climate Action Plan (CAP) project team to ensure that the CAP prepared for San Mateo is properly integrated with the overall General Plan Update and environmental review. We anticipate that the current CAP update will be completed by the end of 2019, before the preferred land use scenario is identified (Task E.4) and/or before the General Plan EIR is certified (Task G.7). Therefore, this coordination may include the need to revise the CAP to reflect the final land use assumptions used for the preferred land use scenario and the General Plan EIR.

TASK B. EXISTING CONDITIONS

The existing conditions task will establish baseline information to highlight and inform key issues and opportunities for the General Plan Update. We will prepare a set of technical studies on relevant topics to provide a solid baseline, and then summarize that information into a graphically-rich, magazine-style briefing book. By focusing the range of topics and consolidating key information pieces into an accessible briefing book, we will offer a useful and lively document that will support strategic thinking – both for the General Plan Update and for other City initiatives like economic development and investment.

Task B.1. Background Data Review

The PlaceWorks team, with the assistance of City staff, will gather and review important background documents, including everything as yet available in support of the ongoing update to the Downtown Specific Plan, and:

- Downtown Engagement Assets and Opportunities Report
- General Plan 2030 and EIR
- Draft Sustainable Streets Plan
- Zoning Ordinance and Development Related Codes
- Bicycle Master Plan
- Pedestrian Master Plan
- Sustainable Streets Plan
- Climate Action Plan
- 2009 Downtown Plan
- Downtown Parking Management Plan
- Downtown Design Guidelines and Historic District Guidelines
- Residential Design Guidelines (including multi-family and small lot)
- Gateway Design Guidelines
- Urban Land Institute Technical Advisory Panel Report
- Active Projects in the City
- Central Park Master Plan update
- City Council Study Session on former RDA sites
- Rail Corridor Plan
- Clean Water Program
- Measure P

We will also review the existing Master Plans for water, sewer, and storm drain systems. Finally, the PlaceWorks team will review relevant regional documents, such as the San Mateo County General Plan, Plan Bay Area 2040, and Grand Boulevard Initiative.

Task B.2. Existing Conditions Memoranda

In this task, the PlaceWorks team will prepare a series of technical studies in the form of stand-alone memos to inform the community discussion of key issues. The memos will provide City staff and decision-makers, General Plan Subcommittee members, and other stakeholders with a firm understanding of opportunities and constraints in San Mateo.

These technical studies will also feed directly into the “Existing Setting” sections of the General Plan EIR.

Each technical study will conclude with a bulleted list of implications for the General Plan Update as a springboard for formulating land use and policy responses in subsequent tasks.

a. Land Use

PlaceWorks will conduct an analysis of existing land uses in San Mateo. The analysis will include:

- Existing land uses and estimates of existing development in San Mateo.
- Current General Plan land use designations.
- Relevant planning boundaries (e.g., City Boundary and Sphere of Influence).
- Current jobs/housing balance.
- Major approved and anticipated private development projects and associated development capacities.
- Public improvement projects planned or underway.
- Vacant and underutilized properties.
- Relevant land use planning documents.

b. Traffic Mitigation and Transportation

PlaceWorks, [Hexagon Kittelson](#), and Nelson\Nygaard together will prepare a baseline traffic mitigation and multimodal transportation assessment that builds on the land use information collected above. This memo will report existing traffic volume on major streets, intersection LOS for the 62 San Mateo monitored intersections, transit ridership (as available from Caltrain/Samtrans), VMT citywide, bike network details and travel counts, and gaps in the sidewalk system. [This task was already completed by Hexagon, but City has requested additional 10 intersections for analysis, as follows:](#)

- [1. Kehoe/Norfolk](#)
- [2. Hillsdale/Alameda de las Pulgas](#)
- [3. Delaware/28th](#)
- [4. Delaware/Franklin/31st](#)
- [5. Barneson/Alameda de las Pulgas](#)
- [6. El Camino Real/Baldwin](#)
- [7. Fashion Island Blvd./Mariners Island](#)
- [8. Polhemus/De Anza](#)
- [9. Bridgepoint/Chess](#)
- [10. S. B St/9th](#)

[Kittelson has been provided historical counts by Hexagon for 6 of the 10 locations. Kittelson proposes to supplement the missing locations with new counts that will be factored up to pre-COVID^{David} traffic levels using growth factors from adjacent locations. Additional budget has been added for data collection.](#)

[Kittelson will use similar methodologies from the prior Existing Conditions analysis which were based on the Highway Capacity Manual level of service using Synchro. Kittelson does not expect to apply simulation to any of the roadway corridors unless requested by City traffic staff. This would require a budget amendment.](#)

Nelson\Nygaard will also summarize and analyze existing transportation and mobility facilities in the City, including streets and roadways, public transit, bicycle facilities,

pedestrian facilities, and rail. Nelson\Nygaard will evaluate existing conditions related to transit, bicycle and pedestrian uses, and general complete streets principles as follows:

- **Existing Transit Conditions.** Nelson\Nygaard will collect information on all existing public and private transit options in the City (i.e., stop locations, frequency of service, etc.) and prepare a table summary of bus, shuttle, and train routes within the City and a citywide transit network map illustrating existing and proposed routes. Nelson\Nygaard will describe journey to work transit mode share and vehicle ownership in San Mateo, and will work with City staff to determine existing issues and constraints of existing transit routes.
- **Existing Pedestrian and Bicycle Conditions.** Nelson\Nygaard will prepare a map showing existing Class I-IV bikeways and will qualitatively describe the pedestrian and bicycle circulation conditions within the city limits, and on regional routes and key connections to adjacent communities. Nelson\Nygaard will describe journey to work pedestrian and bicycle mode share in San Mateo, and will provide an overview of the local Safe Routes to School program.

The consulting team will also review the current General Plan transportation and circulation policy framework in comparison to the Sustainable Streets Plan and identify issues appropriate for consideration in the updated Circulation Element such as incorporating green infrastructure policies, prioritizing recommended implementation projects, and using VMT per capita as the standard for analysis for development and environmental review. Nelson\Nygaard will reconcile differences between the Pedestrian Master Plan and Sustainable Streets Plan with the goal of providing clear, object standards consistent with Housing Accountability Act.

c. Demographic, Economic, and Market Factors Affecting the General Plan

EPS will prepare a technical memorandum describing demographic, economic and real estate market trends that inform land use opportunities in San Mateo. The purpose of the work is to offer context for community and stakeholder outreach discussions, to provide market-based parameters for the visioning and planning process, and to support the land use and economic development policies for the General Plan.

EPS will assemble and evaluate the required data, quantifying demographic, job, and market trends and implications for future land use development (e.g., a mix of residential, retail, office, and other product types). The analysis in this task will rely on publicly available data (e.g., Census, ABAG, Department of Finance, Employment Development Department) as well as proprietary, third-party data sources (e.g., CoStar Group). A limited number of stakeholder/developer interviews will also be conducted as part of this effort.

d. Analysis of Future Growth Scenarios

EPS will build on the existing conditions analysis as well as its previous work with the City in updating the San Mateo traffic model to develop a range of realistic growth scenarios through the “horizon year” of the of the General Plan. These scenarios will incorporate both regional economic trends (or “top down”) as well as existing land use (or “bottom up”) considerations. These growth scenarios will be designed to inform policy considerations and the creation of realistic General Plan Alternatives later in the study process.

e. Infrastructure

BKF will assess the capacity of and condition of the local water supply and distribution, waste water conveyance and treatment, and storm drainage systems based on the latest available information. Input and guidance will be sought from City public works and engineering representatives, and existing conditions information will include both narrative descriptions of capacity and potential deficiencies, as well as tabular summaries of infrastructure capacity and needs. The PlaceWorks Team shall contact outside agencies such as California Water Service, Estero Water District, Pacific Gas & Electric, all local school districts, San Mateo County Transit, Caltrain, and State of California Department of Transportation to document their assessment of infrastructure related to the City of San Mateo General Plan update effort. This information will also be included in Task F EIR and Plan Adoption.

Task B.2 Deliverables:

- Draft and Final Memoranda

Task B.3. Briefing Book

PlaceWorks will compile and summarize the information from the existing conditions memoranda into a briefing book that highlights key issues and opportunities for the General Plan Update using a concise, accessible, and easy-to-read format. The briefing book will be used to inform the community prior to and at the forthcoming Vision and Youth/Young Adult workshops, as well as the General Plan Subcommittee and decision makers throughout the process. The briefing book will be richly illustrated with maps, tables, photographs, and other graphics in a magazine format. Together the briefing book and the Alternatives Evaluation produced in Task D will tell a clear story of the development of the General Plan process until the Draft General Plan itself is ready for public review.

Task B.3 Deliverables:

- Draft and Final Briefing Book Outline
- Draft and Final Briefing Book Template
- Draft and Final Briefing Book

Task B.4. General Plan Subcommittee Meeting #2

PlaceWorks will facilitate a GPS meeting to review the existing conditions memoranda.

Task B.4 Deliverables:

- Draft and Final Agenda
- Draft and Final presentation
- Meeting email notification to project listserv
- Meeting Summary

Task B.5. Updated Economics and Circulation Memoranda

PlaceWorks and EPS will respond to one round of comments from GPS, Council members, and the public to broaden the topics addressed in the Economics report and expand the discussion of disadvantaged populations, schools, housing trends, retail trends, and fiscal conditions. In addition, PlaceWorks will update the Circulation report to update the list of General Plan goals and policies and an updated Figure 5 Existing Intersection Level of Service Results.

Task B.5 Deliverables:

- Draft and Final Updated Economics Memorandum
- Draft and Final Updated Circulation Memorandum

Task B.6. General Plan Subcommittee Meeting #5

PlaceWorks will facilitate a meeting with the GPS to review the revised Economics Memorandum, answer questions, discuss feedback, and identify how existing conditions information will be incorporated in future General Plan tasks. EPS will also attend this meeting to help present the revised report and answer questions as needed.

Task B.6 Deliverables:

- Draft and Final Agenda
- Draft and Final presentation
- Cover Memo
- Meeting email notification to project listserv

TASK C. VISIONING

The visioning task is built around a series of workshops, meetings, and interactions to first explain what was learned in Task B about existing conditions, assets, and constraints in San Mateo, and then assist the community in using that information to create a vision for what they want San Mateo to be in 2040. Community members will have multiple and convenient opportunities, in-person and remotely, to inform the staff/consultant team of their preferences for conservation, growth, and change over the next two decades. The digital engagement strategy will include online surveys that provide opportunities to weigh in on priorities and land use and circulation concepts, as well as tools to assist in outreach and information gathering prior to, during, and following community workshops.

Task C.1. Community Workshop #1: Vision (2)

This first public workshop will be held in two locations and to introduce members of the community to the General Plan Update and to the City staff and consultant team. These meetings will focus on formulating a collective vision and compiling the range of issues to be addressed in the General Plan.

If appropriate, the workshop will be conducted using simultaneous interpretation into multiple languages, and creating outreach materials in multiple languages.

Task C.1 Deliverables:

- Draft and Final Agenda
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summary

Task C.2. Community Workshop #2: Youth and Young Adult Focus (1)

PlaceWorks will coordinate with administrators, teachers, and student government leaders to organize a workshop for San Mateo's youth that complements the initial community workshop.

Task C.2 Deliverables:

- Draft and Final Agenda
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summary

Task C.3. Draft Vision Statement

Following the community workshops, PlaceWorks will draft a Vision Statement for the General Plan. The Vision Statement will reflect the input from the community workshop in a short statement.

Task C.3 Deliverables:

- Draft and Final Revised Vision Statement

Task C.4. General Plan Subcommittee Meeting #3

PlaceWorks will facilitate a GPS meeting to receive input on the draft Vision Statement.

Task C.4 Deliverables:

- Draft and Final Agenda
- Draft Vision Statement
- Draft and Final presentation
- Cover Memo
- Meeting email notification to project listserv

Task C.5. Revised Draft Vision Statement

PlaceWorks will incorporate comments from the General Plan Subcommittee into a second draft of the Vision Statement.

Task C.5 Deliverables:

- Draft and Revised Draft Vision Statement

Task C.6. General Plan Subcommittee Meeting #4

PlaceWorks will facilitate a GPS meeting to receive input on the revised draft Vision Statement.

Task C.6 Deliverables:

- Draft and Final Agenda
- Revised Draft Vision Statement
- Draft and Final presentation
- Cover Memo
- Meeting email notification to project listserv

Task C.7. Planning Commission Review of Vision Statement

The PlaceWorks Principal-in-Charge and Project Manager will attend a Planning Commission meeting to report on the community workshops and to review the revised draft Vision Statement. Planning Commissioners will have the opportunity to comment on the work completed to date and provide direction to the General Plan team on the contents of the Vision Statement.

Task C.7 Deliverables:

- Administrative Draft Vision Statement and Draft for Planning Commission
- Draft and Final presentation to Planning Commission

Task C.8. City Council Review of Vision Statement

The PlaceWorks' Principal-in-Charge and Project Manager will attend a City Council meeting to report on the community workshops, review the preliminary Vision Statement, and to report Planning Commissioner comments on the draft Vision Statement. Council members will have the opportunity to discuss the work completed to date and provide direction to the General Plan team on the contents of the Vision Statement. PlaceWorks will revise the Vision Statement per Council and Planning Commission comments. The revised vision will be used by City staff, PlaceWorks, the General Plan Subcommittee, Planning Commission, and City Council to guide preparation of the General Plan Update and its implementation in the years to come.

Task C.8 Deliverables:

- Draft and Final presentation to City Council
- Vision Statement

TASK D. LAND USE AND CIRCULATION ALTERNATIVES IDENTIFICATION

During this phase, PlaceWorks will create alternative land use and circulation scenarios for key corridors and areas in San Mateo that will provide a range of policy and implementation options to respond to the issues identified and vision created in preceding tasks. The land use alternatives process will also be an opportunity to incorporate the outcomes to date of the Downtown Specific Plan process and to identify a preferred scenario for Downtown that can serve as the basis for future work on the Downtown Specific Plan, under a separate contract. The land use and circulation alternatives will build on the information in the existing conditions memoranda to focus on places where transformation or enhancement of existing uses is expected or desired in the next 20 to 25 years.

Task D.1. Draft Study Areas

The land use alternatives will be organized based on study areas: those parts of San Mateo where land use changes could occur over the next 20 years. Study areas are larger than individual parcels; examples of study areas might include the El Camino Real corridor or Downtown. This scope anticipates no more than 12 study areas citywide. Ultimately, each study area will have up to three land use alternatives within it. To identify potential study areas, PlaceWorks will set up a conference call and screenshare meeting with City staff to identify potential study areas. As part of this meeting, City staff will identify parcels that need updated land use designations to match the existing land use, and/or areas where landowners have indicated the desire for significant change. One or more of the study areas will include the Downtown Specific Plan area. Based on the outcomes of this meeting, PlaceWorks will prepare a map of the study areas where land use changes could occur. PlaceWorks will submit the draft map for City staff review. Based on comments from the City, PlaceWorks will prepare the study area map to present at Community Workshop #3.

Task D.1 Deliverables:

- Draft and Final Agenda

Task D.2. Meeting Series #1: Study Areas

a. Community Workshop Series: Study Areas

PlaceWorks will hold a workshop to explore and refine the study areas and generate ideas for transformation. The workshops will build on public input and key findings from the existing conditions and visioning tasks..

PlaceWorks will provide an online exercise for those who cannot attend the workshop. For example, participants could respond to place-based questions about land use, circulation, and character. The online exercise will include a map of the study areas for participants to mark specific locations. Participants will be able to see other responses. If appropriate, the workshop can be conducted in multiple languages, with outreach materials and the online exercise also in multiple languages.

Task D.2.a Deliverables:

- Press Release
- Workshop email notification to project listserv
- Workshop Outreach Flyers
- Draft and Final Agendas
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summaries

b. General Plan Subcommittee Meeting #6

PlaceWorks will facilitate a meeting with the GPS to present the draft study areas and summarize the community input on the study areas from the community workshops, online engagement tools, and elsewhere.

Task D.2.b Deliverables:

- Draft and Final Agenda
- Draft Study Areas
- Draft and Final presentation
- Cover Memo
- Meeting email notification to project listserv

c. Planning Commission Meeting: Study Areas

PlaceWorks will attend a Planning Commission meeting to report on the community and GPS input on the study areas and to review the revised draft study areas. Planning Commissioners will be asked to comment on the draft study areas and provide input to be forwarded to the City Council.

Task D.2.c Deliverables:

- Administrative Draft Study Areas and Draft Study Areas for Planning Commission
- Summary of Community and GPS input on study areas
- Draft and Final presentation to Planning Commission
- Meeting email notification to project listserv

d. City Council Meeting: Study Areas

PlaceWorks will attend a City Council meeting to report on the community, GPS, and Planning Commission input on the study areas and to review the revised draft study areas. The City Council will be asked to comment, identify on the draft study areas and provide direction to staff. Following the meeting, PlaceWorks will prepare a map of final study areas based on Council direction.

Task D.2.d Deliverables:

- Draft and Final presentation to City Council
- Summary of Community, GPS, and Planning Commission input on study areas
- Meeting email notification to project listserv
- Final Study areas (after the meeting)

Task D.3. Meeting Series #2: Range of Alternatives

a. Community Workshops: Range of Alternatives

These General Plan Community Workshops will explore possible land use alternative concepts. This will be an important stage in exploring the range of alternatives with the community. We anticipate this would be the same or similar workshop, held three times in three different locations to maximize convenience for the community. At the workshops, community members will work with table-sized maps of the study areas identified in Meeting Series #1 to sketch their own ideas for future development and redevelopment as well as identifying areas that should stay the same. Following the workshop, PlaceWorks will summarize the community's comments and create a range of three alternatives for each study area.

Task D.3.a Deliverables:

- Press Release
- Workshop email notification to project listserv
- Workshop Outreach Flyer
- Draft and Final Agenda
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summary

b. Draft Alternatives

Based on input from the community and stakeholders, insights from City staff, the outcomes of the initial community workshops, and guidance from the General Plan Subcommittee, Planning Commission and City Council, the PlaceWorks team will develop up to three distinct future land use and circulation alternatives for each study area in 2040. The goal of the alternatives diagrams and text will be to show the major land use and design concepts inherent in the alternatives and communicate the implications for the built environment (especially in terms of height and density) in a way that can be quickly comprehended by non-planners. The alternatives development is also expected to offer the opportunity to incorporate community preferences developed during the Downtown Specific Plan update.

As part of this task, Nelson\Nygaard will also develop up to three transportation alternatives to support sustainable streets and a comprehensive multimodal approach. Nelson\Nygaard's alternatives will be informed by opportunities identified through the existing conditions analysis, focused on:

- Closing gaps in multimodal networks, including transit, pedestrian and bicycle:
 - Key bicycle and pedestrian corridors.
 - Intersections and barriers to comfortable bicycle and pedestrian access.
- Accommodating regional traffic needs within a multimodal context, with recommendations for applying sustainable street typologies.
- Improved access to Caltrain stations and potential BRT.

Nelson\Nygaard will develop a list of proposed circulation network improvements to be evaluated concurrently with the land use alternatives for incorporation into the travel demand forecasting and operational assessment.

Task D.3.b Deliverables:

- Administrative Draft Land Use Alternatives
- Draft Land Use Alternatives

c. Community Workshop: Draft Alternatives

This workshop will present the Draft Alternatives to the community to ensure that the General Plan Update team has heard and incorporated community input accurately and to offer an additional opportunity for input before the alternatives go forward to the GPS, Planning Commission, and City Council for review. We will also post the draft alternatives online for community review and input.

In addition to an in-person workshop, PlaceWorks will prepare an in-depth online exercise to allow participants to explore the three draft alternatives and provide feedback on whether or how they should be modified.

Task D.3.c Deliverables:

- Press Release
- Workshop email notification to project listserv
- Workshop Outreach Flyer
- Draft and Final Agenda
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summary

d. Revised Draft Alternatives

PlaceWorks will synthesize both workshop and online input into a single round of revisions to the Draft Alternatives. We will submit the Revised Draft Alternatives to the City for review and make one round of revisions to the Revised Draft Alternatives before publishing them in advance of the GPS meeting.

Task D.3.d Deliverables:

- Administrative Draft Revised Land Use Alternatives
- Draft Revised Land Use Alternatives

e. General Plan Subcommittee Meeting #7: Range of Alternatives

PlaceWorks will facilitate a virtual or in-person meeting with the GPS to present the range of alternatives and summarize the community input gathered on the land use alternative concepts from the community workshop, online engagement tools, and elsewhere.

Task D.4.e Deliverables:

- Draft and Final Agenda
- Summary of community input on range of alternatives
- Draft and Final presentation

- Cover Memo
- Meeting email notification to project listserv

f. Planning Commission Meeting: Range of Alternatives

PlaceWorks will attend a meeting with the Planning Commission to present community and General Plan Subcommittee input on the land use alternative concepts and receive Planning Commission input on the range of alternatives.

Task D.4.f Deliverables:

- Draft and Final presentation to Planning Commission
- Summary of Community and GPS Input on land use alternatives
- Meeting email notification to project listserv

g. City Council Meeting: Range of Alternatives

At this meeting, the General Plan Update team will present the range of land use alternatives and staff's recommendation to the City Council for their review and to provide direction prior to beginning work on finalizing the three land use alternatives.

Task D.4.g Deliverables:

- Draft and Final presentation to City Council
- Summary of community, GPS, and Planning Commission input on land use alternatives
- Meeting email notification to project listserv

Task D.4. Final Land Use Alternatives

Following the City Council meeting to confirm the land use alternatives, PlaceWorks will complete one final round of revisions to finalize the alternatives. We will submit the administrative draft of the final alternatives to City staff for review and will complete one round of edits to the alternatives before finalizing them for analysis in Task E.

Task D.5 Deliverables:

- Administrative Draft of Final Land Use Alternatives
- Final Land Use Alternatives

TASK E. LAND USE AND CIRCULATION ALTERNATIVES SELECTION

This task will analyze up to three land use alternatives for the identified study areas in the city.

Task E.1. Alternatives Analysis

a. Alternatives Evaluation

The PlaceWorks team will analyze the three land use and circulation alternatives and assemble illustrations of the alternatives and analysis into an Alternatives Evaluation. This reader-friendly evaluation will be used by the public, General Plan Subcommittee, and decision-makers to review and provide input on the land use and circulation alternatives. PlaceWorks will submit an administrative draft, screencheck, and a final Evaluation to City staff.

The Alternatives Evaluation is expected to include the following components:

i) Buildout

PlaceWorks will identify the amount of growth and height and density differences that could occur under each alternative. Residential growth will be expressed as the number of units for different housing types (i.e., single-family and multi-family). Non-residential growth will be described as total square feet for office, retail, and industrial uses. PlaceWorks will also estimate the number of new residents and jobs under each alternative.

ii) Community Character

PlaceWorks will describe the overall character of each study area under each alternative and express the extent to which an alternative would represent a small, moderate, or substantial change to the present-day character of the area. We will also explain which specific components of an alternative are meant to protect community-desired characteristics and which would help to enhance areas that the community has identified as in need of change. We will also assess land use compatibility and the degree to which each alternative provides residents with a variety of housing options.

iii) Traffic and Multimodal Circulation

The Team has developed three land use and three circulation alternatives. It is anticipated that these will be combined into a total of three alternatives for evaluation under this task.

To date, the prior team has developed a 2018 existing year citywide model. Kittelson will need to develop the 2040 baseline Citywide model prior to commencing with the alternatives evaluation. It is expected that Kittelson will start with the 2040 C/CAG ABAG Plan Bay Area land uses and further disaggregate these in San Mateo to the more detailed TAZ level previously developed in the 2018 existing version of the Citywide model. The assumption is that the 2040 C/CAG ABAG Plan Bay Area land uses reasonably represent the existing general plan. Kittelson will provide these to the City for review to ensure they are reasonably representative of the existing general plan within the city. Furthermore, the assumption is that ABAG represents land use conditions outside of the city. Roadway assumptions will also be representative of the existing general plan within the city, and ABAG Plan Bay Area and Countywide Transportation Plan outside of the city.

Once the 2040 baseline model is developed, it will then be modified to evaluate the three alternatives by adding the land uses from the three alternatives at the TAZ level and

roadway network assumptions per the three circulation alternative assumptions. PlaceWorks will provide Kittelson with residential units and jobs by the six standard SIC categories (Retail, Service, Manufacturing, Wholesale, Agriculture, and Other) for each alternative. The roadway network assumptions will include location of bike and pedestrian facilities, including any new roadway widenings, new roadway connections, rail grade crossings, and new freeway ramps. The information will be in sufficient detail for Kittelson staff to be able to code these into the model.

Kittelson will run the model for the three alternatives and prepare model comparison output graphics for review. These will display where major differences in 2040 volumes occur, both increases and decreases. Following approval of these model runs and alternatives f~~For each alternative, Hexagon~~ will draw on the updated traffic data and other system wide metrics (VMT, VHT, and average travel times and average speeds) to produce preliminary daily roadway segment traffic forecasts and identify any system deficiencies. While the analysis will identify need for the~~major transportation infrastructure, such as roadway widening or parallel facilities, necessary to address any deficiencies identified through modeling, these deficiencies would need to be aligned with new state goals for GHG reduction and SB 743 goals. such as new or upgraded freeway interchanges.~~The results will be used to determine the effectiveness of potential circulation improvement alternatives. In addition, citywide transportation metrics such as VMT and numbers of trips generated will be calculated for each of the alternatives. At this stage, no intersection level of service is anticipated for the alternatives (that effort will only be conducted for the Preferred Alternative under Task F.2 which is still to be defined). If required, testing LOS at the 72 study intersections for additional alternatives will be budgeted separately.

Nelson\Nygaard will analyze the alternatives with respect to multimodal level of service (MMLOS) and identify any circulation system components in need of enhancement to support the transit, bicycle, and pedestrian networks, including achieving both the community's future vision and the objectives of the Sustainable Streets Plan and the Bicycle and Pedestrian Master Plans, as may be updated. Specific prescriptions for potential roadway, intersection, sidewalk and public realm improvements will be identified for each alternative.

iv) Utilities

BKF will identify any water supply and distribution, waste—water treatment and conveyance, or storm runoff system capacity issues or system deficiencies related to the alternatives. PlaceWorks will describe different, if any, capacity issues related to electricity and natural gas. Planning level estimates of the cost differentials among the alternatives will be prepared for backbone infrastructure.

v) Community Services

PlaceWorks will evaluate the following community services needed to serve the General Plan buildout under each alternative, to the extent that service ratios and generation rates are available from the relevant service providers:

- Police
- Fire
- Public Schools
- Solid Waste Disposal and Recycling
- Parks and Recreation

■ Library

This analysis will identify key differences between the alternatives in terms of demand for services.

vi) Environmental Sustainability and Public Health Evaluation

PlaceWorks will evaluate the differing likelihood that each land use alternative will help the City achieve social equity and environmental sustainability goals established in the CAP and earlier General Plan tasks. PlaceWorks will evaluate the land use alternatives for their potential to create differing public health and vulnerability impacts.

vii) City Fiscal Sustainability and Market Viability

EPS will identify the key factors driving the City General Fund cost and revenues over time and their implications on long-term planning considerations. Key factors to be considered will include, without limitation, the relative fiscal impact of alternative development patterns (e.g. location and type of growth), service standards, and tax and fee structures. The analysis will be based on a review of historical budget documents (including the long-range City Budget Forecast previously prepared by EPS, in their relation to growth and other socio-economic factors. The primary goal of this effort will be to elucidate the fiscal implications of land use decisions, including type, amount and location of new development and support the City's fiscal sustainability.

viii) Community Benefits

For each of the land use alternatives, EPS will evaluate the relative potential to contribute to community benefits defined as the “extraordinary” benefits offered by a Developer in connection with the City's willingness to enter into a development agreement. The precise scope of this task will depend upon how the City defines community benefits for the purposes of this analysis and under what circumstances a community benefits program may be applicable (e.g., districts within the City, land use categories, density thresholds). This task may include a survey of peer jurisdictions with operationalized community benefits programs to better understand the competitive landscape.

ix) Development Feasibility and Related Policy Considerations

EPS will evaluate private real estate investment and trends in the City and their implications on the development feasibility of various product types and locations (including key re-use and revitalization opportunities and affordable housing production). The analysis will be based on financial models that simulate development economics of various real estate product types (e.g. mixed use residential or office). Among other things, this analysis will inform planning efforts related to the sunset of Measure P as well as other market and (re-)development feasibility issues and value creation and tradeoffs affecting the General Plan. This effort will also include recommendations for improving development feasibility including reducing identified impediments and incentives for desired types and locations of new development.

b. Interactive Online Alternatives Exercise

i) 3D City Model for San Mateo

PlaceWorks proposes to illustrate the form and massing of development of key corridors/areas in the context of a 3D city model based on the City's existing ArcGIS platform. This 3D model of existing conditions will be created using Esri's ArcGIS Pro software and published to the City's ArcGIS Online Organizational Account. This activity includes support for generating 2D building footprints, 3D building models, trees and terrain from the City's most recent LiDAR available. The resulting model will be published as web services which can be shared across the City departments internally and optionally shared to the City's Open Data Portal for external consumption by the community. Sharing will be made possible directly through any modern web browser across desktop and mobile devices.

ii) Interactive Land Use and Building Form Modelling

PlaceWorks team will lead, together with Esri, the deployment of a web-based modelling application for land use and zoning to visualize urban form scenarios in select corridors/areas. This activity builds upon the previous 3D City Model activity by leveraging ArcGIS Urban, a new software application developed by Esri to visualize future building projects citywide and increase productivity when creating special area plans by seamlessly incorporating local building typologies and zoning regulations. The PlaceWorks team will leverage ArcGIS Urban together with City of San Mateo Planning Staff to generate potential build out scenarios of future development potential based on parcel-based suitability criteria, the input and generation of 3D zoning restriction envelopes, and the allocation of various overlay strategies. This task will be a collaborative exercise which will help to depict planning trade-offs that are often invisible and difficult to explain.

With this tool, City staff and the PlaceWorks team can give stakeholders and the public the ability to understand potential building height, massing alternatives and building typologies to interactively demonstrate how changes in policy will impact the resulting design and urban form.

Parcel Suitability and 3D Modeling of Existing Regulatory Envelopes

The baseline ArcGIS Urban GIS data models will be populated with parcels, zoning, project, plan, and indicator geometries and their attributes. This data will be prepared and published as feature services to the City's ArcGIS Online to be consumed over the web within ArcGIS Urban. Upon completion of ArcGIS Urban deployment, the PlaceWorks team will configure suitability selection criteria and generate existing zoning regulatory envelopes on the City's parcel geometries.

Develop Options for Plausible Building Massing and Height

Leveraging the parametric modelling within ArcGIS Urban, a series of visual simulations will be produced to show the potential development patterns related to different policy changes related to the built form. Utilizing the dashboard window and interactive parameters in ArcGIS Urban, development standards such as building types, space use, height, setbacks, coverage, and FAR can be adjusted to interactively to visualize the impacts on the urban form and the resulting metrics on population, households, and jobs.

Scenarios will be saved and made available for review as interactive 3D scenes from key vantage points to illustrate policy change impacts.

Establish Preferred Building Massing and Zoning Regulatory Standards

Based on the outcome of these visualizations, final building envelopes will be created for each parcel in the study area. These final building envelopes will depict the preferred buildout for new development based on the underlying development standards. Visualizations will be created with prototypical building types to illustrate the anticipated buildout conditions of the new land use policies.

We will recommend potential revisions to the Zoning Code to reflect these, addressing such elements as:

- Property setbacks/build-to lines
- Building heights
- Lot coverage
- Building modulation
- Floor area ratio

Task E.1 Deliverables:

- Draft and Final Alternatives Evaluation Outline
 - Draft and Final Alternatives Evaluation (electronic only)
 - 3D city model with web-based modeling tools to visualize potential development scenarios utilizing Esri's ArcGIS Urban
 - 2040 baseline Model
 - 2040 Alternatives traffic segment results
-
- Draft and Final memorandum describing the tabular zoning database from which parametric modelling rules generate 3D zoning representations

Task E.2. Meeting Series #3: Alternatives Selection

a. Community Workshop #6: Alternatives Selection

The PlaceWorks Principal-in-Charge and Project Manager and other key team representatives will plan, attend, and facilitate a public workshop to review the alternatives with the community and work toward identification of a preferred scenario. [This public workshop may be virtual or in person.](#) We will work with City staff to define the approach for the meeting, but we anticipate that it will include a presentation of the alternatives and the results of the analysis undertaken in the previous task. We will describe the relative benefits, trade-offs, and potential impacts of the alternatives. If appropriate, the workshop will be conducted using simultaneous interpretation into multiple languages, with outreach materials in multiple languages.

Task E.2.a Deliverables:

- Draft and Final Agenda
- Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist
- Draft and Final Workshop Summary
- Meeting email notification to project listserv

b. Alternatives Selection General Plan Subcommittee Meetings #9 and #10

PlaceWorks will attend two GPS meetings to present community input on the land use alternatives. [These meetings may be virtual or in person.](#) PlaceWorks will present the alternatives evaluation and the Community Workshop input and facilitate a discussion among Subcommittee members to get feedback the qualities that should be included in the Preferred Land Use Alternative. For this and all meeting series, the contingency can be used to cover additional meetings if needed.

Task E.2.b Deliverables:

- Draft and Final Agendas (2)
- Summary of community input on the Land Use Alternatives
- Draft and Final presentations (2)
- Cover Memo (1)
- Meeting email notification to project listserv (2)

c. Alternatives Selection Planning Commission Meeting

PlaceWorks will attend a meeting with the Planning Commission to present the Land Use Alternatives. The Planning Commission will provide feedback on the qualities to be included in the Draft Preferred Land Use Scenario.

Task E.2.c Deliverables:

- Draft and Final presentation to Planning Commission
- Summary of community and GPS on land use alternatives
- Meeting email notification to project listserv

d. Alternatives Selection City Council Meeting

PlaceWorks will attend a meeting with the City Council to present the Land Use Alternatives. The City Council will give direction on the qualities to be included in the Draft Preferred Land Use Scenario.

Task E.3.d Deliverables:

- Draft and Final presentation to City Council
- Summary of community, GPS, and Planning Commission input on land use alternatives
- Meeting email notification to project listserv

Task E.3. Draft Preferred Scenario

Based on input from the Alternatives Meeting Series, PlaceWorks will work with City staff to prepare a preliminary Draft Preferred Land Use Scenario. This Draft Preferred Scenario will include proposed land uses and intensities for the areas of change and the proposed circulation network.

Task E.3 Deliverables:

- Administrative Draft and Draft Preferred Scenario

Task F.0. — Meeting Series #4: Draft Preferred Scenario

~~Community Workshop #7: Draft Preferred Scenario~~

~~PlaceWorks will facilitate a public workshop to present and receive feedback on the Draft Preferred Scenario with the community. We will work with City staff to define the approach for the meeting, but we anticipate that it will include a presentation of a summary of public feedback to date and an overview of the Draft Preferred Scenario. We will describe the relative benefits, trade-offs, and potential impacts of the Draft Preferred Scenario. If appropriate, the workshop will be conducted using simultaneous interpretation into multiple languages, with outreach materials in multiple languages.~~

Task E.4.a Deliverables:

- ~~■ Draft and Final Agenda~~
- ~~■ Draft and Final Workshop Materials including graphics, interactive exercises, presentation, and logistics checklist~~
- ~~■ Draft and Final Workshop Summary~~
- ~~■ Meeting email notification to project listserv~~

~~General Plan Subcommittee #11: Draft Preferred Scenario~~

~~PlaceWorks will facilitate a GPS meeting to confirm the Draft Preferred Scenario.~~

Task E.4.b Deliverables:

- ~~■ Draft and Final Agenda~~
- ~~■ Summary of Community Input on Draft Preferred Scenario~~
- ~~■ Draft and Final presentation~~
- ~~■ Cover Memo~~
- ~~■ Meeting email notification to project listserv~~

~~Draft Preferred Scenario and Planning Commission Review~~

~~Based on direction from staff, PlaceWorks will prepare a revised Draft Preferred Scenario for review by the Planning Commission. PlaceWorks will then attend a meeting with the Planning Commission to present the revised Draft Preferred Scenario and receive Commission direction.~~

Task E.4.c Deliverables:

- ~~■ Administrative Draft Preferred Scenario and Draft for Planning Commission~~
- ~~■ Draft and Final Presentation to Planning Commission~~
- ~~■ Meeting email notification to project listserv~~

~~City Council Review and Preferred Scenario~~

~~PlaceWorks will accompany City staff at a City Council meeting to present the Draft Preferred Land Use and Circulation Scenario as modified by the Planning Commission and receive Council direction. Although the Preferred Scenario will remain “draft” until the Council adopts the updated General Plan at the conclusion of the project, the goal of this meeting will be to obtain Council approval to prepare the General Plan and EIR documents~~

using the Draft Preferred Scenario as a basis for policy writing and environmental analysis. Following the City Council meeting, PlaceWorks will incorporate final Council direction into the preferred scenario.

Task E.4.d Deliverables:

- Draft and Final Presentation to City Council
- Final Preferred Scenario
- Meeting email notification to project listserv

~~Task H.~~ Task F. DRAFT GENERAL PLAN

In this task, PlaceWorks will produce and assemble the updated General Plan document.

~~Task H.1.~~ Task F.1. Policy Matrix

PlaceWorks will combine the City's existing Land Use and Circulation goals, policies, and actions into a consolidated matrix to assist in evaluation and direction by City staff. Working with the evaluation matrix, we will identify current general plan goals, policies, and programs that:

- Remain relevant;
- Have been accomplished;
- Should be moved to other plans or ordinances; and/or
- Should be modified or deleted.

Based on City staff direction, we will propose solutions to resolve issues relating to format, organization, clarity, policy gaps, redundancies, new State requirements or guidance for General Plans, and other related concerns. Together with staff, we will identify which policy topics are most pressing to bring to the General Plan subcommittee, Planning Commission, and City Council for consideration, and which others can likely be addressed at the staff/consultant team level.

Task F.1 Deliverables:

- Administrative Draft Policy Matrix
- Draft Policy Matrix for Subcommittee Review

~~Task H.2.~~ Task F.2. Draft Goals, Policies, and Programs

The PlaceWorks team will draft a complete set of proposed updated goals, policies, and actions for the Land Use and Circulation Elements of the updated General Plan, drawing from the revisions identified in the policy matrix developed in concert with City staff. We will also draft any modifications that might need to be considered to policy language in other General Plan Elements to ensure consistency (though not likely including the recently adopted Housing Element). Policy writing will not take place in a vacuum; we expect to be in regular contact with staff during this intensive work period, asking questions and brainstorming solutions so that the resulting set of draft policies and actions reflects staff knowledge and guidance. The new policy language will include all updates necessary to bring the Climate Action Plan (CAP) into alignment with new State targets and to continue

to use CAP policies as the City's programmatic frameworks for reviewing and streamlining eligible projects per CEQA Guidelines Section 15183.5.

CAP-related policies are expected to address the GHG reduction benefits of State actions such as the Renewables Portfolio Standard (RPS), zero net energy building codes, and mandated increases in vehicle fuel efficiency. New and expanded GHG reduction efforts that may be needed to meet more stringent targets will recognize San Mateo's commitments to sustainable practices. All new and revised measures will include simple and relevant performance metrics, allowing City staff to easily track CAP implementation progress.

EPS will assist with drafting policies regarding development feasibility, housing affordability, fiscal sustainability, and desired community benefits for consideration by the City.

The proposed goals, policies, and actions (including in elements other than Land Use and Circulation, as needed) will also respond to and comply with new State requirements for General Plans, especially the inclusion of an Environmental Justice Element (which can be a collection of goals, policies, and actions housed in one or more sections of the General Plan) and new directives from the 2017 update to the General Plan Guidelines issued by the Governor's Office of Planning and Research (OPR), including to address:

- School siting;
- Materials and waste management;
- Short lived climate pollutants;
- Edible food recovery;
- Displacement;
- Tribal coordination;
- Creek daylighting;
- Alignment with the City's Local Hazard Mitigation Plan;
- Near-roadway siting/mitigation;
- Healthy communities (include social and mental well-being);
- Green infrastructure; and
- Infrastructure financing.

We also will work with City staff to identify needed implementation actions that can realistically be achieved with available City resources. Criteria for prioritizing and refining the list of actions could include need, value, and likely effectiveness in implementing the General Plan.

PlaceWorks will incorporate relevant work on objective standards and the Climate Action Plan into the Administrative Draft General Plan.

Task F.2 Deliverables:

- Administrative Draft Goals, Policies, and Programs
- Draft Goals, Policies, and Programs for Public Review

~~Task II.3.~~Task F.3. Meeting Series #45: Goals, Policies, and Programs

a. General Plan Subcommittee Meetings #12, #13, and #14

PlaceWorks will facilitate a series of three GPS meetings to present and receive feedback on the draft goals, policies and programs. [These meetings may be virtual or in person.](#)

Task F.3.a Deliverables:

- Draft and Final Agendas
- Draft and Final presentations
- Cover Memos
- Meeting email notifications to project listserv

b. Planning Commission Meeting(s)

PlaceWorks will facilitate up to two meetings with the Planning Commission to present and receive feedback on the draft goals, policies and programs.

Task F.3.b Deliverables:

- Draft and Final Presentations
- Summary of community and GPS input on Goals, Policies, and Programs
- Summary of Planning Commission direction on Goals, Policies, and Programs
- Meeting email notifications to project listserv

c. City Council Meeting(s)

PlaceWorks will facilitate up to two meetings with the City Council to review draft goals, policies, and actions and receive Council direction regarding any desired modifications. The PlaceWorks Principal-in-Charge and Project Manager will provide the meeting materials and partner with City staff in presenting the draft goals, policies, and programs.

Task F.3.c Deliverables:

- Draft and Final Presentations
- Summary of community, GPS, and Planning Commission input on Goals, Policies, and Programs
- Meeting email notifications to project listserv

~~Task II.4.~~Task F.4. Draft General Plan

a. Administrative Draft General Plan

While we are drafting goals, policies, and programs, PlaceWorks will also be refining accompanying modifications to the General Plan Land Use Designations (if and as needed) and narratives to explain policy direction, and then assembling text, graphics, maps, and images into the full layout of the update General Plan Elements. PlaceWorks will offer formatting options to City staff and receive staff direction regarding how best to organize the Plan Elements and layout the new Draft General Plan.

i) Land Use Element

The narrative for the Land Use Element will help the reader understand why the City has chosen the land use pattern and implementation priorities encompassed in the Preferred Scenario and draft goals, policies, and programs. The Land Use Element text will identify the vision created and issues identified by the San Mateo community and will describe the importance of responding to these factors in the General Plan Update. Subjects anticipated to be highlighted include environmental justice, healthy lifestyles, communitywide equity, potential for sea level rise and other climate –related effects, transition to renewable energy, enhancement of urban forestry, changes in workplace attributes, clean and sustainable business needs, and many others expected to be identified as community preferences during the Visioning process.

PlaceWorks understands that the updates to the General Plan, and in particular the Land Use Element, will necessitate some level of update to the Zoning Code and related development codes to ensure implementation and to improve the functioning of the Code. Accordingly, in Task G PlaceWorks will perform a thorough consistency review of the Zoning Code to identify the needed scope for a Code update.

ii) Circulation Element

The Circulation Element will define the City’s transportation network and transportation policies to support the anticipated land use growth and to provide adequate mobility and safety. The transportation network will follow the preferred circulation scenario identified in Task D. Policy updates will reflect the objectives of the Sustainable Streets Plan and other relevant City plans to foster streets that serve all modes of transportation in an environmentally sensitive way, as well as changes in General Plan law and the California Environmental Quality Act (CEQA), including SB 743 (VMT) requirements, professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process. An important focus of the Sustainable Streets Plan is enhancing street performance measures to assess whether a street adequately serves all users. The update to the Circulation Element will carry this work forward by incorporating these performance measures, with a particular emphasis on establishing a smooth transition from the LOS to per-capita-VMT standard. The Circulation Element narrative and policy language is also expected to explain and accommodate the coming future in transportation, as heralded by the emergence of clean-fuel, connected autonomous vehicles, and the requisite associated information infrastructure (“Internet of Things”).

The Circulation Diagram will encompass the full range of transportation modes, including roadways, transit, and pedestrian and bicycle corridors. Non-roadway transportation system mapping will reflect the objectives of the Rail Corridor Plan, Sustainable Streets Plan, Pedestrian Master Plan, and Bicycle Master Plan as appropriate. The PlaceWorks team will include methods for incorporating transit- and pedestrian-supportive facilities and policies in the updated General Plan and follow a complete streets approach that meets the State requirements and that supports the City’s policies and values. However, it is important to note that a Complete Streets approach – in which bicycle, pedestrian and transit usage are considered in evaluating the effectiveness and performance of a street or intersection – does not assume that all modes of travel can be well accommodated on every street.

iii) Updates to Other Elements

PlaceWorks will comprehensively review the remaining General Plan elements to determine whether and where other updates may be necessary to:

- Address policy holes for emerging State and local issues.
- Ensure internal consistency between other Elements and the updated Land Use and Circulation Elements.
- Ensure consistency with updates to plans, including the Downtown Design Guidelines, Downtown Historic District Guidelines, Rail Corridor Plan, Central Park Master Plan, Bike Master Plan, Climate Action Plan, and Clean Water Program. As part of this task, PlaceWorks will work with the City to determine which, if any, implementation projects identified in these plans should be prioritized in the General Plan.
- Address any new State requirements that are more appropriately housed in other elements (such as flood related policies in the Safety Element).
- Incorporate any potential mitigation measures identified in the CEQA analysis to support a General Plan that is as self-mitigating as possible.

b. Draft General Plan

PlaceWorks will prepare a Public Review Draft of the Draft General Plan based on City staff and TAC review and comments. PlaceWorks will provide a screencheck draft of the Public Review Draft General Plan for City staff review and comment. PlaceWorks will incorporate City comments on the screencheck draft into the final Public Review Draft General Plan.

Task F.4 Deliverables:

- Draft and Final General Plan Outline
- Draft and Final Template
- Administrative, Screencheck, and Draft General Plan

~~Task H.5~~ Task F.5. Meeting Series #56: Draft General Plan

a. Draft General Plan Open House

PlaceWorks will address City staff comments on the Administrative Draft General Plan in a Screencheck prior to release of the Public Review Draft of the General Plan. The Public Review Draft General Plan will be posted on the General Plan Update website and will be presented at an open house and made available at City Hall, local libraries, the College of San Mateo, and other key community locations. PlaceWorks will coordinate the Open House and will partner with City staff and PCRC to lead the Open House. PlaceWorks and PCRC will also prepare a virtual open house or other online exercise to present the Draft General Plan to the public.

Task F.5.a Deliverables:

- Screencheck Draft General Plan
- Public Review Draft General Plan
- Draft and Final Open House Agenda
- Draft and Final Open House Materials, including graphic boards, presentation, and logistics checklist

- Draft and Final Open House Summary
- Meeting email notifications to project listserv

b. General Plan Subcommittee Meeting #15

PlaceWorks will facilitate a meeting with the GPS to receive feedback on the Public Review Draft General Plan. We will summarize input obtained at the GPS meeting to present to the Planning Commission and City Council alongside the Public Review Draft General Plan.

Task F.5.b Deliverables:

- Draft and Final Agenda
- Summary of Community Input on Draft General Plan
- Draft and Final presentation
- Cover Memo
- Meeting email notification to project listserv

c. Planning Commission Review

PlaceWorks will provide the meeting materials and will partner with City staff at up to three Planning Commission meetings to present the Public Review Draft General Plan and to obtain comments from the Commissioners.

Task F.5.c Deliverables:

- Draft and Final Presentation
- Draft and Final Meeting Materials for Planning Commission
- Meeting email notifications to project listserv
- Summary of Planning Commission Direction

d. City Council Consideration

PlaceWorks will provide the meeting materials and will partner with City staff at up to three City Council meetings to present the Public Review Draft General Plan and GPS and Planning Commission feedback and to obtain comments and direction to incorporate into the Public Review Draft General Plan, which will be the subject of the Environmental Impact Report (EIR).

Task F.5.d Deliverables:

- Draft and Final Presentation
- Draft and Final Meeting Materials for City Council
- Meeting email notifications to project listserv
- Summary of City Council Direction

~~Task JJ.~~Task G. EIR AND PLAN ADOPTION

~~Task JJ.1.~~Task G.1. Notice of Preparation and Scoping Meeting

a. Notice of Preparation

PlaceWorks will prepare a Notice of Preparation (NOP) of an EIR pursuant to CEQA Section 15082. The Project Description for this program-level “project” will include the General Plan Update and the amendments to the Climate Action Plan, if necessary. The NOP will include an environmental scoping study with a brief project history and a description of the topics to be analyzed in the EIR. For any environmental issues found not to require additional analysis, source references will be provided. PlaceWorks will be responsible for circulation of the NOP to the State Clearinghouse.

b. Scoping Meeting

During the 30-day comment period on the NOP, the Planning Commission will devote a regular meeting to receiving public comment as part of the scoping process for the EIR. PlaceWorks will attend the meeting and present an overview of the General Plan process to date, how input received during the outreach components was integrated into the Draft General Plan, and key issues for CEQA topics. PlaceWorks will prepare a written summary of the environmental issues raised at the scoping meeting for inclusion in the Draft EIR.

Task G.1 Deliverables:

- Draft and Final NOP
- Draft and Final Scoping Meeting Agenda
- Draft and Final Meeting Materials for Planning Commission
- Draft and Final Summary of Scoping Meeting
- Meeting email notifications to project listserv

~~Task JJ.2.~~Task G.2. Buildout Calculation and Traffic Model Refinement

a. Buildout Calculation

Similar to the buildout evaluation prepared in Task D for the Land Use Alternatives, PlaceWorks will calculate buildout of the project to be evaluated in the EIR, including allocating buildout to each TAZ based on relationship to study area boundaries. City staff will review and approve the methodology used for this calculation prior to our analysis. PlaceWorks will prepare a draft set of buildout numbers, make any changes needed, and provide staff with an opportunity for a final review before using those numbers as the basis for evaluation in the EIR.

b. Traffic Model Refinement

Hexagon Kittelson will update the ~~current~~ 2040 traffic forecasts for the preferred alternative based on revised land use data and circulation assumptions. Revised land use data, in TAZ household and jobs format, will come from either the City or PlaceWorks and

will reflect the land use direction of the general plan preferred alternatives. Hexagon Kittelson will run the travel demand forecasting model, based on the most current version available from VTA, and produce forecasts of various transportation parameters including mode split, vehicle miles traveled, transit ridership, and traffic volume on the major road network. For the preferred alternative, which will be the project for the General Plan EIR, Hexagon Kittelson also will calculate intersection levels of service for the 62 intersections that are monitored by San Mateo. Intersection turning movements will be estimated by adjusting the model forecasts to reflect the most recent available traffic counts. Intersections along Hillsdale Boulevard and other congested corridors, such as Fashion Island Boulevard, will be adjusted to reflect observed traffic conditions. For any intersections that are shown to be deficient, Hexagon Kittelson will describe potential improvement measures. Improvements could include traffic reduction measures through a more robust Transportation Demand Management (TDM) program than is currently required.

Task G.2 Deliverables:

- Methodology Memo including the integration of VMT, multimodal infrastructure improvements and policies, TMAs and TDMs strategies in keeping with the Sustainable Streets Plan and Bike Master Plan and other relevant City plans and regulations.
- (currently being updated).
- Draft and Final Buildout Numbers
- Traffic Model Update
- Intersection LOS
- Improvement Measures for deficient intersections

~~Task JJ.3.~~Task G.3. Administrative Draft EIR

a. Project Description

PlaceWorks will work with City staff to draft and refine a Project Description based on the updated General Plan and amendments to the Climate Action Plan if necessary. Upon approval by City staff, the Project Description will be distributed to the PlaceWorks team for reference.

b. Environmental Analysis

In keeping with the requirements of CEQA, environmental review of the General Plan will include a detailed analysis to determine the environmental impacts for the following resource categories:

- **Aesthetics.** The aesthetics analysis will review the Draft General Plan Update land use map, policies, and programs that may impact scenic vistas and other scenic resources. PlaceWorks will use its expertise in urban design and visual assessment, and its familiarity with the city's visual resources, to analyze potential aesthetic impacts related to visual compatibility with the surrounding land uses.
- **Air Quality and Greenhouse Gas Emissions.** The air quality and greenhouse gas (GHG) emissions analysis for the General Plan Update, and EIR will be based on the current methodology of the Bay Area Air Quality Management District (BAAQMD) for projects in the San Francisco Bay Area Air Basin. BAAQMD is in the process of updating their

CEQA Guidelines. PlaceWorks will work with the City to address potential changes to the analysis in the event that the methodology is updated prior to finalization of the analysis. Modeling files will be included as an appendix to the EIR. We anticipate that we will model emissions in years 2030, 2040, and 2050.

- **Preparation of GHG Inventory:** PlaceWorks will identify existing and long-term criteria air pollutant and GHG emissions and prepare an activity-based GHG inventory for the most recent calendar year with available data. It will be consistent with the GHG inventory in the existing CAP and will follow ICLEI's U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (2012). We anticipate that the inventory update will include the following sectors:
 - **On-Road Transportation.** Buildout of the General Plan would generate criteria air pollutant and GHG emissions from an anticipated increase in trips and vehicle miles traveled (VMT) by passenger vehicles and trucks. VMT will be modeled using the California Air Resources Board's (CARB) latest emissions factor model based on data provided by [Kittelson-Hexagon](#).
 - **Residential and Non-Residential Built Environment (Energy).** Buildings in the City consume electricity and natural gas. Activity data provided by Peninsula Clean Energy (PCE) and Pacific Gas & Electricity (PG&E) will be used to compile the criteria air pollutant and GHG emissions inventory. GHG emissions from electricity use will be based on the latest carbon intensity available from PCE and PG&E.
 - **Water Use/Wastewater Generation.** Electricity is used to transport and treat water for indoor and outdoor purposes. Additionally, treatment of wastewater generates fugitive GHG emissions. GHG emissions from this sector will be based on data available from the City's Urban Water Management Plan and other relevant sources.
 - **Solid Waste Disposal.** Disposal of municipal solid waste generate indirect GHG emissions from decomposition of organic materials. This sector will be based on data available from CalRecycle for the City of San Mateo and modeled using CARB's latest landfill gas model.
 - **Caltrain.** Currently, diesel fuel is used to operate Caltrain commuter rail locomotives, which pass through San Mateo and make stops at three stations in the City. The use of diesel fuel generates criteria air pollutants and GHG emissions, which will be accounted for in the inventory. This will also allow PlaceWorks to assess the benefits associated from electrification of the Caltrain system beginning in 2022.
 - **Landfill.** The decomposition of waste in the closed 3rd Avenue Landfill continues to generate GHG emissions even though no new waste is being added. PlaceWorks will include these emissions in the updated GHG inventory for the sake of consistency with the CAP and guidance documents.
 - **Other Applicable Sources (Off-Road, Point Sources).** Use of off-road equipment, such as those used during construction activities and industrial warehouses, in the City also generates criteria air pollutant and GHG emissions. Emissions from the use of gasoline, diesel, and other fuels by these pieces of equipment will be included in the inventory. While industrial sources in the City generate emissions, these stationary sources are permitted sources of emissions and not under the direct or indirect control of the City. If information is available for permitted sources from BAAQMD, these sources will be identified within the inventory separately. Potential regional localized air quality impacts from construction

activities associated with implementation of the General Plan will be described qualitatively.

An emissions forecast will be generated that will show expected emissions from buildout of the General Plan, without any reduction actions, and will be used to show consistency with local, regional, and state emission reduction targets. Emissions will be modeled with CalEEMod in a manner consistent with the GHG inventory and forecast update and incorporated into the environmental analysis. The total increase in criteria air pollutant emissions compared to the existing land uses will be compared to the BAAQMD significance thresholds.

- **Applicable Plan Consistency.** PlaceWorks will analyze consistency with the strategies in BAAQMD's AQMP and whether the proposed General Plan would result in higher VMT growth per capita and per service population than under existing conditions, per the BAAQMD's CEQA Guidelines Plan-Level criteria. The air quality impact analysis will also describe land uses in the City that have the potential to generate nuisance odors. Buffer distances and/or control measures for sources listed in the BAAQMD's guidelines will be incorporated. Because the San Francisco Bay Area Air Basin is designated as in attainment for carbon monoxide (CO), CO hotspots will be described qualitatively based on BAAQMD's CEQA Guidelines screening analysis.

The EIR will also include a discussion of the GHG reduction targets of Assembly Bill 32 (AB 32), Senate Bill 32 (SB 32), SB 375, and Executive Order S-03-05. The California Air Resources Board (CARB) recently released the *2017 Scoping Plan Update* to address the new interim GHG reduction target for 2030, which is 40 percent below 1990 levels. The GHG section in the EIR will discuss the City's commitment to reducing GHG emissions in accordance with the GHG reduction goals of AB 32, SB 32, SB 375, and Executive Order S-03-05. Project consistency with the Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments' (ABAG) *Plan Bay Area 2040* (the region's Sustainable Community Strategy) will also be reviewed. The analysis in the EIR will also include a consistency evaluation with the measures in the City's CAP.

- **Biological Resources.** This EIR section will describe known resources and identify proposed General Plan policies that protect sensitive natural resources, based on existing data. The EIR will identify vegetation types, wildlife habitats, and known occurrences of special-status species, sensitive natural communities and wetland features. The impact analysis will qualitatively evaluate the impacts of the GPU on these biological resources and identify proposed General Plan policies that mitigate potential impacts.
- **Cultural and Tribal Cultural Resources.** The EIR will describe the regional and local prehistoric and historical context of San Mateo, including around waterways, and summarize local, State, and federal policies, laws, and regulations regarding the treatment of cultural and tribal cultural resources. As necessary, PlaceWorks will examine the records of the Northwest Information Center of the California Historical Resources Information System. The EIR will analyze potential impacts from implementation of the General Plan Update on prehistoric and historic cultural resources, tribal cultural resources, and identify mitigation measures, if necessary.
- **Geology, Soils, and Mineral Resources.** The EIR will analyze the potential for significant direct and/or indirect environmental impacts as they relate to geology, soils, and seismicity. A variety of data sources will be employed. Such sources may include geologic maps, investigations, and studies published by the California Geologic Survey

(CGS), the U.S. Geological Survey (USGS), or academic institutions; available geotechnical studies in the project area; and seismic and geologic hazard maps and studies prepared by the CGS, the California Office of Emergency Services, and the Northern California Earthquake Data Center. An experienced PlaceWorks senior geologist, professionally licensed in the State of California, will personally prepare this section of the EIR.

- **Hazards and Hazardous Materials.** The EIR will describe hazards and hazardous materials issues and evaluate the potential exposure to these hazards through future development, especially in-fill sites, anticipated in the General Plan. This section will include a database search of the site and nearby properties that use, store, or transport hazards of hazardous materials in the study area.
- **Hydrology and Water Quality.** PlaceWorks will analyze existing hydrology and water quality conditions, including regional and site-specific hydrological setting of the area, stormwater drainage characteristics, water quality data (both surface and groundwater), local receiving water bodies, pollutants of concern based on changes in land use, and flooding hazards. PlaceWorks will identify pertinent local plans, laws, and regulations pertaining to hydrology and water quality, including the City of San Mateo Ordinance No. 2003-5 Stormwater Management and Discharge Control and the region's NPDES permit. This EIR section will also include a discussion of compliance with SB 5 for flood protection, and implementation of the City's stormwater quality best management practices for new development and redevelopment projects.
- **Land Use and Planning.** The EIR will discuss whether the General Plan Update will physically divide an established community; conflict with any applicable land use plan, policy, or regulation of an agency with jurisdiction over the project; or conflict with any applicable habitat conservation or natural community conservation plan.
- **Noise and Vibration.** PlaceWorks will prepare noise and vibration technical analyses to evaluate potential acoustical impacts associated with the San Mateo General Plan Update. As part of the planning process, technical noise staff will review the proposed goals and policies of the General Plan Update; provide input to the process, including technical support and research; and make recommendations to meet the City's long-term goals.

The EIR for the General Plan Update will be programmatic and will identify the impacts on sensitive land uses due to implementation of the proposed planning documents. The EIR will discuss relevant standards and criteria for noise exposure; the assessment of impacts will be based on federal, state, and local ordinances, policies, and standards, including those in the City of San Mateo's updated General Plan Noise Element and Municipal Code. Potential land use conflicts within the city will be identified based on the results of the noise monitoring and modeling results. The results of this analysis will be summarized in the EIR noise section and pertinent calculation details will be provided in an appendix.

- **Existing Noise Conditions:** PlaceWorks proposes to conduct an examination of the General Plan area existing conditions. We will use our experience and knowledge of similar noise environments to characterize the existing conditions for the Plan Area. To document existing ambient noise conditions, to identify the major sources of noise in the area, and to identify potential issues, opportunities, and challenges with respect to noise and land use compatibility, an evaluation of existing ambient noise conditions will be conducted. PlaceWorks will conduct field surveys of the General Plan Area to acquire ambient noise level data for establishing the baseline, existing

noise environments. These ambient noise measurement surveys will consist of short-term (15-minute) sampling at up to ten locations and long-term (24-hour) noise monitoring at up to three locations within the city. In addition to the measurement locations throughout the General Plan Area, the noise monitoring program will have an emphasis in the Downtown Specific Plan Area. These locations will be selected by PlaceWorks, in coordination with city staff, and will take into consideration the major roadways and arterials in the planning areas, including J. Arthur Younger Freeway (SR-92), Bayshore Freeway (Rte-101), and El Camino Real.

- **Transportation Noise:** Noise from vehicular traffic will be assessed using a version of the U.S. Federal Highway Administration Traffic Noise Model. These noise contours will rely on traffic forecasts included in the associated traffic impact analyses provided by [Kittelson Hexagon](#) and will identify areas along freeway and roadway segments that would be exposed to noise increases above criteria included in the City's General Plan Noise Element. Additionally, noise affects related to railway and aircraft noise will be discussed in the noise study; relevant contributions from aircraft noise will be included in our impact analyses.
 - **Stationary Noise:** Noise impacts from non-transportation sources, such as major retail and commercial/ industrial uses, will be discussed in terms of potential impacts to nearby noise-sensitive receptors. Future ambient noise and land use compatibility will be discussed for the proposed uses in each planning area.
 - **Noise and Land Use Compatibility:** An analysis will be prepared to assess noise and land use compatibility for focused areas in the city that could be affected by land use changes or by changes in traffic patterns. Potential land use conflicts within the city will be identified, based on the results of the noise monitoring and modeling results.
 - **Construction Noise and Vibration:** Construction impacts with implementation of the proposed project will be evaluated at a programmatic level for the General Plan. In addition, a more-focused analysis will be prepared for potential temporary impacts during construction associated with the future Downtown Specific Plan, using the buildout projections. Future noise and vibration effects from construction activities will be discussed in terms of accepted standards from the U.S. Federal Transit Administration.
- **Population and Housing.** This section will focus on the potential for displacement of people or housing and for substantial population growth that could result from implementation of the General Plan. PlaceWorks will also consider the growth inducing potential of buildout, including indirect growth from increased employment opportunities. This section will rely on the buildout projections described in Task F.3.
 - **Public Services.** PlaceWorks will evaluate the potential need for expanded public services as a result of the proposed project, including law enforcement, fire protection, libraries, and schools. PlaceWorks will identify existing public services within the city. As part of this evaluation, PlaceWorks will contact service providers for background information, assistance with impact assessments, and mitigation recommendations, as needed. The setting will include a description of each public service provider, including current and projected capacity.
 - **Parks and Recreation.** PlaceWorks will describe existing recreation facilities within the planning area and evaluate any potential impacts on existing park and recreation facilities. The impact analysis will draw on standards and objectives described in adopted City documents.

- **Traffic Analysis.** A traffic analysis will be provided to support the General Plan Update and EIR. The analysis will focus on VMT per SB 743 for impact findings, but will also report level of service and delay for non-CEQA purposes per current City General Plan policies. It would include a review of existing transportation facilities and traffic conditions, identification of planned network improvements, and forecast of future volumes and conditions. Available traffic volumes will be obtained from the City, County, and Caltrans. ~~Kittelson~~Hexagon will rely on traffic forecasts based on available data sources including the City's traffic model, most recent available VTA traffic model, and Traffic Mitigation Report. ~~Kittelson~~ Hexagon will identify the future roadway network required to support the anticipated level of land use development and propose changes to the roadway functional classifications to meet the City's circulation goals. The PlaceWorks team will work with City staff to to incorporate the Bicycle Master Plan and identify a conceptual ~~bicycle and~~ pedestrian network to provide a viable alternative for non-motorized travel. In addition, the existing and future transit routes would be reviewed to best integrate with the bicycle and pedestrian network. The data in the traffic analysis will also support the noise, air quality, and greenhouse gas emissions analyses.

Building upon ongoing socioeconomic analysis and forecasting efforts for the City (under subcontract to ~~Hexagon~~ Kittelson) EPS will prepare a socioeconomic data set for the General Plan alternatives under consideration and subjected to the City's Travel Demand Model. As may be requested, EPS will prepare summaries of the land use, population, and employment forecasts as may be relevant to other EIR topics.

- **Utilities.** BKF will calculate the water, wastewater, and stormwater demand for the preferred scenario and determine what infrastructure, if any, will need to be upgraded. Using this analysis, PlaceWorks will prepare the utilities and service systems section of the EIR, covering water, wastewater, stormwater, and solid waste utility systems. Recommended improvements needed to serve planned future development, based on input from the City's Public Works Department, will be listed in the EIR.

As part of this task, BKF will also prepare a Waters Supply Evaluation. BKF will review and evaluate existing and proposed land use changes and related background information. BKF will coordinate with Cal Water and the City to confirm all the relevant information to use for the evaluation, including land use changes by location and area, type of development, preliminary estimate of the number of units and phasing over estimated time. BKF will prepare a draft water supply evaluation for review and comment. BKF will incorporate revisions based on City comments and submit a final report to the City and Cal Water.

- **Alternatives Analysis.** The PlaceWorks team will evaluate up to three alternatives to the proposed project, one of which will be the CEQA-required No Project Alternative. CEQA Guidelines allow the alternatives to be evaluated in less detail than the project, but they still will need adequate metrics to allow comparison. Accordingly, the alternatives will be evaluated at a qualitative level. Based on this analysis, the Environmentally Superior Alternative will be identified (as required by CEQA).
- **CEQA Required Assessment Conclusions.** PlaceWorks will prepare the appropriate conclusions to fulfill CEQA requirements by providing an assessment of unavoidable significant environmental impacts; significant irreversible environmental changes; relationship between local short-term uses of the environment and long-term productivity; and effects found not to be significant.

Task G.3 Deliverables:

- Administrative Draft Project Description
- Administrative Draft EIR, including Technical Studies

~~Task JJ.4.~~**Task G.4. Draft EIR, Notice of Completion and Open House/Public Hearing**

a. Draft EIR

Following the completion of the above tasks, PlaceWorks will compile the information into a Draft EIR. PlaceWorks will route the Draft General Plan to the State Clearinghouse. (Technical appendices and background reports will be provided electronically for all drafts.)

b. Notice of Completion

PlaceWorks will prepare and submit the Notice of Completion (NOC) regarding the Draft EIR to the State Clearinghouse, which will begin the legally-required 45-day public review period.

c. Open House/Public Hearing

During the Draft EIR public review period, PlaceWorks will facilitate an open house [\(virtual and/or in person\)](#) and public hearing to present the Draft General Plan and Draft EIR and solicit feedback on the documents.

Task G.4 Deliverables:

- Draft EIR, including Technical Studies
- Notice of Completion (NOC)
- Draft and Final Open House Agenda and Meeting Materials
- Meeting email notifications to project listserv

~~Task JJ.5.~~**Task G.5. Final EIR/Mitigation Monitoring and Reporting Program**

Immediately following the completion of the 45-day public review period, PlaceWorks will discuss with City staff any comments received during the public review period and the approach to responding to the comments. PlaceWorks will incorporate public and agency comments received on the Draft EIR and the responses to these comments, as appropriate, into the Final EIR document. Other members of the consulting team will also participate as needed. (Reanalysis is not included in this Scope of Services.)

If necessary, PlaceWorks will also prepare a Mitigation Monitoring or Reporting Program (MMRP) for the project.

Task G.5 Deliverables:

- Administrative Draft Response to EIR Comments
- Response to EIR Comments
- Final EIR & MMRP

~~Task JJ.6.~~ **Task G.6. Summary of Revisions to Draft General Plan and Findings**

a. Summary of Revisions

Following public review of the Draft General Plan, PlaceWorks will prepare a memorandum summarizing revisions to the Draft General Plan, reflecting comments received during the public review process. This summary will also include revisions based on the responses to comments in the Final EIR.

b. Findings

PlaceWorks will prepare draft findings and resolutions to allow for adoption of the General Plan and certification of the EIR. These findings and resolutions will summarize significant impacts of the Plans, present mitigation measures required to reduce impacts to less-than-significant levels, allow adoption of the MMRP, and include, if necessary, statements of overriding consideration. The findings and resolutions will be finalized by City staff.

Task G.6 Deliverables:

- Administrative Draft Summary of General Plan Revisions
- Administrative Draft Findings and Resolutions
- Summary of General Plan Revisions
- Draft Findings and Resolutions

~~Task JJ.7.~~ **Task G.7. Certification and Adoption Hearings and Final Plan/EIR**

In these final hearings, City decision-makers will review and adopt the Final General Plan and certify the EIR. PlaceWorks will attend up to two Planning Commission and three City Council hearings.

Task G.7 Deliverables:

- Draft and Final Presentations to Planning Commission
- Draft and Final Presentations to City Council
- Draft and Final Meeting Materials for Planning Commission and City Council

TASK H. HOUSING ELEMENT CEQA REVIEW

The Housing Element is subject to specific timelines in State law and must be adopted by January 2023. Prior to adoption, a CEQA document evaluating the Housing Element must be prepared and certified by the City Council. In this task, the PlaceWorks team will prepare the necessary CEQA documents to allow for adoption of the Housing Element. The Housing Element itself will be prepared under a separate contract. To meet State deadlines, this scope anticipates that the CEQA review of the Housing Element will need to be completed before the CEQA review of the General Plan. This scope anticipates an EIR; if appropriate, a different type of CEQA document, such as Initial Study/Mitigated Negative Declaration or an Addendum, could be prepared instead.

Task H.1. Project Description, Initial Study Checklist, and Notice of Preparation

PlaceWorks will prepare a complete project description that will be used in the Notice of Preparation (NOP) for the environmental impact report. This scope assumes that the buildout calculation of the Housing Element will correspond to the capacity identified in the housing sites inventory. As part of the project description, PlaceWorks will apply the housing sites inventory to TAZs in the traffic model.

PlaceWorks will also prepare an initial study that will help focus the content of the EIR and accompany the NOP. PlaceWorks will review the draft project description and initial study with the City prior to completion of the NOP.

PlaceWorks will prepare for and conduct a scoping meeting to discuss the content of the EIR and the extent of technical studies used to complete the analysis.

Task H.2. Administrative and Public Review Draft EIR

PlaceWorks will provide an Administrative Draft EIR for review by the City.

Given that the Housing Element is expected to identify already-developed, underutilized infill sites as the available sites for accommodating housing, we assume the following topic areas will require the most in-depth discussion, but we will consider all topics in the CEQA Guidelines:

- Traffic Analysis. Kittelson will prepare a program-level traffic analysis that quantifies the probable impacts to the city's roadway network from the proposed project.
- Air Quality. PlaceWorks will prepare an air quality analysis based on the traffic analysis provided by Kittelson.
- Greenhouse Gases. PlaceWorks will quantify GHG impacts associated with the project based on the traffic analysis provided by Kittelson, taking into account the City's adopted Climate Action Plan.
- Noise. PlaceWorks will prepare a qualitative noise assessment based on traffic anticipated near the proposed rezoning. No noise study will be prepared; however, the section will include information from the General Plan EIR and the City's noise ordinance.
- Cultural Resources. While not part of CEQA, PlaceWorks will also prepare the requisite information for compliance with Government Code Section 65352.3 (SB 18). PlaceWorks will draft a letter to the Native American Heritage Commission on City letterhead, and once the list of tribes is received, PlaceWorks will draft consultation letters for every tribe on the list. As there are no physical projects associated with the Housing Element, PlaceWorks does not anticipate that formal consultation will be requested; however, mitigation measures will likely be included in the CEQA document governing the discovery of cultural resources during project review.
- Public Services. PlaceWorks will contact service providers including police, fire, and schools to evaluate existing capacity and potential physical impacts of serving new homes and residents.

- Utilities. PlaceWorks and BKF will work with Public Works staff to evaluate the utilities available for the identified housing sites and any needed increase in services to serve the sites.
- Energy. PlaceWorks will evaluate the potential energy impacts of the Housing Element as required under Appendix F of the CEQA Guidelines, including energy demand, impacts on energy resources, and transportation energy use.
- Alternatives. PlaceWorks will work with the City to develop a range of reasonable alternatives to the proposed project. The alternatives will be evaluated for their ability to reduce or eliminate environmental impacts reported in the Draft EIR.

PlaceWorks will review a single consolidated set of comments on the administrative draft EIR. PlaceWorks will prepare a screencheck version of the Draft EIR for final review prior to publication. PlaceWorks will submit the EIR to the State Clearinghouse on behalf of the City. PlaceWorks will prepare drafts of the public notices for posting by the City. This scope does not include hard copies of the Draft EIR or notices.

Task H.3. Final EIR, Findings, MMRP, and Adoption

At the conclusion of the Draft EIR public review period, PlaceWorks will work with the City to respond to all comments received and prepare an Administrative Final EIR for City review. We will incorporate a single, consolidated set of City revisions to the administrative draft.

The Final EIR will include revisions to the Draft EIR, a list of commenters on the Draft EIR, comment letters, responses, and errata. We will provide an electronic version of the Final EIR and all associated files.

This scope assumes a total of 40 hours to respond to comments on the Draft EIR. Comment letters that are considered very complex which require substantial effort or additional analysis to respond to will be considered outside of this scope of work and cost estimate.

If mitigation measures are necessary, PlaceWorks will prepare a comprehensive Mitigation Monitoring and Reporting Program (MMRP) pursuant to Section 21081.6 of the Public Resources Code. PlaceWorks will draft the MMRP using the information contained in the environmental analysis, including the specific mitigation measures, assignments of responsibility, relationships to project implementation, and time frames for implementation.

PlaceWorks will prepare draft findings and resolutions to allow for adoption of the Housing Element and certification of the EIR. These findings and resolutions will summarize significant impacts of the Plans, present mitigation measures required to reduce impacts to less-than-significant levels, allow adoption of the MMRP, and include, if necessary, statements of overriding consideration. The findings and resolutions will be finalized by City staff.

PlaceWorks staff will prepare for and attend one public hearing on the certification of the EIR.

~~TASK KK.~~ TASK I. IMPLEMENTATION

~~Task KK.1.~~ Task I.1. Zoning Code Consistency Review

Following finalization of the General Plan, or earlier in the process if desired and directed by City staff, PlaceWorks will carefully review the existing Zoning Code and Zoning Map and identify a list of specific changes to text, map, and graphics needed to align the Zoning Code with the updated General Plan, as well as to improve the ease of use, understanding and administration of the Code and related development codes. Using the consistency review as a starting point, PlaceWorks will work with City staff finalize the list of desired code changes to produce a scope and budget for the Zoning Code Update that meets the City's needs.

-

Task H.1 Deliverables:

- Zoning Consistency Memo

~~Task KK.2.~~ Task I.2. Implementation Strategy

PlaceWorks will prepare an Implementation Strategy for the updated General Plan. The strategy will provide a framework to connect day-to-day and short-term City actions to the long-term General Plan goals, ensuring that the new San Mateo General Plan remains a living document that can respond to changing conditions. The Strategy will also provide an institutional framework to annually revisit the General Plan in accordance with State direction, gauge its continuing relevance, and recommit investments to the City's vision.

For each of the actions listed in the adopted General Plan, we will prepare a short description that will:

- Identify the specific General Plan policy the item will implement.
- Identify the agency, department, or organization to carry out the task.
- Identify resources required for the item.
- Identify the timeframe needed to complete the task.
- Establish a measure to indicate successful completion of the task.

Because the number of actions in the General Plan will have been carefully considered during the writing and public review phases, the Implementation Strategy should provide a clear and achievable roadmap for annual achievement. Each year of successful incremental implementation will build support and confidence among the community, elected officials, and staff from all departments.

The implementation strategy will also address actions needed related to the Climate Action Plan. PlaceWorks will update the existing CAP to include the new GHG inventory and forecast, new long-term targets, any revisions to existing or planned GHG reduction measures, and the new reduction measures as previously discussed. These changes will be reflected in an updated version of the CAP Consistency Checklist. PlaceWorks will also incorporate any other changes that may be appropriate. This may include updates to the Climate Change Impacts section to reflect the most recent data, revisions to the Regulatory

Framework discussion to include new items and updating the CAP Implementation Work Plan.

As a part of this task, PlaceWorks will update the GHG monitoring tool that was prepared as part of the 2015 CAP. This will involve integrating the new GHG inventory and forecasts, changes to existing and planned GHG reduction efforts, and new and revised GHG reduction measures. PlaceWorks will ensure that GHG reduction measures and actions from the county-wide RICAPS efforts are fully integrated into the monitoring tool. This update will allow the City to continue to track and report on CAP implementation efforts.

Additionally, PlaceWorks will coordinate with other plans and planning efforts, including the Bicycle Master Plan, Downtown Plan, and historic survey.

Task H.2 Deliverables:

- Draft and Final Implementation Strategy and Matrix

~~Task KK.3.~~Task I.3. Online General Plan

As a companion to the hard copy General Plan document, PlaceWorks will create a configurable and interactive online General Plan. This web-based application will present the content of the General Plan through interactive text, maps, and graphics. This scope assumes that additional discussion and direction on the online General Plan will happen after or shortly before the General Plan is adopted by the City Council.

SCHEDULE

PlaceWorks is proposing to complete the General Plan Update and EIR by December 31, 2023, as shown on the attached schedule.

FIGURE 1 SCHEDULE

City of San Mateo General Plan Update

Revised August 10, 2020

Remaining Tasks as of August 2020		Duration (calendar days)	Estimated Start	Estimated Finish
TASK D. Land Use and Circulation Alternatives Identification				
D.3	Meeting Series #2: Range of Alternatives	537	1/1/2020	6/21/2021
a	Community Outreach: Range of Alternatives	21	1/1/2020	3/3/2020
b	Draft Alternatives	45	1/2/2021	2/16/2021
c	Community Outreach: Draft Alternatives	45	2/16/2021	4/2/2021
d	Revised Draft Alternatives	21	4/2/2021	4/23/2021
e	General Plan Subcommittee Meeting #7			5/5/2021
f	Planning Commission Meeting			5/25/2021
g	City Council Meeting			6/21/2021
D.4	Final Alternatives	21	6/21/2021	7/12/2021
TASK E. Land Use and Circulation Alternatives Selection				
E.1	Alternatives Analysis	105	7/12/2021	10/25/2021
E.2	Meeting Series #3: Alternatives Selection	147	10/25/2021	3/21/2022
a	Community Workshop #6: Alternatives Selection	40	11/8/2021	12/18/2021
b	General Plan Subcommittee Meetings #9 and #10	32	12/18/2021	1/19/2022
c	Planning Commission Meeting		2/22/2022	2/22/2022
d	City Council Meeting		3/21/2022	3/21/2022
E.3	Preferred Scenario	45	3/21/2022	5/5/2022
E.4	Meeting Series #4: Draft Preferred Scenario	0		
TASK F. Draft General Plan				
F.1	Policy Matrix	40	7/1/2020	8/10/2020
F.2	Draft Goals, Policies and Actions	114	8/10/2020	12/2/2020
F.3	Meeting Series #5: Goals, Policies, and Actions	126	12/2/2020	4/7/2021
a	General Plan Subcommittee Meetings #11, #12, and #13		12/9/2020	1/13/2021
b	Planning Commission Meeting (2)	14	2/10/2021	2/24/2021
c	City Council Meeting (2)	14	3/24/2021	4/7/2021
F.4	Draft General Plan	160	5/5/2022	10/12/2022
F.5	Meeting Series #6: Draft General Plan	216	10/12/2022	5/16/2023
a	Draft General Plan Open House + Pop Ups	60	10/12/2022	12/11/2022
b	General Plan Subcommittee Meeting #14		1/5/2023	1/5/2023
c	Planning Commission Meetings (3)	49	1/18/2023	3/8/2023
d	City Council Meetings (3)	42	4/4/2023	5/16/2023
TASK G. EIR and Plan Adoption				
G.1	Notice of Preparation and Scoping Meeting			
G.2	Buildout Calculation and Traffic Model Refinement	30	5/5/2022	6/4/2022
G.3	Administrative Draft EIR	60	6/4/2022	8/3/2022
G.4	Draft EIR, Notice of Completion and Open House/Hearing	60	8/3/2022	1/10/2023
	Publish Draft EIR			11/11/2022
	Open House		11/11/2022	12/11/2022
	Min. 60-day public comment period	60	11/11/2022	1/10/2023
G.5	Final EIR/Mitigation Monitoring & Reporting Program	90	5/16/2023	8/14/2023
G.6	Findings & Summary of Revisions to Draft General Plan	45	8/14/2023	9/28/2023
G.7	Certification and Adoption Hearings & Final Plan/EIR	45	9/28/2023	11/12/2023
TASK H. Housing Element CEQA Review				
H.1	Project Description, Initial Study Checklist, and NOP		8/1/2020	1/19/2022
H.2	Administrative Draft and Public Review Draft EIR		1/19/2022	7/18/2022
H.3	Final EIR, Findings, and MMRP		9/1/2022	11/1/2022
TASK H. Implementation				
H.1	Zoning Code Consistency Review	45	11/12/2023	12/27/2023
H.2	Implementation Strategy	75	11/12/2023	1/26/2024
H.3	Online General Plan	90	11/12/2023	2/10/2024

5 Dates are provided for estimated timeline only and are not intended to represent actual deadlines.

COST ESTIMATE

PlaceWorks proposed to complete the General Plan Update project for a cost not-to-exceed \$~~1,994,321~~2,191,461, including a ~~67~~ percent contingency, as shown on the ~~following~~ attached cost table.

The billing rates for each team member are included in the attached cost table~~Table 1~~.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

The cost estimate assumes that:

- Our cost estimate includes the meetings shown in ~~Chapter 2~~ this scope of work. Additional meetings would be billed on a time-and-materials basis. PlaceWorks's Project Manager will attend all project meetings, public workshops and other public meetings
- All products will be submitted to the City of San Mateo in electronic (PDF) format or in WORD, depending upon the product, and as discussed with City staff.
- City staff will be responsible for meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, refreshments, and access at community events, such as a booth or table space.

TABLE 1 — COST ESTIMATE