

2. WORK PROGRAM

2.1 SUMMARY WORK PROGRAM

Phase 1: Prepare for Specific Plan

- Task 1.1 Project initiation
- Task 1.2 Background material compilation and review, fieldwork (civil engineering)
- Task 1.3 OPTIONAL TASK: TRAINING FOR CITY STAFF & KEY STAKEHOLDERS
- Task 1.4 Planning Commission Work Session
- Task 1.5 City Council Work Session
- Task 1.6 Pre-charrette Stakeholder interviews & meetings
- Task 1.7 Infrastructure: Assessment/Existing Conditions Report
- Task 1.8 Pre-charrette planning, including synoptic survey
- Task 1.9 Visioning, design, planning & form-based code 5-day charrette
- Task 1.10 Post-charrette design, planning & form-based code
- Task 1.11 Preparation/evaluation of Plan alternatives
- Task 1.12 Self-mitigating Plan coordination
- Task 1.13 Planning Commission: Review Plan Alternatives
- Task 1.14 City Council: Review Plan Alternatives
- Task 1.15 Create, Manage Bilingual Project Website
- Task 1.16 Coordination with City Staff & Team Management

Phase 2: Prepare First Draft Specific Plan Document (including Form-Based Code)

- Task 2.1 Develop First Draft Specific Plan
- Task 2.2 Economic Strategy: Market Analysis
- Task 2.3 Economic Strategy: Implementation Strategy
- Task 2.4 Fiscal Impact Analysis
 - Task 2.4.1 Fiscal Impact Analysis
 - Task 2.4.2 OPTIONAL TASK: FISCAL IMPACT ANALYSIS OF ANNEXATION
- Task 2.5 Mobility: Transportation
- Task 2.6 Mobility: Circulation, Access and Parking
- Task 2.7 Infrastructure Utility Plan: Develop 3 Alternatives
- Task 2.8 Form-Based Code: Development Regulations - Land Use and Zoning

- Task 2.9 Planning Commission Work Session: Review First Draft Specific Plan
- Task 2.10 City Council Work Session: Review First Draft Specific Plan
- Task 2.11 Community Workshop
- Task 2.12 Coordination with City Staff and Team Management

Phase 3: Prepare Draft EIR/EIS

- Task 3.1 EIR Initiation/Coordination with City Staff
- Task 3.2 Project Description
- Task 3.3 Notice of Preparation, Scoping Meeting
- Task 3.4 Technical Studies
 - Task 3.4.1 Air Quality & Community Health Risk Assessment
 - Task 3.4.2 Greenhouse Gas
 - Task 3.4.3 Biological Resources
 - Task 3.4.4 Cultural/Archaeological Resources
 - Task 3.4.5 Geology/Seismicity/Soils
 - Task 3.4.6 Hazards/Hazardous Materials
 - Task 3.4.7 Hydrology/Water Quality
 - Task 3.4.8 Noise
 - Task 3.4.9 Transportation - Traffic Impact Analysis
 - Task 3.4.10 Utilities & Service Systems (wet infrastructure)
 - Task 3.4.11 Other Technical Areas (Aesthetics, Land Use, Public Services, etc.)
 - Task 3.4.12 Alternatives
 - Task 3.4.13 Other CEQA Required Issues
- Task 3.5 Prepare administrative Draft EIR
- Task 3.6 Prepare Draft EIR
- Task 3.7 Planning Commission hearing on Draft EIR
- Task 3.8 City Council hearing on Draft EIR
- Task 3.9 Coordination with City Staff and Team Management

Phase 4: Prepare Second Draft Specific Plan Document (including Form-Based Code)

- Task 4.1 Refine Second Draft Specific Plan
- Task 4.2 Planning Commission Work Session: Review Second Draft Specific Plan
- Task 4.3 City Council Work Session: Review Second Draft Specific Plan

Phase 5: Prepare Final Specific Plan Document (including Form-Based Code)

- Task 5.1 Coordination with City Staff and Team Management
- Task 5.2 Final Infrastructure & Utility Plan for Preferred Project
- Task 5.3 Administrative Draft Final Specific Plan
- Task 5.4 Administrative Draft Final EIR
- Task 5.5 Final Specific Plan
- Task 5.6 Final EIR and Draft Findings and SOC Document

Phase 6: Specific Plan Adoption and Implementation

- Task 6.1 Final Community Meeting
- Task 6.2 Prepare/Process General Plan Amendments and Zone Changes
- Task 6.3 Amend/Repeal Existing City Plans as applicable
- Task 6.4 Planning Commission Hearing on Final Specific Plan
- Task 6.5 City Council Hearing on Final Specific Plan
- Task 6.6 OPTIONAL TASK: IMPLEMENTATION TRAINING FOR CITY STAFF
- Task 6.7 Final Modifications and Coordination with City Staff and Team Management

2.2 GENERAL WORK PROGRAM

(For EIR -related tasks, please see Section 2.3)

PHASE 1: PREPARE FOR SPECIFIC PLAN

Tasks 1.1 & 1.2: Project Initiation and Background Material Review

The team will attend one kick-off meeting with City staff and review all existing documents relevant to the Specific Plan area.

Deliverable: None

OPTIONAL Task 1.3: Training for City staff, elected officials, committees, etc.

Laura Hall and Robert Alminana will organize and lead one day-long training session. The content of the event will be similar to Hall Alminana's Smart Growth School (www.smartgrowthschool.com) where Smart Growth concepts are introduced and the basic contents and mechanics of form-based codes are presented. Teaching methods will include PowerPoint presentations, a field exercise, a Transect Wheel exercise, and interactive discussions.

Deliverable: Handouts

Task 1.4: Planning Commission Work Session

The team will attend one (1) Planning Commission Work Session to discuss the preparation for the Specific Plan.

Deliverable: None

Task 1.5: City Council Work Session

The team will attend one (1) City Council Work Session to discuss the preparation for the Specific Plan.

Deliverable: None

Task 1.6: Pre-Charrette Stakeholders Interviews & Meetings

The team will conduct focused meetings with numerous representative stakeholders prior to the charrette so that all interests are revealed before the larger community process begins.

Deliverable: A summary report on the findings of the Stakeholders Interviews

Task 1.7: Infrastructure Assessment of Existing Conditions Report

An infrastructure study performed by BKF Engineering will provide assessments of the existing conditions of the three major system components - water supply, sewer collection and storm drainage.

Deliverable: Each of the individual reports will be reviewed with the Department or Agency responsible for that type of infrastructure; therefore there will be a separate work product for each utility.

Task 1.8: Pre-charrette Planning, including Synoptic Survey

Pre-charrette meetings: The team will conduct focused meetings with City staff prior to the charrette so that all aspects of the charrette are properly organized.

Synoptic Survey: Hall Alminana will complete a Synoptic Survey including a detailed inventory of the best examples of Hayward's architecture and urbanism, including the existing regulatory geography. The Synoptic Survey will include the following plan-view diagrams:

- Figure Ground
- Existing General Plan
- Existing Zoning
- Actual Land Use by Parcel
- Building Height by Stories
- Building Type
- Frontage Type
- Lot Width
- Bicycle & Pedestrian Amenities
- On-Street & Off-Street Parking
- Thoroughfare Cross-Sections
- Street

This task includes up to one (1) review cycle of the draft Synoptic Survey with City staff and subsequent revisions completed by Hall Alminana.

Deliverable: One (1) electronic copy (in Portable Document Format) and one (1) hardcopy of a draft Synoptic Survey.

Deliverable: One (1) electronic copy (in Portable Document Format) and one (1) hardcopy of a final Synoptic Survey.

Task 1.9: Visioning, Design, Planning & Form-Based Code 5-day Charrette

The design team (comprising the entire consulting team) will arrive on site and spend the next 5 days designing, critiquing, educating, listening, coding, and presenting plans and revising them. Critical elements of the charrette process are as follows:

- a. **Schedule:** A complete charrette schedule, including dates and times of visioning exercises, stakeholder meetings, design pin-ups, and opening and closing presentations is established and made available to the public.
- b. **Outreach:** Invitations, newsletters, press releases and media coverage are co-designed and managed with the City. A pre-charrette evening presentation is scheduled to stimulate momentum for participation in the charrette.
- c. **Website:** The team assists the City with schedules, information, drawings, ways to offer feedback, photographs, schedules, tours, etc., for inclusion in the City's website.
- d. **Project Overview:** A site tour and overview meeting are scheduled for the design team on the first day of the charrette.
- e. **Charrette Location:** The City will assist in determining the best location for the charrette. Ideally, a civic or commercial space within the project area will be available.
- f. **Feedback Loops:** The key to a successful charrette is designing in 'real time' with all members of the community. A minimum of three 24-hour to 48-hour feedback loops will be scheduled to co-create the plan with the community from concept alternatives to preferred alternative to plan development. This 3-step process is critical to a successful approval of the plan and will be a key part of the charrette.

Task 1.10: Post-Charrette Design, Planning & Form-Based Code:

Hall Alminana will prepare a draft Regulating Plan and a fully developed draft Form-Based Code. It will be based on the calibration of the SmartCode, a model form-based code available at www.smartcodecentral.org.

The main parts of the Hayward Mission Boulevard Corridor SmartCode may include:

- Transect Zone Standards
- Thoroughfare Standards
- Building Type Standards
- Private Frontage Type Standards
- Lighting Standards
- Parking Standards
- Special District Standards
- Landscape Standards
- Signage Standards

Deliverable: One (1) electronic copy (in Portable Document Format) and forty (40) hardcopies of a draft Regulating Plan.

One (1) electronic copy (in Portable Document Format) and one (1) hardcopy of a draft Form-Based Code.

One (1) electronic copy (in Portable Document Format) and one (1) hardcopy of a draft Form-Based Code.

Task 1.13: Planning Commission: Review Plan Alternatives

The team will attend one (1) Planning Commission Work Session to present and discuss the Plan alternatives.

Deliverable: PowerPoint Presentation.

Task 1.14: City Council: Review Plan Alternatives

The team will attend one (1) City Council Work Session to present and discuss the Plan alternatives.

Deliverable: PowerPoint Presentation.

Task 1.15: Create, Manage Bilingual Project Website:

Hall Alminana will work with the City to launch and manage a bilingual interactive website for the Specific Plan, keeping the community up-to-date on the project developments as they occur.

Deliverable: None.

Task 1.16: Coordination with City Staff and Team Management

Hall Alminana will work diligently to continuously coordinate with City staff and manage the consultant team for a smooth and efficient operation.

Deliverable: None.

PHASE 2: PREPARE FIRST DRAFT SPECIFIC PLAN DOCUMENT (INCLUDING FORM-BASED CODE)**Task 2.1: Develop First Draft Specific Plan**

Hall Alminana will prepare a First Draft Specific Plan Document.

Deliverable: One (1) electronic copy (in Portable Document Format) and forty (40) hardcopies of a draft Regulating Plan.

Task 2.2: Economic Strategy: Market Analysis

ERA|AECOM will prepare a market-based community revitalization strategy for the two project sections of Mission Boulevard. The analysis process will consider national and regional economic forces and focus successively on down to specific local strategies, actions, concepts, parcels and projects. The key tasks in this analysis are noted.

- 2.2.1: Review the national and regional economic forces affecting the automobile industry and the potential long term implications for Hayward and Mission Boulevard including:
- a. The closure of NUMMI in Fremont
 - b. The shifting market share from domestic, Japanese and German automobile manufacturers to lower cost/higher value Korean and potentially Chinese manufacturers
 - c. The state of the industry for automobile dealers
 - d. The preference of new car dealerships for freeway convenient auto malls in contrast to older commercial corridors
 - e. The geographic relationships between auto-related retailers/service providers and car dealerships

- 2.2.2: Review the changing demographic characteristics of Hayward and Southern Alameda County and the implication for retail and services:
 - a. The changing ethnic composition of population from White and Black to Hispanic and Asian (particularly East Asian)
 - b. The change from “blue collar” to technology-related occupations
 - c. The income and home ownership characteristics of the local population
- 2.2.3: Research planned and proposed new development projects that may change market perception or trade area potential:
 - a. Plans by Cal State East Bay
 - b. The Wittick/Montana project located at South Hayward BART Station
 - c. The expected redevelopment of Centennial Hall and the former City Hall office Tower
 - d. Other projects in the development pipeline in the vicinity of Mission Boulevard
- 2.2.4: Inspect the Mission Boulevard Corridor in detail and identify key redevelopment opportunity sites
 - a. The northeast corner of Carlos Bee and Mission
 - b. The northwest corner of Sycamore and Mission where a number of one-story dilapidated commercial structures are located
 - c. Vacated auto dealership and other opportunity sites
 - d. Historic preservation and adaptive reuse opportunities
- 2.2.5: Research current market conditions and historic market performance of land uses with potential for future development in the Mission Boulevard Corridor - retail/mixed use, general commercial, hotel, residential and office uses:
 - a. Historic construction and absorption trends in Hayward and the market areas
 - b. Current rents and vacancies
 - c. Performance by market sectors (e.g. Class A versus Class B for office space, full service versus select service hotels, and main stream versus ethnic retail)

- d. Performance by geographic subareas
 - e. Performance relative to economic and real estate cycles
- 2.2.6: Forecast future market absorptions for Hayward, Northern Section of the Mission Boulevard Corridor and Southern Section of the Corridor - retail/mixed use, general commercial, hotel, residential and office uses:
- a. Within five years
 - b. Five to ten years
 - c. Beyond ten years
- 2.2.7: Discuss redevelopment opportunities and constraints for each section of the Corridor:
- a. Blighting influences
 - b. Parcels size and depths
 - c. Fragmentation of ownerships or absentee ownership
 - d. Trade area geographic constraints
 - e. Competing areas and their influences

Deliverable: The Draft Market Analysis will be used to inform and evaluate the three alternative planning scenarios.

The Final Market Analysis will be prepared after ERA has received input from the community charrette, the land uses and densities identified by the Form-Based Code, and the fiscal analysis of the alternatives.

Task 2.3: Economic Strategy - Strategic Actions and Implementation Recommendations

Review existing economic development/redevelopment policies, goals and incentive programs applicable to the Mission Boulevard Corridor and recommend new actions, strategies and programs that would serve to revitalize each section of this Corridor:

- a. The possible creation of thematic retail zones for sections of the Corridor
- b. Public infrastructure improvements along the Corridor
- c. Possibly one or more “bold stroke” public amenities investments that will serve to induce private investment of some scale

- d. Three to five top priority redevelopment projects (with detailed development program) for specific opportunity sites that would serve as catalysts for change in the Corridor
- e. Possibly the establishment of one or more Community Facilities Districts (CFDs) to finance needed public services or capital improvements
- f. Programs that would encourage code compliance, renovation and property maintenance
- g. The phasing of public investment and redevelopment

Deliverable: The Implementation Strategy, covering the above, will be based on the preferred scenario.

Task 2.4.1: Fiscal Impact Analysis

Prepare Fiscal Impact Analysis of Planning Scenarios. Once the planning team has agreed to a set of three alternative planning scenarios, ERA|AECOM will provide a fiscal impact comparison of these three scenarios.

Revenue projections will include property tax, property tax increment, motor vehicle license tax, sales tax, business license tax, property transfer tax, emergency facilities tax, franchise fees, fines and forfeitures, utility tax, hotel tax, and highway users. tax (gas tax). Expenditures will include costs for providing police, fire, public works, maintenance services, development services, community preservation, library, parks and recreation services, and administrative/support services such as technology, finance, community communications, public art, and neighborhood partnership programs.

Revenues and costs related to the project will be projected over a 20-year period in a net annual and on a cumulative basis. In addition, the Fiscal Impact Analysis will establish a baseline of current revenue generation from the project area and evaluate the potential impacts of the proposal on that revenue generation. After the preferred scenario is selected, a final Fiscal Impact Analysis shall be prepared.

Deliverable: The Draft Fiscal Impact Analysis will compare the three alternative planning scenarios. The Final Fiscal Impact Analysis will be prepared after the preferred scenario has been selected.

OPTIONAL TASK 2.4.2: Fiscal Analysis of Annexation

Prepare Fiscal Impact Analysis of Annexation. In addition, ERA|AECOM will provide a self-standing Fiscal Impact Evaluation of the annexation of the unincorporated areas north of the City's current boundary to determine if this annexation would be beneficial to the Northern Section of the Corridor and the City of Hayward. Because in the event of annexation, there will need to be cost and /or revenue sharing agreements between the City of Hayward and Alameda County and/or any applicable special districts, this analysis is necessarily a substantial and distinct piece of work from the fiscal analysis of planning scenarios.

Deliverable: The Fiscal Impact Analysis of Annexation which will be independent of the three scenarios and could be attached to any scenario.

Task 2.5: Mobility: Transportation

Nelson\Nygaard (N\N) will conduct an evaluation of the transit service in the study area, including a review of existing conditions and planning standards for transit accommodation, in the study area. N\N will gather relevant existing data and plans from local transit operators, detailing transit routes and stops and boarding activity, if readily available. N\N will identify any planned service improvements for the next ten years.

Transit Analysis:

N\N will identify physical and program changes that would facilitate transit ridership and increase use of alternative modes of transportation within the study area. Emphasis will be given to strategies that promote transit patronage, place-making, and multimodal connectivity to surrounding neighborhoods. This analysis will also include an examination of the potential impacts on alternative modes from any planned or proposed changes to public- or private-sector Transportation Demand Management (TDM) policies, programs, and incentives.

In order to ensure that appropriate and realistic improvements are identified, this task will be undertaken in close coordination with the relevant City of Hayward departments responsible for transportation infrastructure improvements, as well as with AC Transit and other stakeholders in the area.

Task 2.6: Mobility: Circulation, Access and Parking

Circulation:

Based upon the public input and existing conditions, Dowling Associates will recommend improvements in the public rights-of-way within the Specific Plan area that balance the needs of motorists, pedestrians, bicyclists, and transit riders while promoting a vital public realm. This will include improvements for pedestrians in crosswalks and along sidewalks.

In developing and evaluating alternatives, connectivity of all modes along the Mission Boulevard Corridor as well as connection to surrounding neighborhoods will be considered. In particular, connectivity, continuity and transitions at the edges of the Specific Plan area along Mission Boulevard, such as on the south end of the Mission Boulevard Corridor with the South Hayward BART/Mission Boulevard Concept Design Plan (or new Form-Based Code) will be an important consideration while developing the circulation plan.

Dowling Associates will develop street standards (plan and section) for incorporation into the new Form-Based Code for the preferred scenario. The street standards will define design geometries for the public rights-of-way. These standards will include design specifications for sidewalks, travel lane widths, on-street parking, curb geometry, trees, and lighting.

Parking:

Nesson\Nygaard (N\N) will describe the general parking characteristics within the project boundaries by reviewing existing parking data and any previous parking plans completed for the area. N\N will also compile factors relevant to parking demand, such as mode split information and vehicle ownership in the study area, based on United States Census data for year 2000. Together, these data will provide a solid baseline for understanding the “transportation profile” for the study area. No new data collection will be conducted.

Parking Analysis

In order to bring parking supply and demand into balance, and to manage parking in such a way as to better achieve the development vision for the study area and promote transit ridership, N\N will develop parking management strategies appropriate for this project. Our recommendations will be based on innovative but proven policies and programs that have worked in other

comparable contexts and may include cost-effective strategies that reduce parking demand (such as parking pricing, discounted transit passes for employees and residents, and carsharing programs) and increase parking efficiency (such as real-time parking occupancy signage, tandem parking, valet parking, and/or mechanical stacked parking) to direct motorists to an available space and to limit the amount of land that parking requires. With support from the project team, Nelson\Nygaard will recommend edits to the existing parking requirements as well as possibly developing Transportation Demand Management (TDM) requirements.

We recognize not all parking policy changes may be implemented through the Form-Based Code. For example, the establishment of a parking permit district is not appropriately established through zoning. Nonetheless, identifying such complementary parking policy changes has value.

Deliverable Nelson\Nygaard will author a report of recommended parking strategies to be implemented now or in the future through a separate effort.

Task 2.7: Infrastructure Utility Plan: Develop 3 Alternatives

An infrastructure study performed by BKF Engineering will provide assessments of the three major system components - water supply, sewer collection and storm drainage. For the EIR, each system will be reviewed at a programmatic level to determine potential impacts resulting from the Mission Boulevard Corridor Specific Plan, and will identify recommended mitigation measures to reduce those impacts to a level of less than significant to the greatest extent practical.

Deliverable: Each of the individual plans will be reviewed with the Department or Agency responsible for that type of infrastructure, so there will be a separate work product for each utility.

Task 2.8: Form-Based Code: Development Regulations – Land Use and Zoning

Hall Alminana will develop the draft development regulations and land use zoning within the SmartCode format.

Deliverable: Draft Form-Based Code

Task 2.9: Planning Commission: Review First Draft Specific Plan

The team will attend one (1) Planning Commission Work Session to discuss the First Draft Specific Plan.

Deliverable: PowerPoint Presentation

Task 2.10: City Council: Review First Draft Specific Plan

The team will attend one (1) City Council Work Session to discuss the First Draft Specific Plan.

Deliverable: PowerPoint Presentation

Task 2.11: Community Workshop

The team will attend one (1) Community Workshop to present the First Draft Specific Plan.

Deliverable: PowerPoint Presentation

Task 2.12: Coordination with City Staff and Team Management

Hall Alminana will work diligently to continuously coordinate with City staff and manage the consultant team for a smooth and efficient operation.

Deliverable: None

PHASE 3: PREPARE DRAFT EIR/EIS

(Please see Section 2.3 EIR-related Work Program)

PHASE 4: PREPARE SECOND DRAFT SPECIFIC PLAN DOCUMENT**Task 4.1: Refine Second Draft Specific Plan (Including Form-Based Code)**

Hall Alminana will prepare a Second Draft Specific Plan Document.

Deliverable: One (1) electronic copy (in Portable Document Format) and forty (40) hardcopies of a Second Draft Specific Plan Document

Task 4.2: Planning Commission Work Session: Review Second Draft Specific Plan

The team will attend one (1) Planning Commission Work Session to discuss the second draft Specific Plan.

Deliverable: PowerPoint Presentation

Task 4.3: City Council Work Session: Review Second Draft Specific Plan

The team will attend one (1) City Council Work Session to discuss the Second Draft Specific Plan.

Deliverable: PowerPoint Presentation

PHASE 5: PREPARE FINAL SPECIFIC PLAN DOCUMENT (INCLUDING FORM-BASED CODE)

Task 5.1: Coordination with City Staff and Team Management

Hall Alminana will work diligently to continuously coordinate with City staff and manage the consultant team for a smooth and efficient operation.

Deliverable: None

Task 5.5: Final Specific Plan

Hall Alminana will prepare a Final Specific Plan document.

Deliverable: One (1) electronic copy (in Portable Document Format) and forty (40) hardcopies of a Final Specific Plan document

PHASE 6: SPECIFIC PLAN ADOPTION AND IMPLEMENTATION

Task 6.1: Final Community Meeting

The team will attend one (1) Community Meeting to present the Final Specific Plan.

Deliverable: PowerPoint Presentation

Task 6.2: Prepare/Process General Plan Amendments and Zone changes

Hall Alminana will assist City staff in preparing necessary General Plan amendments and zoning changes to implement the Specific Plan and associated Form-Based Code.

Deliverable: None

Task 6.3: Amend/Repeal Existing City Plans as applicable

Hall Alminana will assist City staff in preparing necessary amendments to existing plans applicable to implement the Specific Plan and associated Form-Based Code.

Deliverable: None

Task 6.4: Planning Commission Hearing on Final Specific Plan

The team will attend one (1) Planning Commission Work Session to present the final Specific Plan.

Deliverable: PowerPoint Presentation

Task 6.5: City Council Hearing on Final Specific Plan

The team will attend one (1) City Council Work Session to present the Final Specific Plan.

Deliverable: PowerPoint Presentation

OPTIONAL Task 6.6: Implementation Training for City Staff

Laura Hall and Robert Alminana will organize and lead one day-long training session. The content of the event will be similar to Hall Alminana's Smart Growth School (www.smartgrowthschool.com) where Smart Growth concepts are introduced and the basic contents and mechanics of Form-Based Codes are presented. Teaching methods will include PowerPoint presentations, a field exercise, a Transect Wheel exercise, and interactive discussions. The emphasis will be on implementation techniques.

Deliverable: Handouts

Task 6.7: Final Modifications & Coordination with City Staff and Team Management

Hall Alminana will incorporate any final modifications into the Final Specific Plan document. We will work diligently to continuously coordinate with City staff and manage the consultant team for a smooth and efficient operation until the successful conclusion of the project.

Deliverable: None

2.3 EIR-RELATED WORK PROGRAM

The following work scope addresses Lamphier-Gregory's efforts to prepare a program level Environmental Impact Report (EIR) for the Mission Boulevard Corridor Specific Plan. The Program EIR will address all substantive and procedural aspects of the California Environmental Quality Act (CEQA).

This project qualifies as a "program" as defined under CEQA Guidelines §15168(a) since it consists of a Specific Plan leading to a series of implementation actions characterized as part of one large project. The series of future actions (e.g., subsequent development projects, capital improvements) will be related geographically, connected by the issuance of policy, standards and guidelines that govern the Specific Plan area, and will have generally similar environmental effects that can be mitigated in similar ways.

A Program EIR is general in nature and seeks to address basic policy considerations, a broad range of possible alternatives, and programmatic mitigation strategies. However, greater specificity can be provided. In fact, Guidelines §15168(c)(5) suggests that, "a program EIR will be most helpful in dealing with subsequent activities if it deals with the effects of the program as specifically as possible." We propose a Program EIR containing thorough and detailed analysis of the entirety of the program, such that all reasonably known subsequent activities (e.g., subsequent development projects, capital improvements) will have the strongest potential to be found as being adequately addressed by the Program EIR.

Tiering from Previous CEQA Documents

CEQA Guidelines §15152 enable lead agencies to use the analysis of environmental issues as contained in a broader EIR with later EIRs on smaller or more narrowly-defined projects, incorporating by reference the discussions of the broader EIR. In this case, we believe that tiering from the General Plan EIR will provide some benefit, particularly as to cumulative effects. Additionally, our Mission Boulevard Corridor Specific Plan EIR will be informed by recently certified EIRs in the vicinity including, for example, the Route 238 Improvement Project EIR, the South Hayward BART/Mission Boulevard Concept Design Plan EIR, and the Route 238 Bypass Land Use Study EIR.

Self Mitigating Plan

Under a typical CEQA process, the lead agency accepts an application for a development project and then begins preparation of environmental review. The environmental review, in turn, identifies potential environmental effects of that project and often recommends mitigation measures and/or alternatives to avoid or reduce those effects. This typical process can be described as being “reactive” to the application or proposal, often seeking to “fix” its environmental consequences. For the Mission Boulevard Corridor Specific Plan EIR, we propose an alternative “self mitigating” path.

When preparing the Mission Boulevard Corridor Specific Plan we envision the environmental review process to be much more proactive and collaborative, integrating land use and policy planning with the environmental review process. The Specific Plan will be developed through an iterative and evolving effort to integrate environmental measures into the formation of the Plan itself.

The “self-mitigating” approach will enable the avoidance of substantial Specific Plan revisions based on concerns raised after EIR preparation, and ensures that the Specific Plan reflects and is responsive to environmentally sensitive issues. Ultimately, the Specific Plan’s policies will include the types of environmentally sensitive strategies that would otherwise be identified as mitigation measures in the EIR. The result will be a “self-mitigating” Specific Plan and an EIR that references policies of the Specific Plan which are capable of avoiding or reducing otherwise potential environmental effects.

PHASE 1: PREPARE FOR SPECIFIC PLAN

Task 1.11: Preparation & Evaluation of Alternatives

The formulation of land use, building intensities and supporting mobility network is intricately linked to the identification of potential environmental effects under the California Environmental Quality Act (CEQA). Our role under this task will be to provide preliminary input to the urban design and plan team as they compose up to three (3) alternatives for technical study analyses (i.e., infrastructure, transportation, fiscal).

Deliverable: None

Tasks 1.12: Self-Mitigating Plan Coordination

After completion of the requisite technical impact analyses, the type, location and severity of environmental impacts under each of the three (3) plan alternatives will become apparent. At this point, prior to completing a preferred Specific Plan for public release, it is imperative to consider plan revisions (including the formulation of land use policy) that reduce environmental impacts below the level of significance. The end result is a highly functional Specific Plan that meets and possibly exceeds the mandates of CEQA.

Assumption: Hall Alminana will provide Lamphier-Gregory a copy of the draft Specific Plan. In turn, Lamphier Gregory will review the Plan and recommend self-mitigating changes. This review may occur at one time for the entire draft Specific Plan or pragmatically in logical increments which do not result in the need for second, redundant reviews (e.g., land use chapter without transportation chapter).

Deliverables: Memorandum(s) identifying potentially significant impacts and, wherever possible, Specific Plan amendment recommendations (e.g., land use, historic preservation, capitol improvements, transportation) to remove significant impacts or reduce them below significance thresholds.

PHASE 3: PREPARE DRAFT EIR/EIS

Tasks 3.1-3.2: EIR Initiation/Coordination with City Staff

Lamphier-Gregory will attend a kick-off meeting with City staff for the environmental review process to discuss the details of the project, receive relevant studies and other materials from the files of City staff, and confirm the scope and schedule.

Project Description. The Project Description is a very important part of the environmental review process and typically is known, or can be defined, at the outset of the process. However, in this case, the ultimate "Project," (i.e., the Specific Plan and Form Based Code) will not be known or defined until the end of the plan process. The RFP calls for the urban design and planning team to come up with three different scenarios (with quantitative attributes (e.g., residential density, commercial floor area)) as the preliminary end products of the charrette, public outreach and technical research efforts. The RFP envisions

that these three scenarios will be subjected to public review and evaluation, and that out of that process will emerge a final “preferred” scenario that will become the Specific Plan and will be the basis of the Form Based Code.

In order for the environmental review process to run in parallel with the evolution and refinement of the Specific Plan and Form Base Code, the EIR team will need to define the elements of a “project” long before the “preferred” scenario is selected. Therefore, the project that will be evaluated in the Program EIR will need to be somewhat theoretical, and not necessarily what the City may ultimately adopt, but, rather, a composite of parts of the three initial “draft” scenarios that would represent the most intense level of potential future development. In this way, the “Project,” for the purposes of the EIR, will represent the “worst case” scenario, the one that would allow the most intensive level of development and generate the most severe environmental impacts, even though it may be far more intense than what the City may ultimately adopt.

The alternatives that are to be evaluated in the EIR will be variations of the three scenarios, each representing lesser degrees of development or buildout intensity, and each having less severe environmental effects. By defining the “project” as the most intense of the potential scenarios, the EIR will remain legally valid (and will avoid the potential for recirculation) when the City finally adopts a “preferred” scenario, which, presumably, will set more restrictive limits on future development than what is assumed under the “project” in the EIR

Lamphier-Gregory will be the principal author of the Project Description. The initial draft of the Project Description will be submitted to City staff for internal review and, after appropriate rounds of revision, will serve as the Project Description for the EIR.

Deliverables: Draft and final Project Description for the purposes of the EIR

Task 3.3: Notice of Preparation & Public Scoping Meeting

Lamphier-Gregory does not propose preparation of an Initial Study as an EIR is clearly required. They will, however, prepare and file a Notice of Preparation (NOP) with the State Clearinghouse at the Governor’s Office of Planning and Research. The NOP will include the salient parts of the Project Description. It is assumed that the City of Hayward will prepare and distribute all necessary local noticing requirements including, but not limited to, newspaper and mailings.

Lamphier-Gregory will also facilitate a public Scoping Meeting to solicit community and agency input on the approach and scope of the EIR. It is assumed that the City of Hayward will provide a room for this meeting and handle all logistical arrangements. Subsequent to the scoping meeting and the close of the 30-day comment period on the NOP, Lamphier-Gregory will confer with City staff to determine potential areas of work scope adjustment in response to public or agency comments.

Deliverables: Notice of Preparation and revisions to the Scope of Work, if necessary

Task 3.4: Prepare Admin Draft EIR

As allowed under §15060 of the CEQA Guidelines, the EIR will focus on potentially significant effects and will indicate briefly the reasons. The following topic areas are anticipated to require only cursory review and will be only briefly discussed in the EIR - Agricultural Resources and Mineral Resources. All other CEQA topic areas will be included as sections in the EIR.

Lamphier-Gregory will provide the City of Hayward with an Environmental Impact Report (EIR) that fully complies with all requirements of CEQA and which can be relied upon by the City when considering approval of the Mission Boulevard Corridor Specific Plan and Form Based Code. "Catalyst" and other subsequent development projects may also be substantively covered by the EIR.

The following Scope of Work assumes preparation of a comprehensive program-level EIR that will address in detail the issues of aesthetics, air quality, biological resources, cultural resources, geology and soils, hazards and hazardous materials, hydrology and water quality, land use, noise, population and housing, public services and recreation, transportation, utilities and global climate change. The EIR will also identify and evaluate up to three alternatives, and discuss growth inducing effects and cumulative effects.

As mentioned, An EIR is proposed that will address the entire Specific Plan area on a programmatic level and that will contain thorough and detailed analysis of the entirety of the program, such that all reasonably known subsequent activities will have a strong potential to be found as being adequately addressed in the EIR. Ultimately the City will still need to consider whether subsequent projects represent a substantial change to the "project" as analyzed in our EIR, whether circumstances under which these subsequent projects are undertaken

have been substantially changed since certification of the EIR, or whether new information of substantial importance is discovered.

Technical Analysis: Each chapter within the EIR will be structured to include the following parts: environmental setting description, identification of thresholds of significance, assessment of impacts and, where potentially significant impacts are identified, recommend mitigation measures.

The setting section of each environmental topic area will describe the existing physical characteristics of the environment within the study area. Setting information will be derived from the research, reconnaissance, and field research (the “Existing Conditions” task) undertaken by other members of the consultant team at the outset of the Specific Plan process.

The impact analyses will identify and disclose potential changes or environmental effects as a result of implementation (i.e., buildout) of the Specific Plan, and will compare these changes to established thresholds of significance. Where potential impacts are identified as significant, Lamphier-Gregory and our environmental team will recommend reasonable, feasible and practical mitigation measures to reduce or avoid such impacts as appropriate. Wherever possible, the findings of our analyses will be looped back as the basis for additions or modifications to the Specific Plan to remove or reduce environmental impacts. The goal, as stated above, is to facilitate the production of a “self-mitigating” Specific Plan thereby providing for its clear and effective implementation after adoption.

Topic Focus Areas: Based on our review of the RFP and Lamphier-Gregory’s familiarity with the City of Hayward, it is believed that the following environmental topic areas will need to be assessed, in detail:

Task 3.4.1 Air Quality

Illingworth & Rodkin, Inc. will complete the following tasks in preparing a technical report that can be used by in the preparation of the Air Quality section of the EIR. Primary air quality issues associated with this project would be impacts to regional air quality from indirect sources (i.e., project traffic generation) and temporary emissions of dust and diesel exhaust from construction. An air quality analysis would be prepared in accordance with the Bay Area Air Quality Management District (BAAQMD) CEQA Guidelines.

1. **Setting.** Existing air quality conditions will be described based on air quality monitoring data for the area published by the BAAQMD, meteorological conditions that affect air quality in the area, the relevant regulatory environment, and planning efforts to attain and maintain air quality standards. Both criteria air pollutants and toxic air contaminants will be described along with efforts to reduce future emissions.
2. **Plan Consistency with Air Quality Plans.** Consistency of the plan would be evaluated against the appropriate Clean Air Plan. Transportation control measures, contained in the Clean Air Plan that apply to the project would be identified and discussed in terms of incorporation into the project. Future air quality issues that might apply to specific projects (e.g., SIP Conformity) would be identified.
3. **Assess Regional Air Quality Impacts.** Air quality impacts would be assessed in accordance with the BAAQMD CEQA Guidelines. Air pollutant emissions associated with the project will be calculated using traffic data and the latest emission factors available from the California Air Resources Board (e.g., URBEMIS2007). Changes in daily emission rates for the project will be predicted. This information will be useful for planners that will evaluate future project level analysis.
4. **Assess Local Air Quality Impacts.** Changes to carbon monoxide concentrations will be predicted using screening methods acceptable to the BAAQMD. These methods are based on the Caline4 Line-Source Dispersion Model. The significance of the results will be based on a comparison with ambient air quality standards.
5. **Assess Construction Impacts.** An analysis of construction impacts will be based on the potential for health and nuisance impacts and the level of dust control measures. Typically, visible dust clouds that extend beyond construction areas and affect sensitive land uses are an indication of significant air quality impacts due to construction. Use of heavy-duty construction equipment near sensitive receptors could lead to unhealthy exposure to diesel exhaust. These types of impacts would be evaluated on a qualitative basis taking into account the amount of activity and the proximity of sensitive receptors.
6. **Community Health Impacts.** Mission Boulevard is a source of substantial traffic that includes diesel trucks and buses. Sensitive land

uses near the roadway would be evaluated for impacts from diesel particulate matter and PM_{2.5}. This analysis would be conducted using the Cal3QHCR and EMFAC2007 models.

7. **Identify Mitigation Measures.** Reasonable and feasible mitigation measures to reduce any significant air quality impacts would be identified and evaluated. These measures would likely be orientated to reducing emissions from motor vehicles through trip reduction and congestion management plans (e.g., implementation of applicable transportation control measures). A list of reasonable and feasible dust control measures would be developed to reduce construction air quality impacts. Measures to reduce exposure of sensitive receptors to diesel exhaust would be identified where prolonged construction activities near habitable places are proposed to occur.

Task 3.4.2 Climate Change

Illingworth & Rodkin will collaborate with Lamphier-Gregory in the preparation of a DEIR section addressing climate change and greenhouse gas emissions. Illingworth & Rodkin's contribution will be to provide calculations of the greenhouse gas emissions associated with construction and long-term operation of land uses within the project area. The following task would be conducted to calculate changes to greenhouse gas emissions associated with the Project.

1. **Calculate Greenhouse Gas Emissions.** URBEMIS2007 model runs developed for the air quality task would be utilized to predict annual emissions of greenhouse gases associated with the Project. This would include calculating emissions for the Project and reporting the difference between the Project emissions and emissions from the existing land uses.
2. **Energy Usage.** In addition to emissions reported from URBEMIS2007, emissions from energy usage will also be calculated based on the prediction of electricity demand for the Project. Emission factors developed by the California Energy Commission and EPA for electric usage would be applied to the Project.
3. **Significance Thresholds.** Identify significance thresholds that have been adopted or contemplated by the BAAQMD.

Task 3.4.3 Biological Resources

The project area is largely developed, with the result that the potential for impacts to biological resources are likely to be limited. One exception, however, is that Ward Creek extends into the eastern edge of the project area before entering culverts that carry it under the city. The proximity to Ward Creek will require an assessment of sensitive biological resources associated with stream and riparian habitats in addition to describing existing biological conditions in the remainder of the project area.

H. T. Harvey & Associates will prepare the biological resources section for the EIR based upon a field visit and review of existing records. Prior to conducting a site visit, H. T. Harvey & Associates ecologists will review all relevant background information concerning biological resources in the redevelopment area. Relevant sources of information may include previous reports on biological resources of the site vicinity prepared by H. T. Harvey & Associates and others; previous EIRs and other planning documents for other projects in the vicinity; aerial photographs of the Plan area and vicinity; USGS topographic maps; U.S. Fish and Wildlife Service National Wetland Inventory Maps; the California Natural Diversity Database (CNDDDB); species data compiled by the California Native Plant Society, the National Audubon Society, or other public interest groups; and resource agency data (U.S. Fish and Wildlife Service, California Department of Fish and Game, etc.).

An H. T. Harvey & Associates general wildlife ecologist and a botanist/wetlands ecologist will conduct reconnaissance-level field surveys to determine the biotic resources of the project area and characterize the existing plant and animal communities associated with the area. The dominant biotic communities of the area, characterized based on dominant plants and associated wildlife, will be mapped on suitable base materials (e.g., an aerial photo base map or a base supplied by others). The reconnaissance survey will be conducted to allow us to describe existing conditions, and to determine the area's potential to support special-status species of plants and animals and to support sensitive or regulated habitats such as wetlands and other waters of the U.S./State.

Habitat mapping will be adequate to identify the approximate boundaries of such sensitive habitats and to allow quantification of approximate impacts to these habitats. However, detailed wetland delineation is not included within this scope. Likewise, no species-specific surveys are proposed at this time.

Task 3.4.4 Cultural Resources

This scope of work addresses the requirement in the California Environmental Quality Act (CEQA) that the project evaluate the potential that it will have a significant effect on cultural resources.

Records/Literature Search

William Self Associates (WSA) will direct the California Historical Resources Information System, Northwest Information Center (NWIC) at Sonoma State University to conduct a records search of the approximately 240 acre project area. The search will cover the entire project area and a minimum one-quarter mile radius adjacent thereto. All previous cultural resource surveys, known historic or prehistoric sites, and listed or properties eligible for the National Register of Historic Places (NRHP) or the California Register of Historical Resources (CRHR) within the area of the literature search will be identified. Copies of applicable site records and survey reports for cultural resources identified within a ¼ mile radius of the project area will be made as necessary, and site locations will be plotted on USGS quad sheets. State and local historic site inventories will also be reviewed to identify the presence of any listed sites in the project vicinity. Additional literature on file at WSA on the history, prehistory and ethnography of the project areas will also be consulted.

Native American Heritage Commission Consultation

WSA will contact the Native American Heritage Commission (NAHC) in Sacramento by letter with a description of the proposed project and a request for a listing of local, interested Native American representatives. WSA will ask NAHC to review their Sacred Lands file for information on traditional or cultural lands within the project area and vicinity. WSA will contact the individuals or tribal members on the contact list via certified letter and will provide a description of the project and a project area map. Input and comment will be solicited regarding individual knowledge about sacred sites or traditional lands within the project area. After a period of two weeks follow-up phone calls will be made as necessary. A table indicating the results of contact and comments will be prepared and inserted into the Cultural Resources Assessment Report (CRAR) that will be prepared on behalf of the project..

SB-18 The project will require preparation of a Specific Plan. Consequently, statutory requirements stipulated in Senate Bill 18 (SB 18) must be addressed:

Prior to the adoption or any amendment of a general or specific plan, a local government must notify the appropriate tribes (on the contact list maintained by the NAHC) of the opportunity to conduct consultations for the purposes of preserving, or mitigating, impacts to, cultural places located on land within the local government's jurisdiction that is affected by the proposed plan adoption or amendment. . . (Supplement to General Plan Guidelines-2005).

To facilitate this government-to-government consultation and on behalf of the City of Hayward, WSA will contact the Native American Heritage Commission (NAHC) by letter to describe the proposed project and request a list of tribes with traditional lands or cultural places located within the City's jurisdiction. The tribes identified on the list provided by the NAHC are those that the City must contact for purposes of consultation, prior to preparing the Specific Plan.

On behalf of the City, WSA will contact the tribes identified by the NAHC to notify them of the opportunity to consult. Pursuant to Government Code §65352.3(a)(2), each tribe has 90 days to respond and request consultation. If the tribes do not respond, or decline consultation, consultation is not required.

If a tribe requests consultation, WSA will coordinate the required face to face consultation between tribal and the designated City representative(s). WSA will maintain records of all communications for inclusion in the CRAR.

Phase I Archaeological Survey

In accordance with CEQA Sections 15064.5 and 15126.4, as a means of evaluating the potential impacts to archaeological resources, unless recently surveyed by qualified archaeologists (as evidenced by a competent report on file at the NWIC), the approximately 240-acre project area will be examined by a qualified archaeological field researcher under the supervision of an archaeologist meeting federal criteria under 36 CFR 61. Much of the survey area is covered by asphalt, buildings, and concrete. The surveyors will focus on areas where the native soil is visible. Those areas will be surveyed intensively where possible in order to meet the requirements of CEQA. In the appropriate areas, surveys will

be conducted at a maximum survey transect interval of 15 meters. Any newly discovered historic (over 45 years of age) or prehistoric archaeological sites will be recorded, as required, on appropriate Department of Parks and Recreation forms (DPR 523). Any archaeological resources discovered will be evaluated for significance (California Register of Historical Resources eligibility) in accordance with the criteria in CEQA Section 15064.5. For purposes of this scope of work, it is presumed that no historic or prehistoric archaeological sites will be identified.

In the event previously unrecorded archaeological sites are identified during the survey, assessments of potential significance will be necessary, as will preparation of site records. These would be prepared on a cost-amendment basis. Any such cultural resources discovered during the survey will be evaluated for significance (CRHR eligibility) in accordance with the criteria in CEQA Section 15064.5.

For purposes of this scope of work, WSA assumes the Historic Resources Inventory being prepared by the City of Hayward will adequately address potential impacts to above-ground structures and that WSA's efforts will be limited to evaluating potential impacts to buried archaeological resources.

Cultural Resources Assessment Report

WSA will prepare a CRAR that will include a context statement (environmental, cultural, and historical), the results of the literature and record search, results of the NAHC consultation and of the archaeological survey, and assessments of potential impacts and recommended mitigation measures for any sites or resources assessed as "significant" in terms of California Register of Historical Resources (CRHR) criteria. It is assumed that one Draft CRAR and one Final CRAR will be prepared.

Preparation of site records, or a comprehensive Archeological Survey Report (ASR), which would be required should potentially significant archaeological resources be located within the project area, would be conducted on a contract-modification basis as determined necessary.

DEIR/FEIR Technical Section

WSA will prepare a technical section for use in the draft and final EIR. The section will be based on the information presented in the CRAR and will describe the cultural setting of the project area, the results of the record search and field

survey, potential impacts and recommended mitigation measures for any sites or resources assessed as “significant” in terms of CRHR criteria.

Deliverables: It is assumed that one Draft EIR section and one Final EIR section will be prepared for submission to Lamphier-Gregory.

Task 3.4.5 Geology and Soils

Lamphier-Gregory will prepare the Geology and Soils chapter of the EIR, based upon technical information provided by ENGEO. ENGEO possesses significant geotechnical investigation project history in the Mission Boulevard Corridor area and surrounding neighborhoods area with a strong knowledge of geology, soils and geologic hazards for the Specific Plan project areas. The underlying question will be how to encourage and integrate new infill mixed use development within the Mission Boulevard Corridor with due consideration given to public health and safety in light of its close proximity to a major and well-known earthquake fault line

ENGEO will prepare a geotechnical and geologic constraints analysis for the Specific Plan Study Area. The following scope of services will provide a preliminary evaluation of the site geology, geotechnical issues and geologic hazards for inclusion in the Specific Plan and associated EIR.

Active earthquake fault traces within the Hayward fault zone have been mapped by the State of California as crossing the Specific Plan Study Area. The State has also mapped seismic hazard zones for liquefaction and slope stability within the Specific Plan Study Area. We will review published literature and the findings of previous geotechnical explorations to evaluate faulting, liquefaction and seismic slope stability hazards.

ENGEO specifically will perform the following scope of services:

- Perform a reconnaissance for visual evaluation of site conditions
- Review of in-house project data in the general site vicinity
- Review of selected aerial photographs
- Review pertinent geologic maps, seismic hazard maps and earthquake hazard zone maps; seismic information and geologic reports
- Review the site conditions for the following geologic hazards: Faulting,

Liquefaction, Landslides, Flooding, Seismically induced settlement, Lateral ground movement, Subsidence, Subsurface gases, Naturally occurring asbestos, Volcanic eruption, Tsunami or Seiche.

- Prepare a reconnaissance level report that includes the following:

Site description, Site geology, Local Seismicity, Discussion of potential geotechnical issues affecting the Specific Plan area, Potential for the geologic hazards listed above, a regional geologic map, a regional fault map, and discussion regarding measures that may be appropriate to mitigate potential geologic hazards and geotechnical concerns.

Task 3.4.6 Hazards and Hazardous Materials

Lamphier-Gregory will prepare the Hazards and Hazardous Materials chapter of the EIR, based upon technical information provided by ENGEO.

ENGEO will prepare a hazardous materials-related environmental assessment of the Specific Plan Study Area. The focus will be an initial evaluation of potential environmental concerns associated with current and past property uses that may affect potential redevelopment.

The history of the Specific Plan Study Area includes intensive development of mixed land uses for decades. Many businesses and other land uses within the Specific Plan Study Area potentially have resulted in environmental impact. ENGEO will review maps and other public information that are readily available regarding the geologic setting and hydrogeologic conditions, such as groundwater depth and regional flow direction. ENGEO will review publically available databases to assess the potential for environmental impact within or near the Specific Plan Study Area, including properties where petroleum compounds and/or hazardous material releases have been documented. ENGEO will then use the information to determine whether, for example, a plume of groundwater contamination is likely to move towards or away from select sites.

ENGEO will obtain and review readily available historical aerial photographs of select sites for evidence of illegal disposal, hazardous material storage, and changes in topographic features. ENGEO estimates that no more than 10 sets of high elevation historic aerial photographs will be obtained and reviewed for the study. In addition, ENGEO will obtain and review historical topographic

maps for indications of historical land use and topographic features. ENGEO will attempt to establish site use at least 40 years prior.

ENGEO will review government records through the services of a government records database search firm such as Environmental Data Resources (EDR) to prepare a report for review. This report will include federal, state, county and city governmental records and databases to assist us in determining whether the site or identifiable neighboring properties are listed. If necessary and feasible, ENGEO will interview environmental regulatory agency, fire department, and city/county personnel pertaining to sites that may require additional information.

ENGEO will conduct a windshield survey of select portions of the Specific Plan Study Area to visually review property use and current conditions. ENGEO will note properties that may have potential environmental concerns related to the past or current use of the property. Due to the nature of the Specific Plan Study Area, the survey will consist of visual reconnaissance from the surface streets and will not include an inspection of the interior of the buildings. If certain properties are identified as having a significant potential for having environmental concerns, ENGEO will attempt to access the property, to the extent feasible and as authorized, to document findings and take photographs.

Following completion of the windshield survey, ENGEO will prepare a written report documenting the services performed and the findings of the assessment with opinions, conclusions and recommendations regarding potential environmental concerns. ENGEO will also assist in the preparation of the Draft EIR (DEIR), responses to comments, and the Final EIR document.

Assumptions: ENGEO must point out that the preliminary environmental assessment is not intended to represent a complete Phase One Environmental Site Assessment in accordance with 40 CFR Part 312 and ASTM 1527-05. This assessment is also not intended to represent a complete soil or groundwater characterization. The assessment will not define the depth or extent of soil or groundwater contamination. The assessment is intended to provide an evaluation of potential environmental concerns associated with the use of the Specific Plan Study Area based on the review of ENGEO's findings.

ENGEO's assessment does not include subsurface or surface sampling or testing, geophysical surveys, or visiting every site within the general plan update area.

No structural inspection will be performed as a part of this assessment. In addition, ENGEO's scope is not designed to identify wetlands or endangered species, nor is it to provide asbestos, lead-based paint, or radon gas surveys for structures.

Task 3.4.7 Hydrology and Water Quality

ENGEO will prepare an assessment of the Specific Plan Study Area to review the Specific Plan's consistency with the City of Hayward General Plan with regard to hydrology, water quality, and flood hazards. The assessment will identify potential issues that may require alternative drainage facilities in the final design. The water quality assessment will provide a summary of the current State and Regional Water Quality Control Board as well as Alameda County Clean Water Program stormwater permit regulations and describe a palette of low impact development features and best management practices that could be included in project development within the Specific Plan Study Area.

Task 3.4.8 Noise

Illingworth & Rodkin, Inc. will complete the following tasks in support of the noise impact discussion within the EIR:

1. **Quantify Existing Conditions.** The predominant sources of noise within and around the plan area are vehicular traffic along local roadways including Mission Boulevard, Foothill Boulevard, A Street, Winton Avenue, Jackson Street, Tennyson Road, and Industrial Parkway, BART trains, and railroad trains along the UPRR. Illingworth & Rodkin, Inc. made ambient noise measurements at several locations in the plan area vicinity during the preparation of noise background report for the General Plan Update project in 2001. We will supplement these data with a noise monitoring survey specific to the plan area. The focus of the noise monitoring survey would be to quantify ambient noise levels at areas that may be developed with noise-sensitive uses as well as at existing sensitive land uses in the project vicinity. We anticipate conducting six long-term and eight short-term noise measurements at representative sites within the plan area. These data would be used with the data previously collected to establish the baseline noise environment.

2. **Calculate Future Noise Levels.** Future noise levels affecting the planning area will be calculated based on future traffic volumes along adjacent roadways and future railroad/BART projections. These projections, in combination with noise data gathered for local noise sources, will be used to calculate future noise levels. Noise generated by the construction activities and project-generated traffic would be calculated at nearby sensitive land uses.
3. **Impact Assessment.** The noise and land use compatibility of sensitive uses proposed as part the Specific Plan will be assessed based on adjustments to existing noise data based on future projections. We will evaluate the Plan to identify areas of concern regarding noise conflicts with existing or proposed uses in the vicinity. The impact assessment will also evaluate the potential noise impacts resulting from the Specific Plan project over a temporary or permanent basis. We will evaluate the potential for any offsite noise impacts associated with the project (for example, construction noise impacts on existing residences or the potential for increased traffic noise levels along the common streets serving the plan area). Noise impacts would be assessed with respect to applicable City policies and appropriate CEQA significance criteria.
4. **Develop Mitigation Measures.** Mitigation measures would be developed to reduce significant noise impacts resulting from the project. If future noise levels are predicted to exceed the noise and land use compatibility standards established by the City, we will identify mitigation measures to be included into the plan necessary to reduce noise levels to acceptable levels. Mitigation will be presented to also reduce potentially significant noise impacts resulting from the construction and operation of the project.
5. **Cumulative Impact Assessment.** Noise impacts resulting from cumulative development of the Plan area would be evaluated. Mitigation would be recommended to reduce significant cumulative impacts where appropriate.

Task 3.4.9 Transportation

1. **Existing Conditions.** Dowling Associates (DA) staff will prepare an existing conditions report for traffic and circulation. DA staff will rely on existing sources for data, including existing counts and other relevant

information produced as part of the Route 238 Corridor EIR, Route 238 Bypass Land Use Study and South Hayward BART Specific Plan and EIR study. The report will cover an analysis of existing transportation conditions including vehicle, transit, bicycle, pedestrian/trail and parking conditions. The report will serve as the setting section in the subsequent EIR.

2. **Preparation of Land Use and Circulation Alternatives.** Concurrently with previous subtasks, Dowling Associates will prepare circulation alternatives, traffic impact and transit analysis for each of the proposed land use scenarios. DA will work with the consultants and City staff to develop the land use and circulation alternatives for input into the Citywide traffic model. DA staff will geocode the Citywide Model TAZs (from the original paper shape file maps) in the corridor using GIS to more easily facilitate the accumulation of land use inputs by Traffic Analysis Zone (TAZ) from the City model. City staff will provide DA with information on changes to better reflect the existing land uses in the Mission Boulevard corridor parcels by model TAZ.

Then once the three land use scenarios are defined, DA staff will use standard ITE trip generation for each alternative to determine which alternative results in the highest traffic impacts. This will be verified by running the model for each land use alternative and comparing them to the no-build.

DA staff will input the land uses into the model for the three alternative scenarios and reflect any changes to the circulation and connectivity via changes to the model network links. DA staff will provide City with network plots for review and then will perform the model runs for the no-project and three alternative scenarios. DA staff will produce model output in PDF plot format for review by the City. The model output will include link volumes for each scenario for AM and PM peak hour conditions and will also include link difference plots comparing to the no-project. Additional model results will include intersection turn volumes at all identified study intersections. The results will be used to do a qualitative comparison of the three alternatives and assist the City and consultants to identify a preferred alternative.

Following a choice of the recommended or preferred alternative, DA staff will use the intersection data to further develop intersection level of service at all study intersections for the preferred alternative. It is envisioned that up to 35 intersections will be analyzed. If the no-project run does not differ too significantly from the previous Route 238 Land Use analysis, then DA staff will simply use the intersection results from the 238 analysis as the basis for the no-project for this study. If the results are significantly different, then DA staff will perform LOS on the no-project run.

The EIR will include traffic impact data generated for the overall land use study, presented in an EIR format. The section will include an overview of existing regional and local roadways, estimated impacts of the preferred land use alternative under cumulative conditions and mitigation measures. This section will also address generalized impacts to public transit providers and pedestrian circulation to and through the area.

3. **Development of Program EIR.** DA staff will develop the traffic section for the Program level EIR with further analysis required for traffic, air and noise analysis. DA will respond to one set of non-conflicting comments on the ADEIR and the DEIR.
4. **CMP Traffic Analysis.** Since the proposed project includes a general plan amendment that may generate more than 100 P.M. peak hour trips, this may require a traffic analysis and writeup for the Congestion Management Program (CMP) in response to comments on the notice of preparation for the EIR by the ACCMA. DA staff will use the latest ACCMA Countywide P07 Model for this analysis. The analysis focuses on segment LOS analysis and transit impact analysis for 2015 and 2035 conditions as described in the 2005 CMP.

Task 3.4.10 Utilities

BKF's contribution to the EIR is closely linked and dependent upon information and analyses derived during the Specific Plan preparation process. For example, the analysis within the EIR Utilities chapter will be derived from the separately prepared Infrastructure Study (Task 1.7).

For the Utilities chapter of the EIR, BKF will work with Lamphier-Gregory to craft appropriate impact/mitigation language incorporating the findings of a Water Supply Assessment (to be provided by the City of Hayward) into the EIR. BKF will attend up to two (2) meetings of the project team and city staff during preparation of the Administrative Draft EIR, Draft EIR and Final EIR.

In addition to BKF's work on the Utilities chapter of the EIR, Lamphier-Gregory will additionally discuss and evaluate the impacts that development and redevelopment activities may have on existing utilities including evaluation of gas and electrical capacity and distribution patterns and evaluation of solid waste disposal needs and capacity.

Task 3.4.11a Aesthetics

- a. Using drawings, illustrations and other graphic materials generated by the urban design specialists on our consultant team, Lamphier-Gregory will prepare the impact analysis of aesthetic and visual effects against the significance thresholds of the CEQA Guidelines. The analysis will focus on effects related to scenic resources, visual character, and light and glare.

Task 3.4.11b Land Use

- a. Lamphier-Gregory will evaluate the consistency of the proposed Specific Plan with the Hayward General Plan and Municipal Code (Planning and Zoning sections) As part of our analysis, we will compare and contrast the Specific Plan with the policies, regulations and land uses as contained in existing policy and regulatory documents. We will also assess whether the Plan could divide any established community or conflict with any applicable habitat conservation plan.
- b. The land use analysis will include consideration of the relationship of the Mission Boulevard Corridor Specific Plan and Form-Based Code with the Route 238 Corridor Improvement Project and the Route 238 Bypass Land Use Study.
- c. Assumption: Relative to potential annexation of Alameda County land within the Cherryland community, it is assumed that the planning and design team will factors investigate growth-related issues (population, land use, topography), the need for governmental services, the effect incorporation might have on adjacent areas, the ability of Hayward

to provide services, the effect on meeting regional housing goals, and other factors. Should the Specific Plan preparation process lead towards annexation of County lands, it is assumed that the planning and design team will provide all necessary background and technical documents necessary to address this within the Land Use section of the EIR (i.e., discussion of Section 56668 of the California Government Code (Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000).

Task 3.4.11c Public Services

Recent planning efforts within the City of Hayward have highlighted potential deficiencies in public services; namely fire and police protection services. Resolution of these known issues will be instrumental for the creation of a successful Specific Plan. The planning and design team will need to facilitate fundamental policy decisions as well as supporting technical studies. That work effort will feed into and support the EIR's analysis of public service impacts.

Relying upon information and technical studies derived by the planning and design team, Lamphier-Gregory will evaluate the extent to which the proposed Specific Plan would require new or physically altered governmental facilities associated with the provision of:

- Fire protection services
- Police protection services
- Schools
- Parks; and
- Other public facilities (e.g., libraries, civic office space, etc.).

Assumption: If the direction from City staff is to include a discussion of the factors set forth in Government Code §56668 regarding the potential annexation of Cherryland into Hayward, then it is assumed the planning and design team will have also produced supporting information for its discussion within the Public Services section of the EIR.

Task 3.4.12 Alternatives

This work scope accommodates three (3) alternatives to the project will be analyzed in the EIR. The alternatives chapter will begin by describing the CEQA requirements for evaluation of alternatives. The EIR will include an evaluation

of the CEQA-required “No Project Alternative” as well as two variations on the “Project,” each of which would represent less-intense development scenarios than the Project. The details of each of the alternatives will be defined by work products generated during the Specific Plan process (visioning, charrette, etc.) and in consultation with City staff.

Lamphier-Gregory will work with the Specific Plan consultant team and the City to define each alternative and will describe the alternatives and provide an analysis of the potential impacts related to each environmental topic addressed in the EIR, and compare the alternatives to one another as well as an evaluation against the City’s Thresholds of Significance. The evaluation of alternatives will be conducted at a qualitative level and will not reflect the degree of analysis as applied to the Project.

Task 3.4.13 Preparation of an Administrative Draft EIR

Lamphier-Gregory will compile the technical studies described above, except where noted for completion by other consultants, into an Administrative Draft EIR. The document will be structured to include the following sections:

- Introduction
- Executive Summary
- Project Description
- Setting, Impacts and Mitigation Measures
- Other CEQA Considerations (Significant/Unavoidable Impacts, Growth-Inducing Impacts, Cumulative Impacts)
- Alternatives
- References

Deliverable: Eight (8) hard copies and one (1) digital copy of the Administrative Draft EIR (ADEIR).

Task 3.6: Prepare Draft EIR (DEIR)

Task 3.6.a: Revise ADEIR per City Comments

For purposes of this work scope, it is assumed that City staff will provide one (1) consolidated set of comments on the ADEIR. This includes reconciling conflicting comments so that clear direction on how to respond is provided to Lamphier-Gregory. Additionally, for a project of this scope and importance, we propose two (2) ADEIR review cycles in order to comprehensively and

thoroughly vet all staff comments and concern prior to public review.

After the receipt of city staff comments during each review cycle, Lamphier-Gregory will incorporate requested revisions and address comments to draft a redline Administrative Draft EIR in MS Word format.

Deliverable: Eight (8) hardcopies and one (1) digital copy of the DEIR.

Task 3.6.b: Print and Deliver Public Review Draft EIR

After sign-off by City staff, Lamphier-Gregory will arrange for the printing, production and delivery to City staff Forty (40) hardcopies and one (1) digital copy of the Draft EIR.

Deliverable: Forty (40) hardcopies and one (1) digital copy of the DEIR.

Task 3.6.c: Prepare NOC and File with Clearinghouse

Lamphier-Gregory will prepare a Notice of Availability and a Notice of Completion, in accordance with the CEQA Guidelines, and submit the document to the State Clearinghouse.

Deliverable: Notice of Completion

Tasks 3.7-3.8: Public Hearings on DEIR

Lamphier-Gregory will attend one (1) Planning Commission hearing, one City Council hearing, and one community meeting on the Draft EIR and take notes on comments presented. Comments to be addressed in the Final EIR will be discussed with City staff following this meeting.

Deliverable: None.

PHASE 5: PREPARE FINAL SPECIFIC PLAN DOCUMENT

Task 5.4: Administrative Draft Final EIR (AFEIR)

Lamphier-Gregory will organize and review comments on the Draft EIR and coordinate with the City and technical subconsultants to prepare written responses to comments as part of the Final EIR. This will include:

- A list of persons, organizations, and public agencies commenting on the EIR;
- Copies of all written comments, and the responses thereto; and

- A summary of verbal comments (or the transcript from the hearing(s) on the Draft EIR received at public hearings
- Responses thereto; and
- Necessary revisions to the Draft EIR.

In the review, we will submit eight (8) hardcopies and one (1) digital copy of the response to comments document to City staff for review.

Deliverable: Eight (8) hardcopies and one (1) digital copy of the ADFEIR

Task 5.6.a: Prepare Final EIR

Following review by city staff, Lamphier-Gregory will incorporate requested revisions and address comments to draft a redline Administrative Draft Final EIR in MS Word format. This will be submitted as an electronic version only showing strikethrough and underline.

Deliverable: Eight (8) hardcopies and one (1) digital copy of the FEIR showing strikethrough and underline

Task 5.6.b: Mitigation Monitoring and Reporting Program

Lamphier-Gregory will prepare a Mitigation Monitoring and Reporting Program (MMRP) for the Specific Plan/Form Based Code and will identify responsibility for implementing and monitoring each condition of approval or mitigation measure, subject to approval by City staff. Lamphier-Gregory will work closely with City staff to ensure that the MMRP is prepared in a format that will be easy for staff to implement and is tailored to the City's approval procedures. A checklist will be prepared listing these items and providing a column for verification of compliance.

Deliverable: Mitigation Monitoring and Reporting Program.

Task 5.6.c: Print and Deliver Final EIR

Upon sign-off by City staff, Lamphier-Gregory will arrange for the printing, production and delivery to city staff of Forty (40) bound copies of the Final EIR together with one (1) digital copy. They will also send an appropriate number of copies of the FEIR to the State Clearinghouse for its use.

Deliverable: Forty (40) hardcopies and one (1) digital copy of the FEIR

PHASE 6: SPECIFIC PLAN ADOPTION AND IMPLEMENTATION

Tasks 6.1-6.4-6.5: Certification/Adoption Hearings

Following preparation and release of the FEIR, Lamphier-Gregory will provide support for and attend Specific Plan adoption and EIR certification hearings before the Planning Commission and City Council. For purposes of this work scope, we have allocated time up to four (4) public hearings, including preparation of a PowerPoint presentation for each meeting. Typically, for a project of this type and size, each decision-making body is provided an informational public hearing before being tasked with making a decision

Deliverable: Attendance at up to four (4) public hearings

2.4 TIMELINE

Please see section 5.

2.5 TASKS EXPECTED FROM CITY

1. Provide GIS information for maps
2. Print maps (if the City has the capacity)
3. Attend pre-charrette meetings (planning, transportation, engineering, economic development, redevelopment committees, parks)
4. Identify key stakeholders (individuals and groups – property owners, local architects, active citizens, neighborhood groups, environmental groups, social activist groups)
5. Identify local organizations (Business Roundtable, Chamber of Commerce, Rotary)
6. Assist in communicating all information to elected officials on a regular basis
7. Attend charrette throughout charrette week; staff from specific departments attend focus group meetings during the charrette
8. Assist in setting up project and charrette information on website
9. Take the charrette team on a tour of the project area on the first day of the charrette
10. Volunteer during charrette as schedules allow (welcome table, name tags, food table)
11. Set up meetings with large agencies such as Caltrans, BART, AC Transit
12. Set up meetings with developers of large projects in project area
13. Assist in locating and securing charrette venue(s)
14. Make introductions at opening and closing presentations
15. Proof all documents and charrette materials (schedules, announcements, synoptic survey, visual preference survey, project info)
16. Identify local hotels and restaurants for charrette

2.5 COMMUNITY AND STAFF MEETINGS

	Anticipated Duration in months*	Staff Meetings	Stakeholder Meetings (1)	Citizen Meetings/Public Workshops (2)	Appointed & Elected Official Meetings (3)	All Meetings
Phase 1: Prepare for Specific Plan						
1 - Training for City Staff & Key Stakeholders		1	1			2
2 - Planning Commission Work Session					1	1
3 - City Council Work Session					1	1
4 - Pre-Charrette Stakeholder Interviews		6	30		4	40
5 - 5-Day Charrette		2	4	10	2	18
6 - Planning Commission Review Plan Alternatives					1	1
7 - City Council Review Plan Alternatives					1	1
8 - Coordination with City Staff		6				6
Phase 1 Sub-Totals	6	15	35	10	10	70
Phase 2: Prepare First Draft Specific Plan						
1 - Planning Commission First Draft Review					1	1
2 - City Council First Draft Review					1	1
3 - Coordination with Staff		9				9
Phase 2 Sub-Totals	7	9	0	0	2	11
Phase 3: Draft EIR/EIS						
1 - Planning Commission Hearing on Draft EIR					1	1
2 - City Council Hearing on Draft EIR					1	1
3 - Coordination with City Staff		6				6
Phase 3 Sub-Totals	8	6	0	0	2	8
Phase 4: Prepare 2nd Draft Specific Plan						
1 - Planning Commission 2nd Draft Review					1	1
2 - City Council 2nd Draft Review					1	1
3 - Coordination with City Staff		2				2
Phase 4 Sub-Totals	4	2	0	0	2	4
Phase 5: Prepare Final Specific Plan						
1 - Coordination with City Staff		2				2
Phase 5 Sub-Totals	5	2	0	0	0	2
Phase 6: Specific Plan Adoption & Implementation						
1 - Final Community Meeting				1		1
2 - Final Planning Commission Hearing Presentation					1	1
3 - Final City Council Hearing Presentation					1	1
4 - Implementation Training for City Staff		1				1
4 - Coordination with City Staff		3				3
Phase 6 Sub-Totals	4	4	0	1	2	7
Grand Totals	18	36	35	11	16	98

* Phases overlap

NOTES:

(1) Stakeholder Meetings: These meetings are held privately throughout the Project with individual or small groups of stakeholders. Stakeholders include community and civic leaders; land-, property- and business-owners; and members of Boards, Committees and Commissions.

The focused stakeholder meetings are held in preparation for the Charrette (approx. 30 meetings, as noted in chart) These meetings will be convened by key individual members of our team who will meet with people and groups on a individual basis.

(2) Public Workshops: Participatory tools, such as Interest-Based Problem Solving, Guided Visualization and Appreciative Inquiry, will be used in Citizen Meetings/Public Workshops. In addition, an interactive website will be available 24 hours a day for public information and participation for the duration of the Project.

(3) Elected & Appointed Officials Meetings: It is anticipated that some of these may be joint City Council/Planning Commission meetings.

ADDITIONAL COMMENTS: Throughout the Charrette, all members of the public will be invited to participate on a daily basis, either at the Charrette site or in select off-site locations in order to reach those who may be reluctant to attend.