

Meeting Date: 8/9/2016

Report Type: Consent

Report ID: 2016-00795

Title: Supplemental Agreement 2: Central City Strategic Plan (I21005300)

Location: Districts 3 and 4

Recommendation: Pass a Motion authorizing the City Manager or the City Manager's designee to execute Supplemental Agreement 2 to City Agreement 2016-0752 with Environmental Science Associates for a more thorough land use survey in an amount not-to-exceed \$106,300 for a revised total contract amount not -o-exceed \$1,987,594.

Contact: Greg Sandlund, Senior Planner, (916) 808-8931; Jim McDonald, Principal Planner, (916) 808-5723, Community Development Department

Presenter: None

Department: Community Development Dept

Division: Long Range Planning

Dept ID: 21001222

Attachments:

1-Description/Analysis

2-Supplemental Agreement No. 2

City Attorney Review

Approved as to Form
Kourtney Burdick
7/29/2016 10:58:21 AM

Approvals/Acknowledgements

Department Director or Designee: Ryan Devore - 7/25/2016 3:19:31 PM

Description/Analysis

Issue Detail: On June 14, 2016, City Council passed Resolution 2016-0197 authorizing the City Manager or the City Manager's designee to execute a professional services agreement, 2016-0752 (the "Agreement"), with Environmental Science Associates in an amount not-to-exceed \$1,872,542 for services pertaining to the Downtown Specific Plan (part of the Central City Strategic Plan (I21005300)) and the Streetcar Toolkit (G21120100).

Staff is recommending the council approve supplement 2 to the agreement, which would authorize the contractor to conduct a detailed land use survey of all 9,600 parcels within the downtown area. The survey will determine existing land uses, the number of homes on each parcel, sidewalk widths, building square footage, and include a photo of each building fronting the street. This information will be critical to plan for the future urban design and land uses for the Downtown Specific Plan Area and future planning efforts involving the Central City.

City Council approval is required under city code section 3.64.040.B, which requires city council approval for any supplemental agreement that increases the agreement amount by more than \$100,000. Proposed supplemental agreement 2 would increase the total not-to-exceed amount of the agreement 2016-0752 by \$106,300, for a new not-to-exceed amount of \$1,987,594.

Policy Considerations: The recommendation in this report is in accordance with City Code Chapter 3.64, Contracts for Professional Services.

Economic Impacts: None.

Environmental Considerations:

California Environmental Quality Act (CEQA): This report concerns administrative activities and government fiscal activities that do not constitute a "project" as defined by the CEQA Guidelines Sections 15378(b)(2) and are not subject to the provisions of CEQA (CEQA Guidelines 15060(c)(3)).

Sustainability: The Downtown Housing Specific Plan is consistent with General Plan goals in that it will increase the number of places to live within the downtown area. The plan supports Transit Oriented Development (TOD), infill development, and conversion of vacant and outdated buildings.

The proposed plan also supports an increase in density within the target area. Increasing housing density in Downtown Sacramento around public transportation hubs will reduce dependence on the use of private automobile, reduce long commutes, reduce the use of fossil fuels, improve energy efficiency, reduce carbon dioxide emissions, and help meet air quality standards.

Commission/Committee Action: None.

Rationale for Recommendation: That Downtown Specific Plan will facilitate new housing opportunities downtown. Additionally, the Downtown Specific Plan will help to carry out the 2035 General Plan's vision of infill development, reuse, and growth in urban areas like the Central City.

Supplemental Agreement No.1 was for a pilot survey to inform the scope and budget for the survey of the entire plan area. The budget for Supplemental Agreement No. 1 was for \$8,752.24. Supplemental Agreement No. 2 to City Agreement No. 2016-0752 includes funding for a parcel-by-parcel survey of the Downtown Specific Plan Area. This information will be critical to inform the future urban design and land uses for the Downtown Specific Plan Area and future planning efforts involving the Central City.

Financial Considerations: The proposed supplemental agreement No.2 increases the total not-to-exceed amount of the original agreement, 2016-0752, by \$106,300, which when combined with the \$8,752.24 budget of Supplemental Agreement No.1, totals a new, not-to-exceed amount of \$1,987,594. These additional services are for the Central City Strategic Plan (I21005300) and sufficient funding is available in General Fund (Fund 1001) to pay for this change in scope.

Local Business Enterprise (LBE): Vender Environmental Science Associates is an LBE.

Requires Council Approval: N Y
Council Meeting Date: 08/09/2016

Real Estate Other Party Signature Needed Recording Requested

General Information

Contract Type: Professional Services
PO Type: Formal Bid - Prof Services
\$ Not to Exceed: \$1,987,593.49
Other Party: Environmental Science Assoc
Project Name: Downtown Specific Plan
Project Number: I21005300
Bid Transaction #:

Attachment #: 2
Original Doc #: 2016-0750-0752
Certified Copies of Document:
Deed:
Tax ID # (if applicable):
Preferences:
LBE SBE DBE MWBE

Department Information

Department: Community Development Division: Planning
Project Manager: Greg Sandlund Supervisor: Jim McDonald
Contract Services: Susanne Cook Division Manager: Kate Gillespie
Phone Number: (916) 808-5375 Date: 07/21/2016 Org Number: 21001222
Comment:

Review and Signature Routing

Department	Signature or Initial	Date
Project Manager:	<i>GS</i>	7/21/16
Accounting:	<i>SP</i>	7-21-16
Contract Services:	<i>SC</i>	7/21/16
Supervisor:	<i>JK</i>	7/21/16
Division Manager:	<i>Kate Gillespie</i>	7.21.16
City Attorney	Signature or Initial	Date
City Attorney:	<i>KCP</i>	7/22/16

Name and Phone Ext:

Send Interoffice Mail Notify for Pick Up

Authorization
Department Director: _____
City Manager: Y N

Contract Cover/Routing Form: Must accompany ALL Contracts; however, it is not part of the contract.

(Sticker)

For City Clerk Processing

Finalized:
Initial:
Date:

Imaged:
Initial:
Date:

Received:
(City Clerk Stamp Here)

SUPPLEMENTAL AGREEMENT

Project Title and Job Number: Downtown Specific Plan (I21005300)
Purchase Order #:

Date: 7/19/16
Supplemental Agreement No.: 2

The City of Sacramento ("City") and Environmental Science Associates _____ ("Contractor"), as parties to that certain Professional Services Agreement designated as Agreement Number 2016-0752, including any and all prior supplemental agreements modifying the agreement (the agreement and supplemental agreements are hereafter collectively referred to as the "Agreement"), hereby supplement and modify the Agreement as follows:

1. The scope of Services specified in Exhibit A of the Agreement is amended as follows:

Attachment 1 to Exhibit A of the Agreement is replaced and superseded in its entirety with the attached "Attachment 1 to Exhibit A." The revised Attachment 1 to Exhibit A reflects the following amendments:

- Task 1 – Amended to require Contractor to conduct a more thorough land use survey, utilizing a 2-person field team to gather baseline data for all parcels in the Downtown Specific Plan area
- Task 2 – Amended to clarify Contractor's existing obligations under the Agreement.
- Tasks 5.2 and 10.5 – Minor, clarifying edits.

2. In consideration of the additional and/or revised services described in section 1, above, the maximum not-to-exceed amount that is specified in Exhibit B of the Agreement for payment of Contractor's fees and expenses, is **increased** by \$106,300.00, and the Agreement's maximum not-to-exceed amount is amended as follows:

Agreement's original not-to-exceed amount:	<u>\$1,872,541.25</u>
Net change by previous supplemental agreements:	<u>\$8,752.24</u>
Not-to-exceed amount prior to this supplemental agreement:	<u>\$1,881,293.49</u>
Increase/decrease by this supplemental agreement:	<u>\$106,300.00</u>
New not-to exceed amount including all supplemental agreements:	<u>\$1,987,593.49</u>

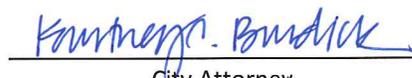
Attachment 1 to Exhibit B of this Agreement is replaced and superseded in its entirety with the attached "Attachment 1 to Exhibit B."

- Contractor agrees that the amount of increase or decrease in the not-to-exceed amount specified in section 2, above, shall constitute full compensation for the additional and/or revised services specified in section 1, above, and shall fully compensate Contractor for any and all direct and indirect costs that may be incurred by Contractor in connection with such additional and/or revised services, including costs associated with any changes and/or delays in work schedules or in the performance of other services or work by Contractor.
- Contractor warrants and represents that the person or persons executing this supplemental agreement on behalf of Contractor has or have been duly authorized by Contractor to sign this supplemental agreement and bind Contractor to the terms hereof.
- Except as specifically revised herein, all terms and conditions of the Agreement shall remain in full force and effect, and Contractor shall perform all of the services, duties, obligations, and conditions required under the Agreement, as supplemented and modified by this supplemental agreement.

Approval Recommended By:


Project Manager

Approved As To Form By:


City Attorney

Approved By:


Contractor

SUPPLEMENTAL AGREEMENT

Attested To By:

Approved By:

City of Sacramento

City Clerk

**SACRAMENTO DOWNTOWN SPECIFIC PLAN (“DSP”)
SCOPE OF WORK**

PROJECT OVERVIEW

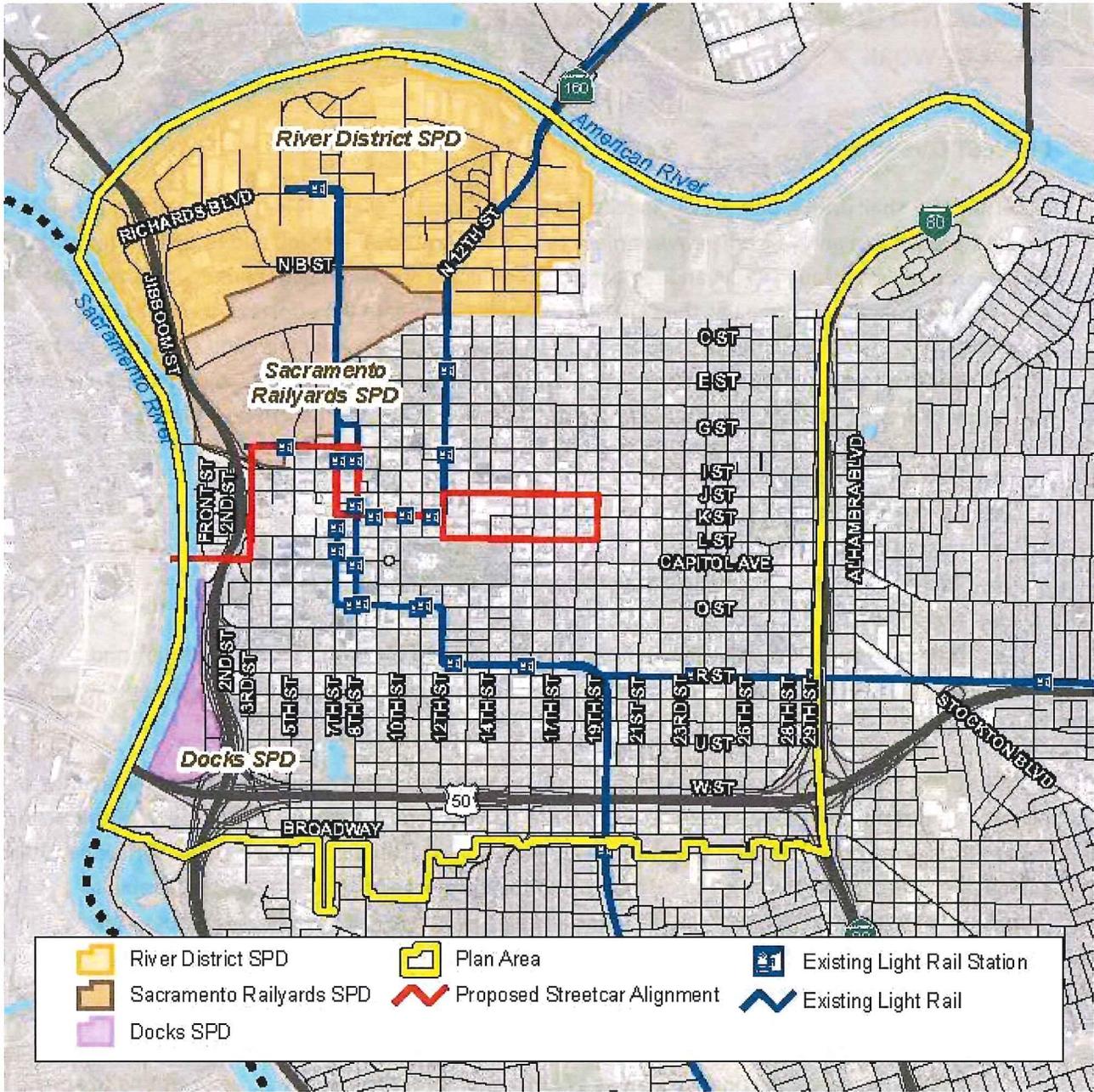
CONTRACTOR shall draft a Downtown Specific Plan (“DSP” or “the plan”). The purpose of the plan is to create a predictable and welcome environment to building housing in the job and transit center of the Sacramento region through CEQA and regulatory streamlining combined with market, infrastructure, and historic analysis. Additionally, the CONTRACTOR will coordinate the efforts of the Cities of Sacramento and West Sacramento to collaborate on common design guidelines and standards for the shared streetcar route as well as enhance the connection between the two cities with public art. Under this scope of work, CONTRACTOR shall prepare the following, which are described in detail below:

- Downtown Specific Plan;
- Central City Design Guideline Amendments;
- Infrastructure Finance Plan;
- Zoning Code and General Plan amendments (as needed);
- Market study;
- Database of opportunity sites that have been screened for development potential; and
- An Environmental Impact Report that assesses the impact of the project components listed above.

CONTRACTOR (“Environmental Science Associates” or “ESA”) is solely responsible for the completion of all tasks outlined in this scope of services. CONTRACTOR may choose to subcontract some of this work to the subcontractors mentioned below (e.g. EPS, NV5, Torti Gallas, etc.), but CONTRACTOR alone, shall remain responsible for the work. If one or more subcontractors does not want to or is unable to complete the work, CONTRACTOR understands and agrees that it—alone—is solely responsible for the completion of all tasks. CONTRACTOR and City intend and agree that there are no third-party beneficiaries to this Agreement.

The scope of work shall be performed in accordance with the attached Time of Performance schedule. CONTRACTOR and the City, acting through its city manager or designee, may agree in writing to amend this schedule.

The project area is indicated below:



KEY TERMS DEFINED

“Downtown Specific Plan Area” means area bounded by both sides of Broadway, Business 80 and the American and Sacramento Rivers. The plan area excludes Old Sacramento and the River District, Railyards, and Docks Specific Plan areas. The plan area does not include any land north of B Street.

“Opportunity Sites” means a parcel or conglomeration of parcels selected for their high potential for development. These sites will be analyzed to determine: growth and infrastructure capacity; historically significant structures; and environmental concerns.

“Technical Advisory Committee” means a group composed of representatives of City departments and outside agencies.

TASK 1 PROJECT INITIATION

Task 1.1 Gather Data

The ESA Team will identify and compile pertinent studies, reports, plans, maps, GIS files, and other data that will be necessary to inform preparation of the Downtown Specific Plan (DSP). It is anticipated that the City staff will either directly provide the information, or identify appropriate resources or contacts where it can be obtained. The ESA Team will identify any potential data gaps and will work with the City to address those gaps.

Task 1.1.1 Land Use Survey and Geodatabase

ESA will conduct a detailed Land Use Survey analysis of the parcels within the DSP boundary. The final outcome of this field survey will be an ESRI file Geodatabase storing relevant parcel information collected through this Land Use survey and intended to supplement the City’s existing parcel information.

Preprocessing, Configuration and Deployment - Based on the two-day Pilot Study and existing information provided by the City, ESA will build a GIS database that includes relevant data layers to support data collection efforts. ESA will then publish primary and base layer information as web services through ESA’s ArcGIS Online Organizational Account. Editable feature services will be accessible from Tablet and mobile devices using the ESRI Collector application.

Field Data Collection - Using a 2-person field team, ESA will conduct a detailed land-use survey for all remaining parcels of 8,032 within the DSP Area, gathering all field information listed in the table below. Data will be collected with a tablet device using ESRI Collector application and ArcGIS Online. Base layer information will be pre-loaded on the tablet device and cached locally to optimize performance.

Assumptions for data gathering methods:

#	Field	Collection Method	Assumptions
1	Existing Land Use Category /Actual Land Use	Modified drop-down list based on City's zoning code	See list below
2	Number of units	Visual assessment.	Number of units will be collected for residential only. Square footage is deemed adequate for commercial.
3	Height of street wall	Using Laser	Height of street wall will be collected by using a laser to shoot only the portion on the street face (ground to the base of the roof) Street wall measurements will not include setbacks, dormers etc.
4	Geotagged Photo of Each building	Collect photo using Tablet device	Geotagged photo of each building will be taken with the tablet and included as an attachment with the building footprints database.
5	Sidewalk widths	Using a Tape measure, measure the width of each sidewalk for every block	Sidewalk Width - will represent only the public sidewalk and not extensions in landscaping strips or private yards.
6	Vacant sites	Determine if the site is vacant	Vacant Sites – include the following criteria: <ul style="list-style-type: none"> • No building or structure • Building or structure valued at less than \$50,000 • Paved for paid parking
7	Building Square Footage	GIS attribute calculations based on building height, and building footprint information.	Approximate calculation of building sq footage based on best available footprint and height information. We will also cross-reference sq footage with assessor parcel #s. Sq.footage will represent a best estimate due to lack of more detailed building information available

** All measurement units will be collected in feet.*

Land Use Category list for the App:

Land Use Type
Auto Repair
Auto-oriented Sales
Commercial Services
Community Garden
Duplex

Hospital/Clinic
Hotel/Lodging
Industrial Heavy
Industrial Light
Institutional
Library/Museum
Medical Office
Multifamily
Neighborhood Market
Office/ Employment Center
Office Mixed-Use/Commercial
Parking Structure/Mixed-use
Parks/Open Space
Performance Theater/Arena
Religious Facility
Residential Mixed-use/Office
Residential Mixed-use/Commercial
Restaurant
School
Shopping Center
Single family
Small Professional Office
Transportation-related
Utilities
Vacant

Post-processing and Delivery - ESA GIS staff will synchronize field data collected from the tablet device to the web services and perform a quality assessment and review with the ESA Project Manager and City staff. Web services will also be accessible through ESA’s ArcGIS Online Organizational account using a shared group for the City’s review throughout the life cycle of the project. ESA will also provide a digital transmission of the ESRI file geodatabase to City on a bi-weekly basis for Quality Assurance/Quality Control (“QA/QC”) review. Following final QA/QC review, ESA will deliver a final version of the Land Use survey as an ESRI File Geodatabase. The geodatabase will include detailed FGDC-compliant metadata along with a final Methods and Data Management Plan documenting the survey methodology and outcomes.

Assumptions

- The City will provide ESA with the most up-to-date parcel, assessor parcel and building footprints data.
- Geotagged photos will be included as an attachment to building footprints in the geodatabase.

- The City is responsible for updating the parcel and building footprints databases with the following information:

Field	Method
Building setback	Extract from Otholmagery
Current maximum FAR	Look at General Plan Land Use Categories. Use a look up table.

Deliverables. List of data needs and gaps; ESRI File Geodatabase including geotagged photos of each building; and Final methods and data management plan in MS Word and PDF formats.

Task 1.2 Attend Kick-Off Meeting

ESA and City staff will hold a kick-off meeting within 30 days of the effective date of the agreement in order to: 1) discuss the City’s objectives for the work program; 2) review the scope of work and schedule to assure a common understanding of project deliverables, methodologies, expected outcomes, and responsibilities; 3) review protocols for communications with City staff, regular management/progress meetings/calls, staff working sessions, and review of work products; 4) initiate the public outreach plan and website site map, including confirmation of City and ESA Team responsibilities; and 5) identify and begin to prioritize the major issues to be addressed as part of the planning effort.

Deliverables and Key Meetings. Attend Kick-Off Meeting; Draft and Final Schedule; Draft Outreach Plan.

Task 1.3 Lead Walking Tour

Torti Gallas will lead a walk audit (walking tour) of the proposed street-car alignment through the DSP Area, to familiarize the team with the route and identify field conditions which may enable or hinder the evolution of Transit Oriented Development (TOD) and the use of transit. During this time, Torti Gallas will photograph, measure and note existing conditions, which will be useful in developing standards going forward. Such site documentation shall be digital, such that there shall be one or more records per property, with data standardized into categories which are conducive to compiling summaries of prevailing patterns. It is assumed that City and ESA Team staff will attend.

Among the topics to be documented along the walking tour will be the following

- Typical frontages – private and public
- Building types
- Typical thoroughfares and their associated characteristics
- Architectural characteristics
- Landscape and streetscape characteristics, etc.

Deliverables and Key Meetings. Torti Gallas and ESA Team staff attendance of walking tour; Photographs labeled with parcel numbers, measurements and notes.

TASK 2 INITIAL CONFIRMATION OF OPPORTUNITY SITES

Task 2.1 Review of City Opportunity Sites

ESA will review the initial opportunity sites identified by the City. The City will provide ESA with GIS files of the initial opportunity sites, the criteria used to define the opportunity sites, and other relevant information used by the City in analyzing and selecting the sites.

Task 2.2 Soliciting Developer/Landowner Requests

ESA will assist City staff to solicit developers/landowners within the DSP Area for input on potential opportunity sites and whether the owners have plans for redevelopment. Knowledge of such proposals may result in revisions (additions and/or deletions) to the original set of opportunity sites identified by the City. Developer and landowner input will be obtained through the following process:

- Refine and document the criteria used to determine inclusion of an initial opportunity site. (City lead)
- Send letters to all major landowners and developers in the DSP Area. (ESA to prepare sample letter template and digital data form; City to send letters)
- Allow a set time for landowners/developers to complete and submit a digital questionnaire. (ESA to catalog and summarize responses)
- Hold two meetings with landowners/developers to discuss their ideas about their individual opportunity sites. (ESA lead; City to attend)
- Meet with City staff to review responses received and recommend initial opportunity sites. (City and ESA)
- Prepare a table and draft map of opportunity sites for City review. (ESA)

ESA will draft a sample letter and standard response form for the City staff to send to the major landowners and developers in the DSP Area. ESA will host and facilitate up to five (5) meetings anticipated to last one (1) hour each with landowners/developers (such meetings may include groupings of landowners/developers as appropriate). ESA will also participate in one work session with City staff to discuss the responses received and decide which proposals rise to the threshold level for inclusion as opportunity sites. ESA staff will catalog responses received; the budget assumes up to 32 hours will be allocated for this. City staff will provide a final list and GIS files of the opportunity sites identified through this process.

Deliverables. Draft and Final Sample letter to property owners (electronic only); Draft and Final Questionnaire (electronic only); Attend up to five (5) one-hour meetings; Participate in one ESA/City work session

Task 2.3 Review and Screening of Initial Opportunity Sites

ESA will review City identified opportunity sites (including those identified in Task 2.1) with City staff as well as partner agencies such as Sacramento Housing and Redevelopment Agency (SHRA), Sacramento Area Council of Governments (SACOG) and Regional Transit (RT). Based upon this review, some sites may be further screened out, and others added, given their anticipated ability to accommodate new residential development and achieve project, City and agency objectives.

EPS will review the identified opportunity sites, as well as other viable locations for housing and supporting commercial development, considering factors such as location, transit service, visibility, access, parcel size and characteristics, allowable densities/intensities, parking requirements, General Plan land use policies, and other relevant considerations. EPS will assist in assessing and categorizing the sites by accounting for such factors as availability and cost of land, cost of utilities, proximity to employment centers and civic amenities. Using the datasets, ESA will generally define the development potential for each of the opportunity sites for up to 2 alternate zoning options based on parameters to be defined by the City. This data “what-if” scenarios include the acreage, maximum density, and maximum FAR as of right and with potential bonuses, for each opportunity site.

It is anticipated that the City staff may review the initial opportunity sites with the Planning Commission and/or City Council to ensure concurrence with, or desired revisions to, the initial opportunity sites prior to moving forward with the preparation of subsequent technical studies (Task 3). City staff will provide a final list and GIS files of the initial opportunity sites, which will form the basis of the subsequent studies identified in this scope.

Deliverables and Key Meetings. Final opportunity site criteria (electronic only); EPS input on initial opportunity sites (electronic only); Table of Development Potential (electronic only); Attend up to three (3) meetings with partner agencies and City staff.

TASK 3 TECHNICAL STUDIES

Task 3.1 Prepare Housing Market Analysis

BAE will prepare a Housing Market Analysis Report that will support preparation of the DSP. The Housing Market Analysis task will be broken into two phases, as follows:

Phase 1 of the Housing Market Analysis will begin with a Demographic and Economic Overview that will profile the population, household, and economic conditions within the DSP Area, and compare them to similar data for the City as a whole and a larger regional study area, with a focus on identifying those unique characteristics of the DSP Area that will have implications for future housing demand. BAE will also conduct an existing real estate conditions analysis, which will involve compilation and analysis of data regarding rental and for-sale housing real estate market trends and conditions for the Study Area, City, and regional study area. This will include analysis of available data, as well as interviews with

residential real estate brokers, property owners, managers, and developers. Although not the focus of the analysis, BAE will also review and discuss relevant office and retail real estate conditions within the DSP Area, with regard to how the current conditions and trends in these sectors may affect future demand for housing in the DSP Area. BAE will request from the City a listing of all significant currently planned and proposed residential, retail, and office development projects within the DSP Area and the City as a whole. BAE will provide a Phase 1 Market Analysis work product that contains the above analysis that will be incorporated into Task 4 Background Report.

Phase 2 of the Housing Market Analysis will involve the projections of housing demand that could be captured in the DSP Area, including the 10 and 25-year demand projections, broken down by income level. For the Phase 2 Housing Market Analysis work, BAE will review past residential growth trends and available growth projections for the DSP Area, the City, and the regional comparison area, in conjunction with information about the currently planned and proposed projects obtained in Phase 1. BAE will also survey the planning departments in up to 5 peer cities, to be identified in consultation with City staff, to ascertain their trends in downtown housing development, and to identify factors contributing to the development of downtown housing as a proportion of overall housing development in the last 10 years. The goal of these peer city case studies will be to identify patterns in other comparable cities that can provide an indicator of the level and type of demand for downtown housing that Sacramento could expect, and to identify what conditions would be most conducive to Sacramento supporting robust development of housing within the central city.

BAE will utilize the available information to develop estimates of the demand for new housing units that could be expected to be captured within the DSP Area during the 10-year and 25-year period. Based on the prevailing demographic and household trends, as well as the particular characteristics and trends seen within the DSP Area, as distinct from citywide and regional trends and characteristics, BAE will estimate the types of residential unit that could be expected within the Downtown Specific Plan (DSP) area, in terms of ownership versus rental and general density types by tenure. BAE will outline financial and regulatory incentives that the City of Sacramento could consider in order to attract housing to the DSP Area. BAE will also estimate the extent to which lower-income renter households reside within the DSP Area, and will assess the risk of displacement of these households due to factors such as redevelopment of lower-cost rental properties, or increasing market rental rates that could become unaffordable.

This analysis will draw on the analysis of available data, including published data and information on planned and proposed projects, input from stakeholder outreach efforts outlined in Task 10, and interviews that BAE will conduct with real estate brokers, managers, and representatives of residential properties in Phase 1, and the peer city case studies.

BAE will prepare a Draft Housing Market Analysis that incorporates the Phase 1 work product and the additional research and analysis conducted in Phase 2. BAE will submit the Draft Housing Market Analysis review and comment. Based on one consolidated set of comments, BAE will prepare and submit

a Final Housing Market Analysis for the City's consideration. BAE will review and revise as directed by the City.

Deliverables and Key Meetings. Attend up to six (6) meetings with City staff, Technical Advisory Committee (TAC), and decision-makers; Draft and Final Housing Market Analysis (electronic only)

Task 3.2 Prepare Hazardous Materials Screening

Geocon will perform a Phase I Environmental Site Assessment (ESA)-level overview study for the DSP Area that inventories, profiles, and categorizes the initial opportunity sites. It is assumed that there will be no more than 100 opportunity sites for this study. This study can be used as a reference to understand where the greatest and least environmental challenges exist and as a base document for preparing stand-alone Phase I ESA reports as needed for specific properties.

This overview could also be used to summarize area-wide, ubiquitous concerns for urban areas that are on the regulatory agencies' radar when properties undergo redevelopment and that could impact residential development. These ubiquitous environmental concerns include lead in paint on structures and in surrounding soil, asbestos in structures, and termiticides, polychlorinated biphenyls (PCBs), and polynuclear aromatic hydrocarbons (PAHs) in soil.

The Phase I ESA overview study will include the following tasks as described below:

Task 3.2.1 Opportunity Site Inventory

Geocon will build an inventory of opportunity sites beginning with available information from the City for each opportunity site. This inventory will form the basis of the Phase I ESA overview study and will be used to begin populating a "project master spreadsheet" that lists each site and provides basic site information including:

- Planning district or neighborhood;
- Site address;
- Assessor's Parcel Number;
- Acreage or square footage;
- Current land use/zoning;
- Current development; and
- Other information desired by City staff.

Task 3.2.2 Site Profiling

This task will consist of reviewing and compiling available environmental information for the opportunity sites themselves as well as information for adjacent or nearby (within 1/8 mile) properties/facilities that have the potential to impact the opportunity sites. To develop a profile for a site Geocon will obtain and

review readily available agency records, historical information, and perform a drive-by/walk-by reconnaissance of each site to observe and document current conditions. Following are summaries of four aspects of the site profiling process.

Agency Records. Geocon will order a report of federal, state, and local agency databases pertaining to the use, storage, disposal and release of hazardous substances and/or petroleum products from Environmental Data Resources (EDR), an environmental records search firm. Typically of greatest interest and concern are the records of known releases or the presence of features and equipment that could be the source of a release of hazardous substances or petroleum products such as underground storage tanks (USTs). Geocon will summarize information from the various databases for the sites and adjacent or nearby of the sites on the project master spreadsheet.

Historical Information. Geocon will obtain historical information including Sanborn fire insurance maps, historical aerial photographs and topographic maps, and an abstract of city directories. Sanborn maps in particular provide detailed, annotated drawings of site development dating back to the late 1800s. Aerial photos (dating back to 1947) and topo maps (dating back to the late 1800s) also help us to discern past site development. City directories list names of property owners and businesses which can be indicative of past land uses with the potential to have used, stored, or disposed of hazardous substances and/or petroleum products. Geocon will summarize pertinent historical information from these sources on the master spreadsheet.

Site Reconnaissance. Geocon will perform a reconnaissance of each site to assess the potential presence of hazardous materials, hazardous wastes, or soil and/or groundwater impacts on the site. These indicators may include drums, USTs, aboveground storage tanks, chemical containers, waste storage and disposal areas, industrial facilities, discolored surficial soils, electrical transformers that may contain PCBs, and areas conspicuously absent of vegetation. Unless site access is provided, Geocon will observe each site from adjacent streets, sidewalk, alleys, or publically accessible properties. Geocon will also perform a visual survey of adjacent properties from public thoroughfares to observe general types of land use surrounding each site.

Interviews with Knowledgeable Site Persons. Geocon will interview persons familiar with current and past site uses of the sites (if any) for information regarding the use, storage, disposal, or release of hazardous substances and/or petroleum products.

Task 3.2.3 Site Ranking

ESA will develop a ranking system regarding the level of environmental concern for each opportunity site based on the known or suspected recognized environmental conditions (RECs) identified by the profiling process. The ranking will be based on a point system assigning points for available records, historical information, and our observation during the site reconnaissance. The more concerns, the higher the points, the higher the ranking, which would be conveyed as point value ranges and equate to

a ranking of “high”, “moderate”, or “low”. Geocon will report the ranking results as described in Task 3.2.4 Report of Findings.

Task 3.2.4 Report of Findings

The Phase I ESA overview study will be reported primarily through the project master spreadsheet which will present the site inventory and the results of site profiling (ranking). However, Geocon will also visually convey the ranking in a project overview map that plots the sites and color codes their ranking. The report will provide a written description of the overview process and findings of site profiling process. The report will also provide recommendations for “next steps” which may include further assessment and cleanup necessary to ready a site for residential use.

Deliverables. Draft and Final Phase I ESA-level Overview Study (2 hard copies and electronic)

Task 3.3 Prepare Infrastructure Analysis

NV5 will prepare an infrastructure analysis. Several infrastructure studies have been performed for the major development areas within the DSP, but not all of the approximately 100 residential project opportunity sites to be studied with the DSP are anticipated to be completely contained within these previous studied areas. This infrastructure analysis assumes that 40 of the opportunity sites are located in areas with a previous infrastructure study. The remaining 60 opportunity sites would be in new locations that will require a detailed analysis.

Once the list of the residential opportunity sites is provided by the City, NV5 will examine the locations of each site. NV5 will then gather the infrastructure information available for those specific sites and make a determination if the infrastructure in the immediate area is adequate for the opportunity sites’ anticipated development capacity or needs to be improved/upgraded. NV5 will coordinate with City Department of Utilities (DOU) staff to determine if there are any known deficiencies are within the area of the opportunity sites. NV5 will also determine if DOU has any planned Capital Improvement Projects in the vicinity of the opportunity sites that may assist with the needs of the development. NV5 will then prepare an analysis of the infrastructure needs for each site and prepare a report with the findings of the analysis and recommendations for system improvements, as detailed below.

Task 3.3.1 Research Existing Information

NV5 will obtain and review the City’s 2035 General Plan, infrastructure reports, master plans, master facility maps, environmental documents, analysis reports, record improvement drawings, as well as any improvement plans or reports for recent and current development in or near the project area. NV5 will also obtain the City’s latest parcel-based GIS coverage of the area including existing utility system information to ensure our GIS data is up to date. NV5 intends to spend significant effort interviewing City staff to discover all available, pertinent information. Due to the desire to facilitate coordination of the infrastructure analysis, we recommend that technical committee meetings be held with the representatives of the City Departments for discussion of the areas infrastructure needs. Up to three

meetings with City staff and one meeting with the Technical Advisory Committee (TAC) is anticipated for this task.

Task 3.3.2 Base Mapping

NV5 will review existing and proposed land uses in GIS that have been previously prepared, and update them, as required, by current conditions and by City staff. NV5 will utilize the City provided GIS information as the base for project mapping. NV5 will overlay the parcel base GIS coverage depicting approximate street rights of way and parcel lines. NV5 will use available digital ortho-rectified aerial photographic imagery only as necessary to provide overall project context for the project limits. NV5 will review record information available on the width and location of existing street rights of way and modify the base mapping exhibits as necessary. A separate exhibit coverage or layer will be generated for each infrastructure system to be analyzed, and appropriate service areas will be defined based upon the degree of subdivision that is required by each system analysis. A block by block will be the finest division analyzed, but may not be required or suitable for every system. One meeting with City staff is anticipated for this task.

Task 3.3.3 Define Demands

The demands placed on the infrastructure will vary with each proposed residential opportunity site depending on the proposed land use density. It is anticipated that the City will provide a list of the approximately 100 residential opportunity sites with an overview of the project densities. This list together with the Streetcar corridor and commercial corridors will form the basis of our future demand forecasts. NV5 will develop the infrastructure demands based upon one set of land uses or densities, as defined by City staff. This demand definition will include both the possible projects and the potential opportunity sites. NV5 will work with City staff to identify such parcels to be included. Up to two meetings with City staff is anticipated for this task.

Task 3.3.4 Analysis

Using the demand forecasts, NV5 will analyze the infrastructure needs and required improvements for the DSP Area. The primary focus will be on the Streetcar corridor, the commercial corridors, and the opportunity sites. A more general analysis will be done for the older, less dense residential areas. This effort will entail an analysis of existing infrastructure capacities. This analysis may be qualitative in nature for some infrastructure systems such as electrical power, natural gas, telecommunications, and cable television. Up to two meetings with City staff and the TAC is anticipated for this task.

The following is a brief description of the analysis for each infrastructure system:

Sanitary Sewer System Analysis. The project sanitary sewer needs are served by the City through a combined sewer/storm drain (CSS) system. The City currently experiences capacity problems within this system. Any projects that increase the sewer/storm drain flow will need to mitigate the impacts to the system. DOU has developed a new model of the CSS using the InfoWorks CS software. NV5 will

coordinate with DOU to determine the known system deficiencies and make a determination of the impacts of the developed demands for the DSP Area. This analysis will include discussions with City staff, examination of any previous area studies performed, and consideration of potential net positive impacts that might result from alternative drainage system solutions proposed.

Storm Drain System Analysis. The majority of the storm drain system for the DSP Area contributes to the City's combined sewer/storm drain system. The storm drain analysis will primarily use the City's Sacramento Stormwater Management Manual (SSWMM) in conjunction with the Sewer System Analysis for the analysis impacts to the existing system.

NV5 will review the Basin 52 Master Plan and identify needs within the project area. The River District Specific Plan is largely served by Sump 111 for storm drainage. NV5 will review the River District Specific Plan and identify needs within the project area. The Railyards Specific Plan is proposing a new drainage system and pump station to serve this development area.

NV5 will evaluate alternative solutions to the storm drainage systems for the areas served by the CSS system that are consistent with the goals and policies of the planning document, then recommend probable physical solutions and discuss their variants.

Water System Analysis. Large sections of the existing City water system consists of small (6", 8" & 10") diameter water mains. NV5 will work with the City's Utilities Department to analyze the potential need to upsize this existing system to serve the future demands.

NV5 will examine the level of existing analysis of the flow capacity of the system. The introduction of numerous high density multi-story buildings of varying construction types and the added fire protection needs may require additional analysis. The level of viable analysis depends upon the level of existing information that is available. NV5 will work closely with DOU personnel to define a feasible level of analysis. The parties may agree to develop a computer model of the plan area system in the future, but such a model is not included in this scope of service. CONTRACTOR and City may agree to amend this agreement in the future, in accordance with the Sacramento City Code, to add the computer model to the scope of service. This would be a limited system model, consisting of the pipe system within the plan area.

Natural Gas Service Analysis. Pacific Gas & Electric (PG&E) owns and maintains the existing natural gas piping system within the study area. Both low pressure delivery and high-pressure distribution systems are present. NV5 will work with representatives from the service divisions of PG&E to determine the requirements needed to upgrade their system to serve projected increases in service demands. NV5 will also estimate the cost responsibilities between PG&E and development.

In past preliminary infrastructure assessments, PG&E has been reluctant to provide infrastructure capacity planning without a substantial design deposit. This reluctance can result in project delays. It may be necessary to assume conservative infrastructure improvements, in absence of PG&E

participation. NV5 will not make any payment to any individual utility companies, other than minor costs for record information.

Electrical Service Analysis. SMUD serves the project areas electrical needs and their buildings and lands are part of the project area. NV5 will work with representatives from SMUD’s service division to determine the requirements to serve the project area potential demands. NV5 will assist City staff in investigating the possibilities of SMUD incentive programs that may be available to enhance service or facilitate energy saving features consistent with 2035 General Plan goals.

Telecommunications. AT&T provides telephone service, and Comcast provides cable service to the project area. NV5 will work with the representatives of each utility provider to assess their needs within the service area. To enhance the viability of modern urban mixed land use communities, enhanced communications capability is a necessity. Planning must include provisions for future cabling or fiber optic lines.

For the “Dry Utilities” (gas, electric, cable, telephone) there exists the potential to provide a shared “joint” trench for the future undergrounding of the utility lines. NV5 will explore the potential to provide a more efficient design with the possible relocation of the systems and reduce costs by utilizing a single trench where feasible.

Street Lights & Signal Lights. The City of Sacramento provides street lighting and signalization lights to the DSP Area. NV5 will work with the City Transportation Department to identify the needs for new or upgraded signalized intersections within the DSP Area. Improvements to the street lighting along the Streetcar corridor and commercial corridors will also be identified.

Green Infrastructure. NV5 will examine the use of potential green infrastructure such as planter area bioswales, street tree biofiltration, etc. for the Streetcar corridor. The use of these types of facilities may be limited do to size and on-street parking constraints. NV5 will look for areas along the alignment were these measures could potentially be implemented.

Street Trees and Curb Cuts. NV5 will examine each of the proposed opportunity sites for potential conflicts with existing street trees and curb cuts. A list will be developed for the sites with a determination if any potential conflicts exist together with a comment on the specific concerns.

Task 3.3.5 Recommendations

NV5’s analysis of the infrastructure demands will identify improvements to the existing facilities that may be required for each system. From these basic infrastructure requirements, NV5 will prepare recommendations for integrated infrastructure systems to meet the needs of projected growth in the DSP Area. The analysis of the combined sewer system, storm drainage system, and water improvements may identify the need for improvements outside the DSP Area. The recommendations for all the systems will be based on existing facility constraints, ability to phase improvements, constructability, cost analysis, and engineering judgment. These recommendations will consider joint use of facilities,

symbiotic relationships between infrastructure elements (i.e.; sewer, drainage, water), phasing, and other identified funding sources. BAE will provide input on the phasing plan. BAE's focus will be to convey the findings regarding market demand and potential timing for absorption of the 10,000 housing units, so that infrastructure phasing can be geared accordingly.

The goal of the analysis will be to identify areas with infrastructure capacity to accommodate anticipated new growth as opposed to areas with potential obstacles to development. The recommendations will include a phasing plan for implementation of the improvements for the 10 year and 2035 horizons including a description, cost, and timing as development occurs. A priority list of the necessary improvements will be created to address existing deficiencies, accommodate the expected future development, provide the biggest bang for the buck, and enhance the overall development marketability of the DSP Area. Additionally, the analysis will identify the infrastructure needs and incentives for development near the future Streetcar routes.

When feasible, NV5 will address alternative technical solutions. Sustainable development practices will be discussed in an attempt to reduce impacts on the infrastructure systems and the environment. Such practices might include on site storage of storm drainage and wastewater for off-peak discharge, capture of roof drainage for use in on site landscape irrigation, utilization of alternative pavement materials to reduce heat gain, and shading and lighting to reduce energy consumption and light pollution. All of these considerations are in direct compliance with the 2035 General Plan's stated goals.

Task 3.3.6 Sensitivity Analysis

Certain locations within the DSP Area may contain fewer infrastructure deficiencies than other locations. NV5 will prepare a sensitivity analysis of the findings that determines which locations within the DSP Area contain the least infrastructure deficiencies. The locations will be generally grouped by corridor or opportunity site clusters within the DSP. The locations will be categorized from the least to the most deficiencies.

Task 3.3.7 Report

The analysis of infrastructure systems can be pursued system-by-system to some degree. However, several systems will be dependent on analysis of other systems, and therefore cannot be undertaken independently. NV5 intends to structure the report such that each chapter deals with one infrastructure system. This will facilitate preparation of interim technical memoranda on each individual infrastructure system as stand-alone preliminary reports, while still making progress on the final report form and content.

Each infrastructure system will be the subject of a separate chapter in the final report. Each chapter will include an introductory, background narrative describing the system, the existing facilities, the demand forecasts for new development, and the proposed infrastructure improvements. Each system will be subdivided into local geographical service area, as is warranted by the available data and the need to subdivide the system for purposes of clarity. NV5 will include exhibits depicting existing and proposed

infrastructure and service area boundaries. The draft report may not include final recommendations, and will not include completed cost estimates, as these items will change as review by City staff occurs. Some systems and alternative infrastructure approaches are dependent on other infrastructure systems, and thus, final recommendations, required improvements, and cost estimates cannot be completed until sufficient progress is made on the dependent systems. One meeting with City staff and the TAC to present the draft report, and a second meeting to review the City's comments, is anticipated for this task.

Based on one consolidated set of comments, the final report will be prepared. An introduction to the report, an executive summary, and supporting appendices will be added. One meeting with City Staff and the TAC to present the findings of the report for this task.

Deliverables and Key Meetings. Attendance at ten (10) meetings with City staff; Attendance at four (4) TAC meetings; Interim technical memoranda on each individual infrastructure system; Draft and Final Infrastructure Analysis (2 hard copies; electronic format)

Task 3.4 Identify Transportation Deficiencies

The Transportation Team (Fehr & Peers/DKS Associates) will compile and map street light, traffic signal, and public transit data (e.g., bus/rail lines, stop locations, headways, service periods, etc.) in the vicinity of the opportunity sites and the planned streetcar alignment. This information, along with existing counts and travel forecasts prepared for Grid 3.0, will be used to conduct a sensitivity analysis that determines areas with the transportation capacity adequate to accommodate new growth and those areas with potential transportation deficiencies that could serve as obstacles to development. The areas will be generally grouped by corridor or opportunity site clusters within the DSP Area and will be categorized from the least to the most deficiencies.

Deliverables. Draft and Final Memorandum (electronic only)

Task 3.5 Prepare Parking Summary and Policy Recommendations

ESA will prepare policies related to parking for inclusion into the DSP by: reviewing the analysis completed by the City's Parking Management Division; reviewing recent changes to the City's parking code; and meeting with the City's Parking Manager to determine the current City efforts to more efficiently manage the existing parking supply. ESA will have one meeting with the City's Parking Manager to discuss the City's current efforts and studies.

Deliverables. Attendance at one (1) meeting with City's Parking Manager; Draft and Final Parking Policies (electronic only)

Task 3.6 Prepare Historic Resources Evaluations

ESA will request both a Records Search from the North Central Information Center of the California Historic Resource Information System (CHRIS) and a Sacred Lands File Search from the Native American Heritage Commission (NAHC), and review the Sacramento Register files. ESA will conduct a built environment, reconnaissance-level field survey of the DSP Area and will survey and document an estimated 200 parcels (opportunity site and R Street Corridor) via photography and field notes. ESA has assumed that from this survey, 75 parcels will include resources identified as potentially eligible for the National Register of Historic Places (NRHP), California Register of Historical Resources (CRHR), and/or Sacramento Register. A draft list of properties recommended eligible will be provided to the City electronically in Word format for review before the preparation of any subsequent documentation. Eligible properties will be documented on Department of Parks and Recreation 523 (DPR 523) A & B forms. The remaining resources presumed to be ineligible will be documented in a customized, streamlined format which will include address, assessor's parcel number, year of construction, current use, modifications/integrity, and a photograph. The format of this documentation, including potentially confidential sites, will be reviewed and approved by the City Preservation Director prior to initiating this documentation. Maps of the project areas and locations of resources recommended eligible for the National Register of Historic Places (NRHP), California Register of Historical Resources (CRHR), and/or Sacramento Register will also be developed.

ESA will support the City's tribal consultations pursuant to SB18 and AB52 by assisting the City Environmental Planning Services staff in contacting the NAHC and preparing the initial contact letters. As formal government-to-government consultation is the purview of the City, ESA does not anticipate attending any tribal consultation meetings or conducting follow up contact with regards to the SB18 and AB52 consultations.

Opportunity Sites. This scope of work includes, after Task 3.6 work has identified eligible properties, review of an estimated 120 properties on the opportunity sites, where some of these parcels could be vacant other parcels could have more than one potentially historic resource. Archaeological sensitivity will be established through a comprehensive archival review for each opportunity site, which includes the Task 3.6 Records Search. Archival materials to be reviewed include Sanborn Maps, archaeological literature, existing archaeological reports and site records, and the City's 2035 General Plan Technical Background Report.

Paleontological sensitivity will also be established through a literature review. Because the opportunity sites are located within previously developed areas and surficial sediments are mapped as recent Holocene alluvial deposits, a field survey for paleontological resources will not be conducted. To determine the impacts to paleontological resources, ESA will review background literature, including a geological map review and review of pertinent geological and paleontological literature, in support of the paleontological section of the EIR and DSP.

R Street Corridor Scope of Work. In order to assess the expanded boundaries of the potential R Street Corridor Historic District, ESA will complete a historic survey of eligible resources along the R Street Corridor. To determine the eligibility of resources in this potential district ESA will review all existing documentation, survey the entire district, update the existing documentation on previously recorded resources, record newly surveyed resources via photography and field notes, and prepare a District Record and DPR 523 A&B forms on properties potentially eligible for the NRHP, CRHR, and/or Sacramento Register. While there are approximately 100 properties within the expanded boundary (bound by I-5, Capital City Freeway, Q Street, and S Street; not previously surveyed as part of the district) the majority of these properties are residential, which do not fit with the industrial/commercial context of the district. Additionally, others may be eliminated from inclusion because they do not fall within the period of significance. Therefore, ESA assume that up to 10 additional industrial/commercial properties will be evaluated for inclusion in the R Street Corridor Historic District or as individually eligible resources. Properties recommended ineligible will be documented in a streamline format, as detailed above.

ESA will prepare a draft cultural resources technical report documenting the findings of our research and survey for review by the City's Preservation Director. This report will include the DPR 523 forms for potentially eligible properties and an appendix in a customized, streamlined format described above. ESA will prepare the Cultural Resources sections of both the EIR and DSP using the aforementioned technical report.

An ESA Architectural Historian will attend up to two meetings with the City Preservation Director, other Community Development Department staff, and/or the City Preservation Commission to discuss the preliminary eligibility determinations for the Opportunity Sites and other properties in the R Street Corridor. An ESA Architectural Historian will communicate with the City's Preservation Director and other staff via email and phone as need to ensure clear communication.

Deliverables and Key Meetings. Attendance at two (2) meetings with City staff and/or Preservation Commission; Draft and Final Cultural Resources Technical Report, including DPR 523 forms and documentation of ineligible properties (electronic only)

Task 3.7 Review Other Plans and Studies

ESA will identify and review plans and studies that have been completed or are currently being prepared relevant to future development in the Central City, as well as their relationship and relevance to the DSP. Plans and studies include those prepared by the City, SHRA, RT, SACOG, Sacramento Metropolitan Air Quality Management District (SMAQMD), Capitol Area Development Authority (CADA), the State Department of General Services (DGS), and other agencies. This information will be incorporated into the Background Report prepared under Task 4.

Deliverables. Information incorporated into Background Report

Task 3.8 Identify Amenities

ESA and BAE, in coordination with City staff, will identify the type, amount and proximity of amenities needed to support the Downtown Housing Initiative, existing residents, and additional growth assumed under the 2035 General Plan. ESA and BAE will assess the suitability of existing amenities to support the planned new residential development and identify critical missing or underserved amenities, based on the types of residential development that are projected in the Central City. In addition to basic amenities such as parks, trails, open space, schools and cultural facilities, other amenities to be addressed include grocery stores, restaurants, retail, and services and their role in supporting residential real estate demand in the targeted areas as defined in the Housing Market Analysis. This will include consideration to amenities that are particularly important to lower-income households. Input received through the Community Workshops as described in Task 10 will also help to inform this effort. A working session will be held with staff to discuss amenities. It is anticipated that this working session will include City Parks Department staff, and Sacramento City Unified School District staff would attend a portion of the meeting.

Deliverables and Key Meetings. Attend one (1) working session with staff; Draft and Final Amenities Evaluation Memorandum (electronic only)

TASK 4 BACKGROUND REPORT

The ESA Team will prepare a Background Report that documents the DSP Area's existing conditions, projected trends, anticipated and entitled projects, and regulatory framework. The Background Report will serve as the baseline for the DSP and will also serve as the framework for the Existing Setting in the EIR.

The main body of the Background Report will include the Environmental and Regulatory Setting of the EIR. Topics to be addressed include land use, population and employment, visual resources, air quality, global climate change, hydrology, geology, public services, utilities, historic and cultural resources, hazards and hazardous materials, noise, transportation, and energy. The transportation section will consist of the "State of the Grid" report developed as part of Grid 3.0 to document the existing condition of the transportation system and planned transportation improvements. Note this effort will not involve supplementing the content contained in the document, which would result in additional cost. In addition, as part of the Background Report, BAE will prepare a brief demographic, real estate, and economics existing conditions overview to support the Housing Market Analysis. ESA will also include a review of other relevant plans and studies that have been completed or are currently being prepared and their relationship to the DSP, as described in Task 3.7.

The Background Report will also include information generated from the various studies identified in this scope (Tasks 3.1 to 3.8) that include the Housing Market Analysis, Phase I ESA-level Overview Study, Infrastructure Analysis, Transportation Deficiencies, Parking Analysis, Cultural Resources Technical

Report, and Amenities Evaluation Memorandum. These technical studies and memorandums will be included as separate appendices to the Background Report.

Deliverables. Draft Background Report (electronic only), and Final Background Report (electronic only)

TASK 5 CONFIRM FINAL OPPORTUNITY SITES

Task 5.1 Refine Opportunity Sites

ESA will review the initial list of opportunity sites with the City and refine the list based on the findings from the studies identified in Tasks 3.1 to 3.8. Factors to be considered in defining the final opportunity sites will include information related to the Housing Market Analysis, infrastructure capacity, presence of historic building stock, potential past contamination, neighborhood compatibility and design considerations, proximity to transit and amenities and parking availability, as well as input received from the various outreach strategies. Sites that are severely constrained and/or not anticipated to be available for construction within a 10-year horizon will be screened out from the list. The criteria used to determine inclusion as an opportunity site may be refined as appropriate. Up to one working session will be held with partner agencies and staff to develop, review and confirm the ESA Team's findings and recommendations.

Deliverables and Key Meetings. Attendance of one (1) working session; Refined Opportunity Sites List (electronic only)

Task 5.2 Define Development Potential of Opportunity Sites

Torti Gallas will review the refined list of opportunity sites defined in Task 5.1 and develop buildout scenarios for up to 50 sites. In order to accomplish this task, Torti Gallas will use its proprietary Town Information Modeling_{sm} Process. With this system a 3D-digital model of existing conditions and possible buildout of the opportunity sites will be created with Civil 3D and Revit, and linked to a database that can keep schedules and track a precise calculation of square footage per floor, per buildings and per lot; impervious surface calculations; and other relevant information. If site coverage, setback lines, or any other features are changed over time, the model can be adjusted, and revised gross square footage calculations and other information immediately generated.

In examining the opportunity sites, Torti Gallas will begin with an analysis including a lot inventory (size and character), buildable area, design guidelines and codes crafted to date. This will not only feed into the preliminary 3D model, but provide a base line inventory. Torti Gallas will follow that exercise with input received from the Urban Land Institute's Infill Development Roundtable and other community outreach events, as discussed in Task 10 Public Outreach, related to factors such as building types, design considerations, and others. At this point, the model will be refined, new data generated, and performance characteristics evaluated. The third step will include refinement of the development

standards and design guidelines being developed in Task 7, and inclusion into the Housing Now application (see Task 10.10).

A critical part of this activity is use of the Revit software to create the digital model of the area. This will allow for study of the opportunity sites in four-dimensions, e.g., the ability to study the movement of the sun and prevailing breezes through the site in order to propose guidelines that measure façade light, shadows and other factors that will assure a minimized environmental footprint of the proposed development.

Recognizing that the opportunity sites will support housing or mixed-use, Torti Gallas will bring its national experience in the area of market-rate and affordable urban housing to bear on this assignment, making sure that construction and building types are consistent with the market study. After creating the base model of existing conditions, the Opportunity Sites will be created as set of individual elements and for each site suggested building area height, FAR and land-use area, as well as other relevant site information will be provided. The final model will depict both the existing conditions and the proposed build out and will provide a tool for the work of Task 6. It may also serve as planning tool for the City to test future development scenarios.

Deliverables and Key Meetings. Attendance of one (1) working session; Development Potential of Opportunity Sites; 3D model of 50 sites in Revit and Sketch-Up (electronic only)

Task 5.3 Identify Final Opportunity Sites

Based on the development potential identified, ESA will meet with City staff to finalize the opportunity sites that will be the basis of the DSP, Design Guidelines and EIR.

It is anticipated that the City staff may review the refined opportunity sites with the Planning Commission and/or City Council to ensure concurrence with, or desired revisions to, the final list of opportunity sites prior to moving forward with the preparation of subsequent tasks. City staff will provide any revisions to the final list of opportunity sites based upon decision maker input.

Deliverables. Attendance of one (1) working session; Final Opportunity Sites List (electronic only)

TASK 6 IMPLEMENTATION

Task 6.1 Identify Engineering and Development Standards

The Transportation Team (Fehr and Peers and DKS Associates) will review best practices related to the integration of streetcars in urban, multimodal environments, and will develop a set of recommended policies and design standards. This will include outreach to other jurisdictions with streetcar lines, such as Portland. Policies and standards will be developed addressing topics such as vehicular access, on-street parking, bicycle facilities and pedestrian treatments along and across streetcar lines including ADA

access provisions. These policies and standards will be integrated into the DSP and/or presented as amendments to the Central City Design Guidelines, as appropriate, as directed by the City.

Torti Gallas will review all applicable policies, plan and regulatory documents including applicable Design Guidelines and create a matrix of “issues” that may create an obstacle to TOD either because of time, design or financial considerations. These issues will be considered and reflected in the DSP and/or Design Guidelines Amendments as appropriate.

A working session will be held with staff to discuss the draft standards.

Deliverables and Key Meetings. Attendance at one (1) working session; Draft Standards (electronic only); Final Standards (included as part of the DSP and/or Design Guidelines Amendments discussed in Tasks 7 and 8)

Task 6.2 Prepare Infrastructure Finance Plan

Task 6.2.1 Define Cost Estimates

NV5 will prepare infrastructure cost estimates. Every infrastructure system cost estimate is made up of individual line items to which unit costs are applied. The level of detail, or granularity, of these individual line items is a direct result of the level or degree of detail considered in the process of defining the systems. The approach to the infrastructure analysis is that of preliminary engineering infrastructure planning. NV5 will prepare cost estimates in the general format of a Capital Improvement Plan, identifying unit costs for major infrastructure, and then applying that cost to the anticipated quantities. To the extent that major infrastructure items such as pipelines are more or less uniform in cost per linear foot, per linear foot unit costs for the individual utility will be derived, then applied to the estimated quantities of that utility. This format will accommodate future modifications or expansions and form the basis of a Capital Improvement Program document. The cost estimates will be identified for the Streetcar area specifically as well as the larger DSP Area.

Deliverables. Draft and Final Cost Estimates (electronic only)

Task 6.2.2 Prepare Infrastructure Finance Plan

EPS will prepare an Infrastructure Finance Plan, as described below.

Integration of Other Plans and Studies. Leveraging prior work completed, EPS will evaluate how the recommended financing mechanisms for the DSP should be integrated with similar mechanisms established for the River District Specific Plan and under consideration for the Railyards Specific Plan. Similarly, EPS will evaluate the degree to which any elements from the Docks Area Specific Plan financing strategy should be incorporated as part of the current undertaking. Finally, the infrastructure financing program will also consider and make recommendations regarding existing fee programs (e.g., the Richards/Railyards/Downtown Nexus Study) and any existing or potential City-wide development impact fees. Particular consideration will be given to City objectives to improve private sector certainty,

administrative feasibility, and to avoid highly discrepant cost burdens between different areas of the City.

Compile Improvement Cost Estimates. EPS will use the preliminary cost estimates defined in Task 6.2.1 and funding sources already committed to the public improvements (e.g., fee program funding or other mechanisms). EPS and NV5 will document these improvements in a spreadsheet-based format with accompanying exhibits allowing EPS to then aggregate of cost estimate by type of improvement and subarea for structuring the draft Financing Plan. EPS will work with City staff to evaluate maintenance requirements for open space, parking structures, and other public facilities potentially required in the Project that may require special financing mechanisms. EPS will compile a list of net improvement costs as the basis for the Financing Plan analysis.

Allocate Improvement Costs and Examine Initial Cost Burden. EPS will initially prepare a Cost Burden Analysis that evaluates the relationship between major public improvements and land values. This analysis will provide initial feasibility indicators by examining whether the collective sum of impact fees, Special Taxes, and backbone infrastructure can be reasonably expected to be supported by planned housing and other expected development (based on agreed upon assumptions regarding scale and type of commercial development).

This initial evaluation will determine whether infrastructure cost burdens are within industry standards of feasibility (i.e., whether the financial capacity of the projected housing supply is sufficient to finance the improvements). As part of this initial look, EPS will distribute the cost of required infrastructure and public facilities to specific land uses based on 1) the demand for each improvement generated by each land use, and 2) the ability of various land uses to absorb costs.

Formulate Financing Strategy. EPS will prepare a financing strategy articulating the sources and uses of funds necessary to achieve the public improvements and policy objectives in the financial capacity of proposed development. The strategy will specify the financial responsibilities of the public and private participants in the DSP Area. If appropriate, EPS will establish the requisite findings to implement a DSP Area Fee.

EPS will develop a financial model to conduct a multi-phased sources and uses of funds analysis showing required improvements, associated costs, and potential funding sources. If the financing strategy includes implementation of a DSP Area fee, the Finance Plan will also provide the required nexus findings to implement the fee.

To the extent that existing mechanisms are unable to finance improvements and related maintenance costs, EPS will consider a variety of other Project-specific financing mechanisms that may include the following options: area-specific development impact fees (and related reimbursement agreements); special assessments and taxes (e.g., Mello-Roos Community Facilities Districts [CFDs]); Tax Increment Financing; private contributions and exactions; Statewide Community Infrastructure Program; and other funded sources (i.e., the State of California or regional planning bodies).

EPS will select financing mechanisms for the DSP based on financing principles, statutory and legal considerations, and industry standards regarding who typically pays for what, the timing of public improvements relative to private development, commitments regarding the availability of public-sector funding, and negotiation-based preferences of stakeholders. As part of this analysis, EPS will calculate the land-secured financing capacity to assess the level of funding that could be generated by mechanisms such as Mello-Roos CFDs (considering limitations associated with voter-approval requirements). Other potential funding sources include a DSP impact fee program, developer mitigations, joint public/private financing of certain improvements, and tax increment financing through either emerging redevelopment tools (i.e., AB 2 or an Enhanced Infrastructure Financing District). EPS will coordinate with the existing EIFD formation efforts led by the Economic Development Department.

EPS will consider for inclusion in the draft finance plan all currently available sources of funding for capital improvements, including planned general obligation and revenue bond issues, existing citywide fees, and specific Project dedication or mitigation requirements. EPS will conduct this review in light of any specific financing constraints or requirements, including affordable housing mitigation requirements and any limitations on revenue generated from publicly owned land.

The strategy will also include recommended methods for addressing capital funding shortfalls, as appropriate, including modifications to land use and phasing strategies. Above all, this task will engage the team in a multi-disciplinary effort to optimize the project with the goals of minimizing initial public investments and maximizing the long-term financial feasibility of Downtown Sacramento.

A key issue to be addressed will be the best method by which to initiate development, in order to market to multiple market segments, but keep initial capital expenditures to a minimum. To this end, EPS will work with the City to develop an effective infrastructure phasing strategy married to appropriate public financing concepts. As part of this process, EPS will consider the feasibility of debt financing in relation to the appreciating land values and property-based revenues available. This feasibility analysis will reference underwriting criteria applied to financing mechanisms by the municipal financing industry.

Confirm Financial Feasibility. EPS will evaluate the impact of the infrastructure cost burdens on the overall financial feasibility of the private real estate development components of the DSP in the context of the proposed land use program. EPS will base this analysis on the estimates of finished real estate values for private development, as provided by the team.

Where cost burdens appear to present potential barriers, EPS will apply more stringent feasibility testing to ensure that key development prototypes are positioned to succeed to the extent possible, given market and other factors affecting value. EPS will test financing approaches in the context of pro forma analysis. Information from the DSP market analysis will be utilized to test the feasibility of recommended financing strategies to ensure that related policies support the feasible development of a wide range of prototypes within opportunity sites and other areas.

To the extent that initial cost allocations appear infeasible based on industry standards and more detailed feasibility testing, EPS will evaluate alternate allocations and other measures (e.g., cost reductions or re-phasing).

Prepare Infrastructure Finance Plan Draft and Final Documents. The steps outlined above will be used to prepare a DSP Infrastructure Finance Plan that shows the implementation steps required to use existing and to create new proposed financing mechanisms. The Finance Plan will specify the amount and timing of financial responsibilities of the public and private participants in developing the DSP.

EPS will present the DSP Infrastructure Finance Plan to City staff and as part of the community outreach process to convey the proposed strategy and receive input from community groups and private sector developer interests.

The initial deliverable will be a draft DSP Infrastructure Finance Plan. Based on one set of internal staff comments, EPS will produce a Public Review Draft DSP Infrastructure Finance Plan. After receiving one set of consolidated comments and feedback from City staff and stakeholders, EPS will revise the DSP Infrastructure Finance Plan to prepare a final report for City Council consideration.

Meetings. EPS will participate in a series of regular and special meetings with City staff, property owners, and other team consultants. These meetings will likely serve to discuss infrastructure requirements, phasing, timing of initial funding for improvements, and strategies to cure any funding gaps.

EPS estimates that anywhere from 10 to 15 meetings will be required to reach a draft DSP Infrastructure Finance Plan that can be presented to Planning Commission and City Council and will attend the following meetings: 5 City staff meetings; 5 meetings with other team consultants; and up to four Public Hearing meetings, including one Planning Commission meeting and one City Council meeting.

Deliverables and Key Meetings. Attendance at up to 15 meetings; Draft, Public Review Draft and Final DSP Infrastructure Finance Plan (electronic only)

Task 6.3 Prepare Historic Resource Guideline

ESA will prepare guidelines for the use and adaptive re-use of historic structures at opportunity sites along the proposed Streetcar route and one other urban corridor, as directed by the City. The guidelines will serve to prescribe redevelopment of historic structures that is compatible with the character of the existing building and corridor, particularly with respect to the overall scale, materials, and massing. The guidelines will also serve to identify appropriate ways to adaptively reuse historic buildings by providing guidance on constructing additions and undertaking rehabilitation in accordance with the Secretary of the Interior's Standards for Rehabilitation.

Deliverables. Draft and Final Historic Resource Guidelines to be incorporated into the DSP (electronic only)

Task 6.4 Identify Process Streamlining

The ESA Team will define planning entitlement streamlining opportunities to expedite development of the opportunity sites. This effort will be informed by input received from developers and builders as part of Task 10; the efforts already undertaken by the City to revise its Planning and Development Code; and the experiences of ESA in developing policy frameworks and zoning regulations that work hand-in-hand to facilitate development opportunities.

Some of the actions to be explored may include: revising City ordinances to allow for more administrative and/or ministerial review of actions for opportunity sites that are consistent with the DSP and the Design Guidelines; encouraging pre-application meetings; simplifying the application submittal process; eliminating codes, policies and standards that are redundant, inconsistent or unclear; developing standard conditions of approval; establishing pre-approved development prototypes; developing Uniformly Applied Development Standards; expediting the plan check process; creating a single point of City contact or ombudsmen for residential projects in the Downtown; and structuring the DSP and EIR to fully take advantage of the CEQA specific plan exemptions for consistent residential development and for mixed use infill projects (CEQA Guidelines sections 15182 and 15183.3). A working session will be held with staff to discuss streamlining opportunities.

Deliverables and Key Meetings. Attendance of one working session; Draft and Final Memo summarizing recommendations (electronic only)

Task 6.5 Define GP and Zoning Changes

ESA will identify 2035 General Plan (GP) policy and land use changes, zoning changes, and Central City Community Plan policy amendments, required to ensure internal consistency and support successful implementation of the DSP, particularly around the Streetcar alignment and transit routes. This effort will account for the opportunity sites and input received from the various outreach strategies. ESA anticipates that there will be very limited land use changes, and will not be responsible for revising the City's 2035 General Plan Land Use Diagram and Zoning Map and associated text, or any changes to the Central City Community Plan.

Deliverables. Draft and Final GP Policy, Land Use and Zoning Code Changes (electronic only)

TASK 7 DESIGN GUIDELINE AMENDMENTS**Task 7.1 Prepare Preliminary Draft Amendments and Standards**

Torti Gallas and ESA will craft select amendments to the Central City Urban Design Guidelines (Central Core Design Guidelines and/or Neighborhood Design Guidelines) and accompanying development standards to ensure a predictable and market sensitive regulatory environment that promotes pedestrian friendly environments, and supports the use of transit. These form-based influenced

standards will be derived both from existing patterns (as documented in Task 1.3 Walking Tour) as well as from the aspirations of the community as reflected in feedback collected from community workshops, developer meetings, as well as meetings with the TAC and City staff. Furthermore they will be tailored as necessary to reflect various subareas within the overall DSP Area, and confirmed in the outreach process.

The design guideline amendments and standards will derive from the work of Task 1.3 Walking Tour, Task 6.2 Engineering and Development Standards, and Task 10 Outreach Plan (outreach to the development community), and will include such things as an identification of building types appropriate to each sub-area and the performance characteristics associated with each type, the articulation of “build-to” or “frontage” lines to enclose the street, as well as a menu of allowable building and frontage types, calibrated to each sub-area, or where necessary to specific corridors. Because the quality of the public realm results from a combination of both public and private frontages, the standards will include consideration of both conditions, combined into a pedestrian zone that focuses on the space between the face of the building and the curb. In the case of excessively large parcels, a “subdivision section will ensure that overly large blocks are broken up with limitations on block sizes, building footprints, and the use of pedestrian passageways

To test as well as visualize design assumptions, Torti Gallas will utilize its proprietary Town Information Modeling_{SM} (TIM_{SM}) Process to develop three-dimensional models of the Opportunity sites, as described in Task 5.2 Development Potential of Opportunity Sites, in conformance with the proposed development standards.

Upon submittal of the Preliminary Draft of the design guideline amendments and development standards to the City, Torti Gallas will meet with the TAC to explain areas that need clarification hear their views regarding the proposed Draft and receive comments.

Task 7.2 Prepare Draft Amendments and Standards

Based upon one consolidated set of comments received from the TAC, other stakeholders and the City, Torti Gallas will revise the draft design guideline amendments and development standards as necessary. Upon submittal of the draft design guideline amendments and development standards, Torti Gallas will meet with the TAC to review changes from earlier draft and receive any additional comments regarding the Draft.

Task 7.3 Prepare Final Amendments and Standards

Based upon one consolidated set of comments received from the TAC, other stakeholders and the City, Torti Gallas will revise the Final Draft Design Guideline Amendments and Development Standards, as necessary. It is anticipated that the City will incorporate the design guideline amendments into the relevant Central City Urban Design Guidelines documents, and the final development standards will be included in the DSP or recommended for inclusion in the zoning code.

Deliverables and Key Meetings. Attendance at two (2) TAC meetings; Preliminary Draft, Draft and Final Design Guideline Amendments and Development Standards (electronic only)

TASK 8 DOWNTOWN SPECIFIC PLAN

Task 8.1 Prepare Working Outline

The ESA Team will prepare a DSP working outline for review with City staff that identifies the suggested organization and content of the DSP. The DSP will build upon and incorporate relevant information from the subsequent tasks identified in this scope. The DSP shall, at a minimum, include the following:

- **Introduction:** Purpose, DSP Description, relevant plans affecting the DSP Area, DSP process, and plan organization.
- **Project Vision and Objectives:** Priorities, intent, vision and objectives of the DSP.
- **Land Use:** Land use plan, designations, key concepts and related amenities, allowed uses, and density/intensity/ development standards.
- **Opportunity Sites-** identification of the opportunity sites and prioritization by the ability for development;
- **Mobility Systems:** pedestrian, bicycle, transit, and vehicle infrastructure, programs and standards based on the Downtown Transportation Study and Streetcar corridor. The Transportation Team will incorporate the Grid 3.0 Preferred Transportation Network into the DSP document to serve as the Plan's Circulation Element. A limited set of necessary refinements to elements of Grid 3.0 will be incorporated and mapped as part of this effort. Relevant street cross sections from the Broadway Streetscape Project may be included if relevant and provided by the City.
- **Parks and Recreation:** Parks, recreation facilities, trails and standards.
- **Resource Management:** Management of resources including historic resources, climate change, air quality, and renewable resources;
- **Public Services:** Fire protection, law enforcement, schools, libraries, and solid waste/recycling services.
- **Utilities:** Water, wastewater, storm drain, energy, and telecommunications.
- **Implementation, Financing, and Phasing:** Programs that will be required in order for the DSP to be implemented, financing approach, and phasing of the project. In addition, a brief write up that explains how financial and regulatory incentives can help to attract housing development, and how anti-displacement strategies can help to ensure that lower-income households continue to be a vital part of the DSP Area population will be included.
- **Development Standards:** Permitted uses, development density/intensity, building setbacks and height limitations, and parking requirements as described in more detail in Task 7.3 Final Amendments and Standards.

- **Design Guidelines:** Design intent and objectives; streetscape design; landscaping; site planning; architectural form, massing, and design treatments; access, circulation, and parking; pedestrian and bicycle circulation; edge treatments and buffering; walls and fences; screening; lighting; signage; grading; and green design considerations, as prepared in Task 7.3 Final Amendments and Standards.
- **Public Art:** Locations for public art, art goals for each site, as well as design guidelines.

A working session will be held with staff to discuss the DSP content, key issues and objectives, and to review the Working Outline.

Deliverables and Key Meetings. Attend one working session; Working Outline (electronic only)

Task 8.2 Prepare Public Art Chapter

Reflecting the desire of the residents and employers of Sacramento to enhance and augment the City's cultural spaces and support and nurture its creative citizens and businesses, the objective of the Public Art chapter of the DSP will be to visually enhance the connections between Sacramento and West Sacramento, combine the placement of visible and stimulating public art with a strategy of public streetscape and public space improvements, while simultaneously identifying additional outdoor public spaces for live performances and cultural events. A thoughtful chapter will provide an opportunity to strengthen and build upon the current community support for the arts to achieve something unique that will enhance the City's cultural landscape for years to come.

Task 8.2.1 Public Art Outreach #1

Working with the Crocker Museum, the Sacramento Metropolitan Arts Commission, and the City of West Sacramento, Torti Gallas and ESA will prepare for and attend a community meeting to discuss and identify possible locations for the installation of Public Art. Ahead of this meeting Torti Gallas and ESA will review other relevant documents to see what has been planned for and accomplished to date. At this meeting Torti Gallas and ESA will prepare a presentation on what has been happening in other cities, have a moderated discussion at large, and then break attendees into groups at separate tables to discuss possible locations for the installation of public art within the study area, regrouping at the end of the meeting to report out from each group.

Deliverables and Key Meetings. Attend one community meeting

Task 8.2.2 Field Reconnaissance

Torti Gallas and ESA will investigate possible arts locations, including those already in extant; those recommended in the Community meeting (above) as well as others identified through other analysis efforts.

Deliverables and Key Meetings. Attend field reconnaissance

Task 8.2.3 Research

Torti Gallas will perform research on possible coordination opportunities/strategies with potential partner private development and public and non-profits agencies, including the City of West Sacramento, SMAC, RT, SHRA, California Arts Council, Downtown Partnership, Property and Business Improvement Districts (PBIDs),, Crocker Museum, SCUSD, Los Rios CCD, Sacramento State College, Historical State Capitol Commission, etc. This will include some research into what each of these agencies or organizations may be doing art at present including identifying any plans or policies specific to the agencies themselves that could accommodate a public art component.

Deliverables. Perform research that will be used to inform the public art chapter

Task 8.2.4 Preliminary Draft Public Art Chapter

Taking into account the information and ideas received from the above activities, Torti Gallas and ESA will prepare a draft Public Art chapter of the DSP to include:

- Overarching Goals for Public Art
- Locations for public art with goals for each site
- Collaborative opportunities with other agencies (from PA Task 3, above)
- Strategies and tactics to incorporate the arts into existing plans and policies including streetscape standards; furnishings, etc.

This scope does not assume Torti Gallas will be preparing art guidelines for public art at each of the locations.

Deliverables. Preliminary Draft Public Art chapter (electronic only)

Task 8.2.5 Public Art Outreach #2

Working again with the Crocker Museum, the Sacramento Metropolitan Arts Commission and the City of West Sacramento, Torti Gallas and ESA will prepare for and attend a community meeting to discuss the preliminary draft Public Art chapter. It is anticipated that the community will break into groups at separate tables, to comment on and identify possible improvements to the plan, and regrouping at the end of the meeting to report out from each group.

Deliverables and Key Meetings. Attend one community meeting

Task 8.2.6 Final Draft Public Arts Chapter

Based upon the feedback from the second Community Workshop as well as from City staff and SMAC staff, Torti Gallas and ESA will create the Final Draft Public Art chapter of the DSP. Soon after the submission of the Final Draft Plan, Torti Gallas and ESA will hold a meeting with staff and other stakeholders to review the final draft and receive additional feedback.

Deliverables and Key Meetings. Attend meeting with the City and stakeholders; Final Draft Public Art chapter (electronic only)

Task 8.2.7 Final Public Arts Chapter

Based upon the feedback from staff and other stakeholders received, Torti Gallas and ESA will create the Final Public Arts Chapter of the DSP.

Deliverables. Final Public Art Chapter (electronic only)

Task 8.2.8 Conceptual Funding Strategies

Torti Gallas and ESA will identify conceptual funding strategies and create a “funding toolkit” to guide fundraising into the future that will be incorporated into the DSP. Public art can be financed in a myriad of ways. Percent-for-art program fund a number of publically funded projects and can be aggregated to acquire significant works. Community benefits contributions from new developments can also be used. Other sources include private foundations who offer grants to artists and arts organization to produce projects of their own design; corporations who commission artists to design and build new works for their public spaces; and individual that communities sponsor projects or raise funds through various means including Kickstarter. Cities have also used hotel room taxes. Sponsorships from local business are another option and sometimes artists fund their own projects through fundraising efforts or out of their own pocket. Many community-based projects require a mix of various funding sources as well as in-kind contributions of goods and services. The key is matching the project with the appropriate type of support.

Deliverables. Conceptual Funding Strategies (electronic only)

Task 8.3 Prepare Administrative Draft DSP

Based on the supporting components prepared in Task 8.1 Working Outline, ESA will prepare an Administrative Draft DSP, which will build upon the approved working outline. It is anticipated that the DSP may be divided into geographic sub-areas, which could be neighborhoods or major corridors, based upon common issues, needs, and opportunities. The DSP text will be focused on wording necessary to clearly establish intent and enhance understanding of critical issues. The focus will be to create a DSP that is user-friendly, technically proficient, legally-adequate, easily navigated, clear and understandable, and focused on implementation. Text will be supplemented with: (1) photographs and other images to ensure concepts, standards and their physical results are clearly understood; (2) diagrams to clearly depict implementation processes and procedures; and (3) tables that summarize standards, mitigation measures, and other requirements of plan conformance.

A working session will be held with staff to discuss comments on the Administrative Draft DSP.

Deliverables and Key Meetings. Attend one working session; Administrative Draft DSP (electronic only)

Task 8.4 Prepare Public Review Draft DSP

It is anticipated that ESA will have a working session with City staff to review the Administrative Draft DSP. Based on one set of consolidated comments from the City staff, ESA will prepare a Public Review Draft DSP. The Public Review Draft DSP will be available to the public for 45 days, concurrent with the Draft Environmental Impact Report.

Deliverables and Key Meetings. Attend one working session; Public Review Draft DSP (electronic only)

Task 8.5 Prepare Final DSP

Based on City staff comments, public comments received during the public review period, at the Planning Commission hearing and the City Council adoption hearing, ESA will prepare a final DSP.

Deliverables. Final DSP (electronic only)

TASK 9 ENVIRONMENTAL IMPACT REPORT

Detailed evaluation of potential residential and mixed use projects proposed under the DSP will expedite and smooth the path for future project-specific approvals. To expedite development, ESA will prepare an environmental impact report (EIR) that complies with the California Environmental Quality Act (CEQA) and which establishes the foundation to streamline the subsequent CEQA process for opportunity sites. The infrastructure analysis, Phase 1 ESA analysis, historic resources evaluations, and infrastructure financing plan will feed into the prioritization of opportunity areas. By identifying the opportunity sites with no or limited environmental constraints early in the process, the ESA Team will ensure that these sites are analyzed sufficiently to require little or no follow-up CEQA review. More constrained opportunity sites that have environmental issues present will be analyzed to the extent that resource issues are known and accessible, allowing for focused site-specific CEQA compliance as necessary. Our approach of providing for site-specific CEQA compliance timelines for some of the opportunity sites while environmentally clearing the sites that have limited environmental issues will expedite the environmental compliance for the overall program.

The ESA Team will consolidate mitigation measures into “uniformly applied development policies or standards”, consistent with section 15183 of the CEQA Guidelines, to addresses potential impacts that could occur on any sites. Other mitigation measures that may be situationally applicable to certain opportunity sites will also be identified.

Once opportunity sites are evaluated in the EIR, a number of CEQA exemptions for residential development under a specific plan can be applied.

- **CEQA Guidelines section 15182** allows residential projects that conform to an adopted specific plan to proceed without the need to prepare an EIR or negative declaration.

- **CEQA Guidelines section 15183** exempts projects that are consistent with a community plan and which do not have impacts that are “peculiar” to the project site, which were not mitigated through prior EIR mitigations or through uniformly applied development policies or standards.
- **CEQA Guidelines section 15183.3** can be used for infill projects to streamline the environmental review process for eligible infill projects by limiting the topics subject to review at the project level where the effects of infill development have been addressed in a planning level decision or by uniformly applicable development policies.

In addition, the City’s ability to use the CEQA Infill, Affordable Housing, and Residential Infill Exemptions (CEQA Guidelines sections 15332, 15194 and 15195), and to find a project consistent with the findings of the Master EIR (CEQA Guidelines section 15177(b)) remain tools that could be used to expedite project-level CEQA compliance.

Depending on the effects addressed in the prior EIR and the applicability of uniformly applicable development policies or standards that apply to the eligible infill project, streamlining under the DSP EIR will range from a complete exemption to preparation of a narrowed, project-specific environmental document. With a thorough analysis of development DSP opportunity sites and creation of effective and implementable mitigation measures, the effects of all projects consistent with the DSP should be adequately addressed and no further environmental documents will be required.

The work scope reflects our expectations of the environmental issues that could arise from the project and the intense public and legal scrutiny that this project is expected to receive.

As stated in the project approach, achievement of a legally sufficient EIR on the schedule that has been established will require a high degree of cohesion among the City, identified stakeholders, and the ESA Team. The underlying assumptions, project definition, alternatives, and other factors must be consistent from the outset. Our approach to project management and coordination, presented below, is based on this understanding.

Task 9.1 Project Management and Ongoing Meetings

This scope and budget assumes a high level of involvement by the ESA team to address project management issues, including coordination and meetings with subconsultants, the City team, internal coordination of the technical members of the team, guidance of the technical team, preparation of public presentations, review and revision based on City comments, QA/QC, and other related tasks.

Due to the complexity of the project and aggressive schedule, effective communication between the City and ESA will be imperative. Therefore, conference calls or meetings shall be held, depending on need, at a standard time on a biweekly basis. In the event that conference calls/meetings are determined to be unnecessary, they can be readily cancelled. Meetings will take place at ESA’s offices in Midtown Sacramento, at the City’s offices in Sacramento, or via conference call, and will be attended by

ESA's Project Manager as well as other team members as-needed to address issues of concern. A formal kickoff meeting with City staff is included in Task 1.2.

Ongoing project coordination calls/meetings include a core group comprised of City planning and environmental staff, City transportation staff, and the ESA project team. To successfully meet the project schedule commitments, this group will need to work seamlessly as a team, with regular and expeditious issue identification and resolution, regular and clear communication about assumptions that can be consistently applied through the EIR, and similar issues.

Deliverables. Monthly progress reports, invoices, quality assurance, budget management, and project communications; Biweekly project coordination conference call/meeting agendas and meeting notes (up to 20 meetings)

Task 9.2 Prepare Administrative Draft Environmental Impact Report

Following the City's preparation and publication of the Notice of Preparation (NOP), ESA will prepare an Administrative Draft Environmental Impact Report (EIR) that addresses the full range of environmental impacts of the proposed DSP. To the extent appropriate, the analysis will be tiered from the Sacramento 2035 General Plan Master Environmental Impact Report (MEIR). If tiering from the MEIR is not a preferred option, then incorporation by reference or other techniques will be used to maximize the use of the previously-prepared analyses and information. As appropriate, the EIR will document City codes, prior adopted measures, or relevant plan policies that would avoid or reduce the magnitude of project impacts, and will also identify potential project-specific mitigation measures that could further reduce the impacts of the proposed project.

Our analysis will be structured in a way that is consistent with CEQA, the State CEQA Guidelines, and relevant case law. Our analyses will be informed by the MEIR, the Sacramento Climate Action Plan, the Downtown Transportation Study (Grid 3.0), the 2010 River District Specific Plan, the most recent SACOG Metropolitan Transportation Plan and Sustainable Communities Strategy (MTP/SCS), and any new relevant technical studies as feasible, and appropriate. We assume that City staff will review the Administrative Draft EIR and provide comments that represent the independent judgment of the City. We will participate in meetings to discuss, clarify, and determine the proper direction for revising the document based on City staff comments.

We will endeavor to keep the size of the EIR analysis to the minimum necessary to achieve legal defensibility, and avoid unnecessary, excessive, and repetitive "boilerplate" discussion of regulatory setting and other discussions that are not directly related to the focused impact and mitigation measure sections of each topical chapter. To the extent appropriate, technical details will be placed in appendices.

The preparation of the Administrative Draft EIR will be undertaken as specified below.

Executive Summary

The Executive Summary will clearly present the proposed DSP and the relationship of the proposed project to the Sacramento 2035 General Plan MEIR. The Executive Summary will also summarize the main findings of the EIR. We will include a summary table that summarizes the impacts, the significance of each impact before and after prior adopted mitigation measures, any additional recommended project-specific mitigation measures, and the significance of each impact after implementation of project-specific mitigation measures. As required under CEQA, the Executive Summary will also summarize areas of controversy, the comparative effects of alternatives analyzed, and significant and unavoidable impacts, if any.

Introduction

The introduction to the Administrative Draft Environmental Impact Report (ADEIR) will present the project background, including the history of prior planning for the Streetcar and related CEQA documents, and will describe the organization of the EIR, type and use of the EIR, the relationship to the Sacramento 2035 General Plan MEIR, the environmental review process, the focus of the EIR analysis, other documents used in preparation of the EIR, lead and responsible agencies, and opportunities for public comment.

Project Description

The project description section of the ADEIR will be based on project description information provided by the City. ESA will review information provided and identify any additional information requirements necessary for the ADEIR. Based on the Notice of Preparation (NOP), it is anticipated that the project description will include identification and description of all opportunity sites, proposed changes to the 2035 General Plan or zoning, proposed circulation system improvements, proposed infrastructure improvements, construction techniques and schedules, the project's relationship to/consistency with the 2035 General Plan, project objectives, and anticipated project approvals by the City and other agencies.

Environmental Setting, Impacts and Mitigation Measures

Based on initial evaluation of the project and considering our understanding regarding the City's intent to maximize the reliance on existing CEQA documentation, we anticipate that the proposed project has the potential to affect or potentially affect multiple environmental resource issue areas. The environmental setting will largely be supported by the Background Report and the individual technical reports prepared for the DSP. To the extent that the 2035 MEIR identifies policies, programs, or mitigation measures that reduce potentially significant impacts, such mitigating policies, programs and measures will be identified in the discussion and will be placed in the DSP's Mitigation Monitoring Plan (MMP) and made a condition of project approval. In limited cases, the EIR may propose to modify prior-approved mitigation measures to better address the specific conditions of the DSP.

Land Use and Planning, Population, and Housing

The Land Use and Planning section of the EIR will provide information regarding 2035 General Plan and DSP land use and zoning designations. ESA's evaluation of land use will focus on the relationship of the proposed project to the goals and policies of the 2035 General Plan, consistent with section 15125(d) of the California Environmental Quality Act (CEQA) Guidelines that states, "[...] the EIR shall discuss any inconsistencies between the proposed project and applicable general plans and regional plans."

ESA will describe the existing and planned uses within and around the DSP Area in text and on a map. ESA staff will conduct a reconnaissance-level field visit (as described in Task 1.3) to identify current conditions at the opportunity sites and in the surrounding areas. The relationship of the proposed project land uses to nearby uses will be described, including but not limited to uses in the R Street Corridor, along the Streetcar line, near transit stations, the Broadway Corridor, and other identified corridors.

Applicable land use policies from the 2035 General Plan will be identified. ESA will consider the consistency of the project land use types, densities, and intensities in the context of nearby existing and planned land uses, including establishing consistency with the land use and urban form requirements of the 2035 General Plan and the Sacramento Zoning Ordinance.

The Population and Housing section will include a comparison of the proposed project's predicted population to the planned population for the City in the 2035 General Plan, in order to determine if the proposed project would induce substantial growth that is inconsistent with the approved land use plan for the area.

ESA's analysis of potential Population and Housing effects will entail description of the total population, employment, and housing that would be generated with the proposed DSP, presented in the context of the existing and planned population, employment, and housing in the City of Sacramento. ESA will prepare the population and housing setting, including a description of key demographic statistics in the City of Sacramento and the Central City. ESA will present relevant policies from the 2035 General Plan, including the Housing Element and the Regional Housing Needs Allocation. In addition, ESA will compare the proposed housing in the DSP with the housing growth projected in SACOG's Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS). The consistency of the proposed DSP with the policies and programs of the City's Housing Element will be discussed. Changes to the jobs/housing relationship in the Central City and the City as a whole will be addressed.

Aesthetics, Light and Glare

The visual impact analysis will focus on the potential light and glare impacts of the proposed DSP. The analysis will assess whether the proposed DSP would create light or cast glare in such a way as to cause public hazard or annoyance for a sustained period of time or cast light onto oncoming traffic or nearby residences.

The light and glare analysis will be generalized because exact buildings designed are not known at this time. Any photosimulations or models generated as a part of Task 5.2 will be used to inform the aesthetics, light, and glare analysis. The aesthetics, light and glare section will incorporate the Central City Urban Design Guidelines and the Sacramento 2035 General Plan and Master EIR.

Air Quality

ESA will model and evaluate the air pollutant emissions of the DSP and will prepare an air quality section that quantifies the emissions of the proposed project, and that meets the requirements of CEQA, the California Air Resources Board (CARB), and the Sacramento Metropolitan Air Quality Management District (SMAQMD). The air quality section will be accompanied by an Air Quality Technical Appendix that contains the outputs from computer modeling and other calculations that form the basis of the construction and operational emissions analysis.

Criteria Pollutants. ESA will provide a discussion of the existing air quality setting for the Sacramento Valley Air Basin based on available information from the Sacramento Metropolitan Air Quality Management District (SMAQMD) and California Air Resources Board (CARB), including information related to criteria pollutants, toxic air contaminants, and odors. ESA will present relevant regulatory information, including summaries of pertinent information about the federal Clean Air Act, the California Clean Air Act, and other laws, regulations, and policies that could affect the project or the air quality analysis presented in the EIR.

ESA will describe relevant significance criteria based on the State CEQA Guidelines, and thresholds included in SMAQMD's Guide to Air Quality Assessment in Sacramento County. ESA will estimate criteria air pollutant emissions from mobile, stationary, and area sources using the CalEEMod computer model. For any stationary emission sources, ESA will use equipment specific emission factors (if available) or U.S. EPA emission factors. ESA will evaluate the potential for carbon monoxide (CO) 1-hour and 8-hour standard violations for project-affected intersections using SMAQMD's tiered screening criteria. If one or more intersections fail the screening criteria, a detailed CO modeling analysis will be conducted for those intersections. The detailed analysis will use CARB's CALINE4 model and will be based on traffic information – turning volumes, levels of service – developed for the traffic study.

ESA will estimate emissions for each construction phase, including any demolition and earth-moving activities. ESA will also estimate emissions for project operations. Model inputs for both construction and operation will be based on information to be provided by the ESA team. ESA will develop a standard mitigation strategy that can be applied uniformly for downtown housing projects.

ESA will qualitatively evaluate the potential for odor-related impacts using guidance published by SMAQMD.

Health Risks. The ESA Team will qualitatively evaluate the potential for health risk impacts to sensitive receptors at proposed opportunity sites. This evaluation will be limited based on the outcome of the

recent decision in *CBIA v. BAAQMD*. As necessary, we will examine potential sources of toxic air contaminants (high volume roads and commercial/industrial land uses) and their proximity to sensitive receptors. If applicable, ESA will identify measures to mitigate any adverse impacts on air quality based on professional standards and on requirements established by the SMAQMD.

Biological Resources

ESA biologists will review current special status species lists from the California Department of Fish and Wildlife (CDFW), the US Fish and Wildlife Service (USFWS), and the California Native Plant Society (CNPS). ESA biologists will review aerial photographs and review information in the 2035 General Plan Master EIR in order to identify any potential biological or wetland resources that could be disturbed by future construction of the opportunity sites. ESA does not propose to conduct protocol-level surveys at the opportunity sites.

With the information and data gathered from the above tasks, ESA will prepare an environmental setting for the EIR that describes resource conditions and the regulatory framework. The environmental setting will contain (1) a vegetation/habitat maps of the potentially affected sites; (2) description of special-status plant and animal species that potentially could be found in the potentially affected sites, and (3) a description of any potentially jurisdictional wetlands and other waters found in the potentially affected sites. An overall habitat map of the DSP plan area will be developed.

The analysis of biological resources impacts will address direct, indirect, and cumulative impacts to special-status species and sensitive habitats potentially affected by the proposed project. ESA will consolidate mitigation measures into “uniformly applied development policies or standards”, consistent with section 15183 of the CEQA Guidelines, to addresses potential impacts that could occur on any sites. Other mitigation measures that may be situationally applicable to certain opportunity sites will also be identified.

Cultural Resources

Based on information prepared for the cultural resources technical report as detailed in Task 3.6, the cultural resources section of the EIR will assess the projects’ potential impacts on historical architectural and archaeological resources in accordance with the requirements of CEQA and the standards of significance identified in the City of Sacramento’s Environmental Checklist. The cultural resources analysis will address potential impacts on known and unknown prehistoric and historic-era archaeological resources and built-environment resources. Our cultural resources analysis and our mitigation program in particular, will incorporate recent case law (*Madera Oversight Coalition, Inc., et al. v. County of Madera*) that compels the lead agency to consider all feasible mitigation measures, not just those that are preferred. In this way, the cultural resources analysis will reflect the current case law in terms of technical quality and CEQA compliance to support maximum legal defensibility.

As described under Task 3.6, ESA will support the City’s Environmental Planning Services staff in conduct of tribal consultation pursuant to SB 18 and SB 52. It is not anticipated that ESA staff would be present

during tribal consultation meetings. As appropriate, and based on direction from the tribal consultation, relevant and legally-disclosable information provided to the City during the consultation process will be presented in the cultural resources section of the DSP EIR.

ESA will prepare an administrative draft for review by City environmental planning and preservation staff, followed by completion of the cultural resources section of the DSP EIR. Two levels of analysis will be conducted for the DSP EIR. For the opportunity sites, the cultural analysis will be at a programmatic level focusing on how the DSP could affect built environment historical resources. The archaeological analysis undertaken for the opportunity sites will focus on the potential for and assessment of previously undocumented subsurface archaeological sites using information gleaned from other documents prepared for projects in the Central City, as well and information generated from development and monitoring over the last several years. This EIR section will include summary of the findings of the cultural resources technical report impact assessment to known and predicted resources, and identification of feasible mitigation measures to avoid, reduce, or offset any potentially significant impacts identified.

The analysis will identify DSP uniformly applied development policies or standards to reduce the inclusion of site-specific mitigation as much as possible. Any additional mitigation necessary for specific opportunity sites will be identified.

Geology, Soils, and Seismicity

The Geology, Soils, and Seismicity section of the EIR will discuss grading (cut and fill) at the opportunity sites and how development at the opportunity sites would comply with the California Building Code. The potential for erosion will be discussed. The majority of this analysis will rely on information and analysis provided in the 2035 General Plan Master EIR.

Global Climate Change

ESA will prepare the Climate Change section of the EIR, including presentation of the current setting, regulatory background, impact analyses, Climate Action Plan (CAP) consistency determination, and mitigation. The GHG modeling undertaken as part of the air emissions modeling, described above will be incorporated into this analysis.

In light of State CEQA Guidelines section 15064.4(b)(3), the analysis will evaluate the consistency of the DSP with the climate change policies of the City's 2035 General Plan MEIR (which includes policies from the City's adopted CAP). The analysis will describe how the project would achieve consistency with the City's current CAP Consistency Review Checklist Form (most recently updated June 19, 2015). Thus, the discussion in the EIR section will evaluate whether the project:

- conforms to the land use and urban form criteria, including allowable floor area ratio and/or density standards, in the 2035 General Plan,
- meets the CAP requirements for traffic calming,

- incorporates pedestrian facilities and connections to public transportation consistent with the City's Pedestrian Master Plan,
- incorporates bicycle facilities consistent with the City's Bikeway Master Plan and meets or exceeds minimum standards for bicycle facilities in the Zoning Code and CALGreen,
- includes on-site renewable energy systems that would generate at least 15% of the project's total energy demand, and
- complies with minimum CALGreen Tier 1 water efficiency standards.

If needed, based on the analysis, ESA will identify potential mitigation measures that would facilitate the project's conformance with the City's climate change policies.

Hazards/Hazardous Materials

The Hazards/Hazardous Materials section of the EIR will be based, in large part, on hazardous materials investigation and technical studies prepared by Geocon.

ESA will review available data and will meet with Geocon staff to ensure its understanding of existing conditions and potential barriers to development on the opportunity sites.

The section will reflect Geocon's search and review of federal, state, and local governmental agency lists of permitted underground storage tank locations; hazardous waste generators, transporters, and treatment, storage, and disposal facilities; and contaminated sites on or in the vicinity of the project site (an EDR record search). This will include search of online databases maintained by the California Department of Toxic Substances Control (DTSC), the Central Valley Regional Water Quality Control Board (CVRWQCB), the California Integrated Waste Management Board (CIWMB), and the federal Environmental Protection Agency. The information from these databases and the studies provided by the project team will form the basis of the environmental setting discussion.

Based on information reflected in the hazardous materials technical report, ESA will summarize the potential for soil or groundwater contamination, or UST or LUST sites on opportunity sites. ESA will address the potential for exposure of future residents, employees, visitors, or others to hazardous soils, groundwater, or vapors. The assessment will consider long-term exposures as well as potential construction exposures for workers or others. The analysis will identify DSP uniformly applied development policies or standards to reduce the inclusion of site-specific mitigation as much as possible. Any additional mitigation necessary for specific opportunity sites will be identified.

Hydrology and Water Quality

The Hydrology and Water Quality section of the EIR will focus on an assessment of potential impacts to flooding, groundwater resources, and construction-related surface water quality in accordance with the requirements of CEQA and consistent with the standards of significance identified in the City of Sacramento Environmental Checklist.

The hydrology and water quality analysis will include a description of existing hydrological conditions in the Central City. Applicable state, federal, and local regulations that pertain to surface water and groundwater resources will be described, including ongoing or planned groundwater remediation activities within or opportunity areas. The EIR will provide information about laws and regulations pertaining to flood protection (including SB 5 which increased the required level of protection for urban areas to 200-year), the status of regional flood management and its effect on downtown development.

The discussion of surface water will focus on documenting the DSP's compliance with the State's National Pollutant Discharge Elimination Permit (NPDES) requirements including the construction permit (Order 2009-0009-DWQ) and the permit regulating discharge from the CSS (NPDES No. CA0079111). Compliance with the requirements of the City's Stormwater Quality Improvement Program and the Sacramento Countywide Sacramento Stormwater Quality Partnership and associated permit requirements (e.g., Waste Discharge Requirements Order No. R5-2008-0142 MS4 Permit) will also be included in the discussion.

The section will incorporate information from the 2035 General Plan MEIR, including previously identified mitigating measures and policies.

Noise and Vibration

The EIR will evaluate potential construction noise and operational mobile and stationary source noise within the project area and in the cumulative context in accordance with the City's standards of significance. The 2035 General Plan MEIR determined that construction noise impacts would be less than significant with adherence to the City's Noise Ordinance, contained in Title 8 – Health and Safety, Chapter 8.68 of the Municipal Code. It is assumed that the evaluation of cumulative impacts from the 2035 General Plan MEIR will be largely incorporated into the EIR.

Traffic along Interstate 5, Highway 50, Business 80, and along several surface streets, as well as the heavy rail and light rail lines, are the predominant sources of noise in the area. Traffic noise impacts will be estimated using the U.S. Department of Transportation's Federal Highway Administration (FHWA) Highway Traffic Noise Prediction Model (FHWA-RD-77-108) with California vehicle noise reference energy mean emission levels. Rail noise impacts will be estimated using the latest guidance from the relevant federal oversight agencies. Noise impacts will be evaluated in terms of the absolute increase in noise and the noise and land use compatibility guidelines established in the City of Sacramento 2035 General Plan and the City's Noise Control Ordinance. Additionally, other available information sources will be used to the extent feasible to ensure consistency with the environmental review process.

ESA will describe the current ambient noise environment in the Central City based on a noise survey and information from the 2035 General Plan Master EIR. Information on the existing noise environment within and around the project area will be gathered through 15-minute short-term measurements taken at up to 10 locations sufficient to characterize ambient noise and to provide calibration data for noise modeling purposes. Up to four 48-hour noise measurements will be taken around the Central City on or

near opportunity sites to assess average, day-night, and peak noise exposure at sensitive land uses that may be impacted by noise-producing operations of the proposed project uses. Short-term and 48-hour monitoring locations will be identified based on the location of present and future noise-sensitive receptors. Based on information from the 2035 General Plan Master EIR, we will identify noise contours along the Central City's main travel corridors such as 7th, 12th, 15th, 16th, 19th, 21st and 29th streets, and I, J, L, and Q streets.

ESA will identify state and local noise policies, including the noise/land use compatibility guidelines contained in the Noise Element of the City of Sacramento 2035 General Plan and any other relevant City ordinances or regulations including the City's Noise Control Ordinance.

ESA will assess potential noise impacts from project construction based on anticipated schedules, project phasing, and available information from the applicant or reasonable assumptions about construction equipment to be used during the construction phases.

ESA will assess the potential for traffic noise impacts on existing and proposed future land uses, and the compatibility of the proposed project's noise-sensitive and noise-generating land uses as reflected in the project description. ESA will estimate potential from project-generated traffic using the FHWA Traffic Noise Model and the impacts from stationary sources (HVAC, generators, etc.) using standard noise models. ESA will estimate heavy rail noise based on the latest guidance from the Federal Railroad Administration (FRA), and noise from the RT light rail line based on the latest guidance from the Federal Transit Administration (FTA). ESA will base the analysis on project-specific data provided by the City's traffic consultant and stationary source type and location information from the project description.

Vibration. ESA will evaluate the effects of vibration associated with construction equipment and pile driving on historic buildings located in the immediate project vicinity. In particular, the analysis will focus on the potential for pile driving and similar high-impact construction techniques that could affect historic structures adjacent to opportunity sites. ESA will use Caltrans' methodology to evaluate the potential for building damage during the use of impact pile driving. In addition, the human annoyance impact of pile driving will also be assessed using Caltrans perception thresholds. Potential vibration associated with rail lines (light rail and heavy rail) will be evaluated based on the latest guidance from FRA and FTA, as appropriate.

Public Services

Starting with information in the City's 2035 General Plan, the 2035 General Plan Master EIR, and other City documents, ESA will contact service providers and will document existing services and altered levels of police, fire, and schools necessary to serve the project site.

Fire Protection. The EIR will document current fire protection services provided within the City, including the locations of existing and planned fire stations in the Central City. ESA will contact the Fire Department to determine whether new development in the DSP Area can be served within City required

minimum response times. Based on information from the City Fire Department, ESA will evaluate whether development under the DSP would create fire safety hazards, and whether adequate fire or emergency medical safety response could be provided. The EIR will calculate the demand for additional fire fighters and fire stations within the project area, based on the estimated number of residences and amounts of non-residential development.

Police Protection. The EIR will document and update the current law enforcement services provided in the City based on existing information and consultation with the City of Sacramento Police Department. The EIR will calculate the number of officers that would be required to serve the uses and population of the proposed project using current service ratios. In consultation with the Police Department, ESA will determine whether the proposed project could be served with existing and planned law enforcement staff and facilities. Based on the above information, ESA will provide an analysis of impacts or potential impacts on police protection services, compared against significance criteria that involve increased response times or physical environmental effects of providing expanded or different service.

Schools. Based on a housing program (unit count by size/number of bedrooms) outlined in the DSP, and student generation rates developed in concert with the Sacramento City Unified School District and which reflect the urban nature of housing anticipated within the DSP, ESA will calculate increased project-generated enrollment for elementary, middle, and high schools. Particular attention will be paid to identifying student generation rates that reflect the anticipated unit size and household size of future residents. The student generation rates may be informed by those used in the 2016 Railyards Specific Plan Update EIR, Township Nine EIR, the Sacramento ESC & Related Development EIR, and CEQA assessments of other Central City housing projects. ESA will assess the adequacy of existing and future planned schools to accommodate estimated future enrollment associated with residential and non-residential uses in the proposed DSP. ESA will present information related to the statutory requirements and limitations on school fees and mitigation, including an explanation of those statutes which mandate that payment of established fees be considered full and complete mitigation related to increased enrollment.

Parks and Open Space. ESA will document existing and planned parks, parkland, and recreation services in the Central City, based on information presented in the 2035 General Plan Education, Recreation and Culture Element, the 2035 MEIR, the City Parks and Recreation Master Plan, and consultation with the City of Sacramento Parks and Recreation Department.

ESA will calculate the acreage demand for parks generated by the proposed DSP population and land uses based on City standards for neighborhood, community, citywide/regional, and linear parks and trails. In addition, ESA will calculate the demand for community and recreation facilities based on service level goals articulated in General Plan Policies ERC 2.2.4 through 2.2.6, as well as Policies ERC 2.2.9 and 2.2.10.

Transportation and Circulation

The development of the Grid 2.0, a transportation study, involved multi-modal travel demand forecasts that were prepared using the SACSIM model with a very detailed block-level zone system for the Central City. Grid 2.0 will be incorporated into the DSP as the circulation element.

A traffic level of service analysis of the Preferred Network will not be conducted as part of Grid 2.0. The DSP EIR will need to environmentally clear the Grid 2.0 transportation improvements. The EIR will likely need to evaluate their impacts using different growth assumptions than SACOG's MTP/SCS. Therefore the EIR traffic analysis will: 1) develop new detailed 2035 land use forecast for use in the SACSIM model, 2) new 2035 traffic forecasts and 3) a detailed traffic level of service (LOS) analysis with and without the DSP under existing and cumulative (2035) conditions.

The major decisions for the TAC are the amount and location of 2035 development and the "base" 2035 transportation system that will be used to prepare the traffic forecasts. These traffic forecasts will then be used as inputs for the EIR air quality, GHG and noise analyses.

Traffic forecasts and a traffic analysis will be conducted for existing and 2035 conditions. No technical analysis will be conducted for 2025 conditions.

The traffic study will focus on the Grid (the area south of C Street) since the update of the Railyards Specific Plan will address its network while any changes to the River District Specific Plan will be addressed in Optional Task 4.4. The traffic study will need to analyze up to 75 intersections within the Grid. Based on discussions with the City, the Grid 2.0 traffic count data will be adequate for 57 intersections. Thus new traffic count data will need to be collected for up to 18 intersections. Traffic impacts on the freeway system surrounding the Central City will be evaluated using 1) a segment-based LOS analysis for the freeway mainline consistent with the methodology contained in the City's 2035 General Plan EIR, 2) an LOS analysis at ramp intersections plus 3) a queuing analysis on freeway off-ramps. An assessment of impacts of the DSP on bike and pedestrian facilities and transit services will also be conducted. F&P/DKS will prepare the transportation section of EIR.

Utilities and Service Systems

The EIR section will be based on the infrastructure analyses prepared by NV5 detailed in Task 3.3. ESA will describe the environmental conditions described in the infrastructure analysis, reflect the adequacy of that infrastructure, and infrastructure that needs to be improved/upgraded. This infrastructure study will describe water, wastewater, and drainage infrastructure. The EIR analysis will include calculations of the water demand and wastewater and drainage flows generated by the proposed opportunity sites.

The evaluation of dry utilities will focus on the need for off-site improvements that could require analysis in the EIR. The review will include contact with service providers for electricity (SMUD), natural gas (PG&E), telecommunication systems, and will include a peer review of projected demands for electricity, gas, and telecommunications services provided by the project team.

Wastewater and Drainage. Issues related to the generation of wastewater from development on the opportunity sites, and the capacity of the City's CSS and the Sacramento Regional Waste Water Treatment Plant (SRWTP) to accommodate flows generated in the Central City, and cumulative impacts were disclosed in the 2035 General Plan Master EIR. These cumulative impacts discussions from the 2035 General Plan Master EIR will be incorporated into the EIR along with any mitigation measures of general application.

Impacts on wastewater and drainage systems will be identified by comparing existing service capacity and facilities against future demand associated with implementation of the DSP. The EIR will evaluate the potential for the proposed project to create or contribute runoff or sewage flows that would exceed the capacity (peak flow) of existing or planned stormwater drainage systems or require the construction of new wastewater facilities or stormwater drainage facilities, the construction of which could cause significant environmental effects.

Information related to the existing and future capacity of the City's CSS and SRWTP that is included in the 2035 General Plan Master EIR will be summarized and incorporated by reference, and updated as necessary based on communication with City Department of Utilities staff.

Water Supply. Issues related to the project-specific and cumulative demand for potable water supply and distribution facilities from development in the City were previously addressed in the 2035 General Plan Master EIR. The Master EIR assumes water supply for the DSP will be supplied through surface water rights and entitlements from the Sacramento and American Rivers, along with groundwater pumped through City operated groundwater wells. Water will be treated at the Sacramento River and Fairbairn Water Treatment Plants and conveyed to the Central City through existing off-site infrastructure.

The ESA team, in collaboration with the City, will prepare the necessary Water Supply Assessment (pursuant to Water Code §10910-10912) and project-level analysis of water demand, treatment and capacity, as explained below.

The EIR will reflect the current drought conditions that have persisted into 2016, and will also reflect any recent ordinances or regulations adopted by the City to address drought conditions which may have not been considered in the 2035 General Plan Master EIR. We will compare and document how the current drought compares to the multiple dry year analysis included in the City's UWMP and WSA.

Project impacts on water supply will be identified by comparing existing water demands and water treatment plant capacity against future demand associated with implementation of the DSP, based on the WSA and UWMP. The EIR will also incorporate information on cumulative water demand from the 2035 General Plan Master EIR and UWMP, and will discuss the contribution of the proposed project to this cumulative demand.

Solid Waste. ESA will evaluate the potential for the proposed project to generate solid waste beyond the capacity of existing landfills; require or result in either the construction of new solid waste facilities or the expansion of existing facilities, the construction of which could cause significant environmental effects; or violate Federal, State, and local statutes and regulations, including the City's recycling and solid waste disposal regulations described in Chapter 17.72 of the City of Sacramento Municipal Code.

Updated information related to solid waste collection and landfill capacity will be obtained from the City of Sacramento 2035 General Plan, the 2035 Master EIR, the California Integrated Waste Management Board, communication with City of Sacramento Solid Waste Division staff, and other environmental documentation for projects in the Central City. The solid waste generated by the proposed project will be calculated based on California Integrated Waste Management Board's per-capita solid-waste disposal rates for similar uses. Impacts related to increased generation of solid waste that would result from implementation of the proposed project will be determined by comparing existing and future service capacity at landfills that serve the City of Sacramento against future demand associated with implementation of the project.

Energy Demand and Conservation. ESA will prepare a section that addresses the State CEQA Guidelines Appendix F by evaluating whether the project would avoid or reduce inefficient, wasteful, or unnecessary energy consumption, including energy directly used for construction (fuel and electricity) and project operations (electricity and natural gas), as well as energy indirectly used for transportation to and from the project site (fuel). Calculations will be presented for all energy sectors for the DSP. The analysis of energy impacts will be consistent with guidance provided in Appendix F.

The section will include an energy setting, an energy impacts evaluation and, if necessary, mitigation to reduce or eliminate inefficient energy use. This section will update the information on the energy portfolio of suppliers SMUD and PG&E.

The impacts section will evaluate the project's construction and operational energy use. Where project specific information is not available, ESA will make reasonable and conservative assumptions, consistent with the assumptions made for the construction air quality and noise analyses. The operational analysis will include energy use associated with transportation and building heating and cooling. Transportation energy use will be based on information provided in the transportation analysis prepared by F&P/DKS, specifically trip generation rates and vehicle miles traveled. Building energy use will be estimated using building square footages and Title 24 building energy standards in effect at the time of construction, and will be derived from the CalEEMod air emissions model, and thus will be consistent with the results of the air quality and GHG analyses.

The analysis will include a presentation of the DSP policies that would serve to reduce energy consumption. If necessary, ESA will identify uniformly applicable mitigation measures to reduce inefficient or wasteful energy consumption. These measures may include items suggested in Appendix F of the State CEQA Guidelines, including measures to reduce construction and transportation energy use, increase building energy efficiency, and reduce solid waste generation.

Other CEQA-Required Sections

The EIR must comply with CEQA. Other CEQA-required sections include the following:

Introduction. The introduction to the EIR will present the project background, including the Mayor's Downtown Housing Initiative, and will describe the organization of the EIR, type and use of the EIR, the relationship to the MEIR, the environmental review process, the focus of the EIR analysis, other documents used in preparation of the EIR, lead and responsible agencies, and opportunities for public comment.

Growth Inducement. ESA will compare the potential for the DSP to remove obstacles to growth through construction of infrastructure improvements that would provide such capacity that unplanned growth could occur. Given that the opportunity sites are infill locations in downtown Sacramento, and in light of the planned development in the Railyards, River District, and Central Business District, it is highly unlikely that this condition would occur. The analysis will consider whether any utility or transportation improvements would facilitate growth in the Central City that is currently constrained or limited.

At a qualitative level, the EIR will evaluate the ways that the project could stimulate development or redevelopment of other underutilized sites in the Central City. If available from the City, ESA will use information contained in previously-prepared economic studies.

Significant and Unavoidable Impacts. This section will summarize the significant and unavoidable environmental effects identified in the technical impact analyses of the Draft EIR.

Significant and Irreversible Environmental Effects. This section will describe impacts that would be significant and irreversible as a result of project implementation. Irrecoverable commitments of resources would be evaluated to assure that such current consumption is justified.

Cumulative Impacts

Each issue area chapter will define cumulative impacts, the cumulative context and scenario, geographic or temporal scope, and methods for characterizing cumulative impacts. As appropriate, the cumulative impacts analysis for each issue area will incorporate relevant information from the cumulative impacts analysis in the Sacramento 2035 General Plan Master EIR. The cumulative impacts identified in each issue area section will be summarized in the Cumulative Impacts section of the EIR.

Alternatives

The Alternatives chapter will reiterate the objectives of the proposed DSP.

ESA will evaluate up to four alternatives, including the No Project Alternative. The analysis will include a combination of quantitative and qualitative information about the alternative project description, some limited transportation characteristics such as trip generation and VMT, and percentage differences expected in other environmental performance characteristics.

The Environmentally Superior Alternative will be identified. If the Environmentally Superior Alternative is the No Project Alternative, then among the remaining alternatives the one that is considered environmentally superior will be identified.

EIR Authors and Persons Consulted

This section will document the City staff and consultants that prepared the EIR, as well as agencies, organizations, and other persons consulted in the preparation of the EIR.

Appendices

ESA will assemble relevant appendices, including detailed technical data and other information not appropriately included in the body of the EIR. It is currently anticipated that the appendices could include, but may not be limited to: NOP, NOP Responses, Air Quality Data, Noise Data, Transportation Data, Historic Resources Report, DSP Background Report, Draft Uniformly Applied Development Standards, and Draft Specific Plan and EIR Conformity Checklist.

The Uniformly Applied Development Standards will be measures that would apply to all projects proposed within the Downtown Specific Plan. Such standards would likely reflect EIR mitigation measures and performance criteria that must be met prior to subsequent projects' approval.

The Specific Plan and EIR Conformity Checklist would provide a list of items that each subsequent proposed project would use to demonstrate conformity with not only the DSP but also with measures required by the EIR. This checklist is anticipated to be used by City Planning and Environmental staff as a way to document whether subsequent proposed projects within the DSP meet all of the policy requirements of the DSP and environmental measures required by the EIR.

Deliverables. Complete Administrative Draft EIR (electronic), Draft Uniformly Applied Development Standards (electronic), Draft Specific Plan and EIR Conformity Checklist (electronic).

Task 9.3 Prepare Screencheck and Draft Environmental Impact Report

ESA will incorporate City staff comments on the Administrative Draft EIR based on a single set of consolidated comments, and submit a Screencheck Draft EIR to the City for review and comment. ESA will incorporate City staff comments on the Screencheck DEIR based on a single set of consolidated comments, and submit a final Public DEIR to the City for distribution for a 45-day public comment period. One (1) full day review meeting will be conducted to make final decisions about revisions to the Screencheck DEIR and ready the Draft EIR for publication..

ESA will file 15 copies of the Executive Summary and 15 CDs of the entire document (as preferred by the State Clearinghouse) and an NOC with the State Clearinghouse.

We assume that City staff will prepare a Notice of Availability (NOA) to accompany the Draft EIR. We also assume the City will distribute the EIR to interested stakeholders and/or publish the Notice of Availability in a newspaper of general circulation in the area affected by the proposed project.

Deliverables: Screencheck Draft EIR (electronic); Draft EIR and NOC (10 bound copies of Draft EIR + Appendices + electronic + web-ready electronic for City to distribute) (15 Executive Summaries (hard copies) + 15 CDs for ESA to deliver to the State Clearinghouse)

Task 9.4 Prepare Administrative and Final EIR Documents

Administrative Final EIR

ESA will review the comments received during the public review period on the Draft EIR. We will prepare written responses to comments and make necessary changes to the Draft EIR to create the Administrative Final EIR (AFEIR) document. The AFEIR will include:

- a brief introduction;
- enumerated comment letters on the Draft EIR;
- responses to all comments on substantive environmental issues presented in the Draft EIR; and
- a listing of revisions to the Draft EIR.

In order to expedite preparation and review of responses to comments, we anticipate up to a full day meeting to review comments and discuss direction for responses.

ESA has provided an estimate of the level of effort required to prepare responses to comments based on our experience with other specific plans, projects in Sacramento, our current understanding of the relative support and opposition to the project, and our understanding of the schedule. More specifically, this assumes that no more than 40 pages of agency and public comment on the Draft EIR is received and that no new substantive issues are raised that were not originally addressed in the Draft EIR. ESA will respond to comments related to the potential physical impacts of the proposed project as they relate to the environmental analyses presented in the DEIR within the estimated level of effort. We have assumed that responses will involve explanation, clarification, or amplification of the contents of the DEIR. ESA has assumed that no new technical analyses will be required nor that completed technical studies will need to be substantially revised based on changes to the project or pre-approved assumptions as part of the response to comments.

Final EIR

Following review of the AFEIR, ESA will make revisions to the responses and prepare the Final EIR.

Deliverables: Administrative Final EIR (electronic); Final EIR for publication (5 bound hard copies + electronic + electronic web-ready), Final Uniformly Applied Development Standards (electronic), Final Specific Plan and EIR Conformity Checklist (electronic)

Task 9.5 Prepare Mitigation Monitoring Plan

ESA will prepare a draft MMP for review and comment. The MMP will be prepared in an agreed-upon format and will consist of:

- All mitigation measures or mitigating project features, including relevant measures and mitigating policies from the 2035 General Plan Master EIR;
- Timing/frequency of action;
- Responsibility for implementation;
- Responsibility for monitoring; and
- Verification of compliance.

Consistent with the approach taken in other MMPs prepared for projects in the Central City, to the extent possible, monitoring and implementation will be tied to existing City processes and mechanisms.

The Draft MMP will be submitted with the AFEIR for review. Following receipt of comments, ESA will revise the MMP for publication and will be bound with the Final EIR.

Deliverables: Draft and Final MMP (electronic)

Task 9.6 Prepare Findings of Fact and Statement of Overriding Considerations

In the event that the City determines to approve the proposed project, ESA will prepare written Findings of Fact, pursuant to section 15091 of the State CEQA Guidelines and in the City's format, to support final City actions on the projects. The Findings will include a specific finding for each significant impact of the project, describing the nature and significance of the impact, the status of mitigation, and the rationale for any mitigation that is to be rejected or that lies in the authority of another jurisdiction.

If one or more impacts are found to be significant and unavoidable, consistent with the requirements of section 15093 of the State CEQA Guidelines, ESA will prepare a Statement of Overriding Considerations (SOC) for each project that describes the reasons for project approval despite the occurrence of such impacts. It is anticipated that the SOC will identify a range of economic, employment, and social considerations. Since CEQA requires that the SOC be based on substantial evidence, ESA assumes that the basis for the SOC will be found in financial, fiscal, and other economic studies undertaken by ESA.

The Findings of Fact and the SOC will be drafted as companions to other "decision" documents developed for the project approval process, such as the City Staff Report, draft resolutions, and the like.

ESA will prepare a draft version of the Findings and SOC for submittal to the City. In the past, City staff have taken these draft documents and finalized them internally, and we have assumed that the City and would do the same in this case. However, if the City would like support from ESA in finalizing these documents, we will do so based on the availability of budget or an augment if determined necessary.

Deliverables: Draft Findings of Fact and Statement of Overriding Considerations (electronic)

TASK 10 OUTREACH PLAN AND MATERIALS

Building upon the outreach conducted for Grid 3.0 and through discussions with City staff, the ESA Team will develop and facilitate a meaningful and efficient outreach process that will minimize the amount of time required of each stakeholder, while maximizing the quality of the interactive discussion. This process will include the components discussed below. It is assumed that City staff will invite participants and track RSVPs, secure meeting locations, and print all materials required.

Task 10.1 Advisory Group (AG)

City staff will form an Advisory Group (AG) comprised of property owners, private developers, affordable homebuilders, future residents, potential buyers, consultants and other experts to help identify potential revisions to the City's requirements and project approval processes that would significantly facilitate development along the Streetcar route and in the DSP Area, and encourage TOD.

Interviews. Torti Gallas, BAE, and ESA will hold a series of "one-on-one" or small group interviews with AG members over the course of one-day to identify any challenges and/or obstacles to residential development and TOD in the DSP Area. Input received at these stakeholder interviews will also provide the developers' perspective on opportunities to improve the residential development process through the DSP.

Meetings. AIM and ESA will attend and facilitate two (2) meetings with the AG to: review their findings from the interviews; and solicit input on process streamlining approaches (Task 6.4 Process Streamlining), proposed development standards (Task 6.1 Engineering and Development Standards), and proposed design guidelines (Task 7 Design Guideline Amendments) that will facilitate TOD and development and along the Streetcar line and within the DSP Area.

Task 10.2 Infill development showcase and roundtable

AIM will facilitate an infill development showcase and roundtable discussion consisting of a site tour of existing new infill mixed-use and residential development, opportunity sites, and TOD opportunity sites along the Streetcar alignment. Participants may include current and potential home builders/developers of all product mixes (market-rate, workforce, affordable, and TOD), banks and other financial institutions, neighborhood representatives, and partner agencies. The roundtable discussion will involve a facilitated discussion with the participants on the opportunities and challenges of mixed-income, mixed-use infill development and TOD in the DSP Area, best practices, and recommendations for improving mixed-income, mixed-use infill development in the project area and specifically for opportunity sites.

Task 10.3 Interest-Based Stakeholder Meetings

AIM will facilitate up to a total of seven (7) interest-based stakeholder meetings to discuss specific DSP topics. Participants may be grouped and invited to attend specific meetings based upon their role and meeting topics.

Meeting topics for the residential builders/developers, banks/financial institutions, partner agencies, and Property and Business Improvement Districts (PBIDs) and other business groups may include, but are not limited to, the following: opportunity site analysis, transit-oriented development, infrastructure financing, infill development challenges, market analysis, and historic preservation/adaptive reuse. Meetings early in the process will involve developing an understanding of current issues faced by builders and developers as well as identifying potential solutions, while later meetings will focus on evaluating proposed recommendations.

Meeting topics for advocacy and neighborhood groups may include, but are not limited to, the following: community values, historic preservation/adaptive reuse, neighborhood amenities, and urban form and community context. These meetings will involve building an understanding of urban design elements and context, exploring best practices, and fitting these concepts within the fabric of the existing community.

It is anticipated that a final “all-inclusive” stakeholder meeting will be held to discuss the draft DSP.

Task 10.4 Community Workshops

AIM and ESA will assist with developing meeting content and format, and prepare support materials for two community-wide workshops. It is anticipated that the first community workshop will highlight the results of the technical studies performed in Task 3 and the input we received in the earlier outreach activities. This workshop could also serve as the NOP scoping meeting. Community members will have an opportunity to provide feedback on specific elements of the DSP prior to a final draft at the second workshop.

Task 10.5 Other Community-wide Engagement*Project website content and informational video series*

AIM will develop content for, and host, a project website to inform the community of the study background, goals and objectives as well as engagement opportunities. The website will host a video series of three short clips featuring study highlights in an informative, succinct, and compelling format. Video topics may include an introduction to the project, urban housing types, historic resources, community amenities, infrastructure, and community context/neighborhood livability, and other topics as directed by the City. The website shall be compliant with Section 508 of the Rehabilitation Act of 1973.

Social Media

To actively engage and update the community, AIM will develop content for the City’s Facebook page, and other City of Sacramento’s social media channels. AIM will develop content to share on social media channels regularly and will respond to any questions or comments as necessary.

Online Engagement

AIM will create an online engagement forum to allow community members to provide informed input/ feedback on topics related to neighborhood livability, such as housing types, community amenities, and land use/zoning.

Outreach Materials

AIM will develop materials to communicate with stakeholders and the public about the project, its objectives, and milestones. Some tools will be more appropriate for specific audiences (elected officials, community partners, and the general public) and customization will be necessary. AIM will produce a project fact sheet, up to six e-newsletters, and a PowerPoint presentation.

Task 10.6 Technical Advisory Group (TAC) meetings

City staff from various departments will serve a serve as the Technical Advisory Committee (TAC). The TAC will meet periodically during the update process. The purpose of the TAC is to provide guidance for the development of and direction on key topics of the DSP.

The consultants will assist the City staff in facilitating the TAC meetings and present technical information to the TAC to solicit input. This scope assumes the consultant attendance at the following number of TAC meetings, which are discussed throughout this scope of work:

- ESA – up to seven (7) TAC meetings
- Transportation Team – up to three (3) TAC meetings
- NV5 – up to four (4) TAC meetings
- Torti Gallas – up to three (3) TAC meetings
- EPS – up to one (1) TAC meeting
- BAE – up to three (3)

Task 10.7 City Manager/Council Meetings

ESA will attend up to five (5) meetings with individual City Council members and staff from the City Manager’s office throughout the process.

Task 10.8 Planning Commission and City Council Hearings

ESA will attend up to two (2) Planning Commission and up to two (2) City Council hearings for adoption of the DSP and EIR.

Task 10.9 Biweekly Conference Calls/City Meetings

Regularly scheduled project management calls will be established between City staff and the ESA Team. It is anticipated that these calls will occur on a biweekly basis throughout the planning process. The primary intent of the calls will be for City staff and ESA to regularly and efficiently check in on project progress and schedule. The calls will also provide an opportunity to discuss issues that have arisen and share ideas.

Deliverables. Public Outreach Plan; Attendance at, materials and summary notes for three (3) Advisory Group Meetings, seven (7) Interest-Based Stakeholder Meetings, one (1) Infill Development Showcase and Roundtable, two (2) Community Workshops, and several TAC Meetings; Content for Project Website and Social Media; three (3) Video Clips; and Content for Online Engagement Forum.

Task 10.10 Housing NOW! Application

Task 10.10.1 Gather Requirements & Data

ESA will have a conference call with the City to gain a detailed understanding of the features and functions required for the interactive decision support tool. During this meeting, ESA will:

- Review clarifying questions related to the features and functions
- Review data outputs from the analysis
- Confirm projects and content for the interactive mapping tool

Requirements will be documented to inform the design and implementation.

Deliverables. Formal requirements document ordered by priority (electronic only)

Task 10.10.2 Design

ESA will use the requirements gathered above as direction for the UI/UX designs of the decision support tool for the DSP. Prior to development, ESA will develop the information architecture (IA) as a set of wireframe mock-ups for the site. These wireframes will be annotated with callouts describing the elements of the user interface. Based on feedback, ESA will refine the architecture for additional review and sign-off prior to preparing a design composition for the site. ESA assumes one round of review for the wireframes and compositions.

Task 10.10.3 Development of Interactive Web Mapping Tool

Based on the requirements gathered through Task 10.9.1 and the design composition in Task 10.9.2, ESA will build a single page interface with map layers and ancillary data for the DSP. This task has three sub-tasks described below.

- ESA will prep and pre-process data layers included in the application for the web. This includes standardizing naming conventions, cleaning up attribute tables, projecting and publishing data to web-based formats. The team will also coordinate with City GIS staff on hosting preferences for the tool.
- Through this sub-task, ESA will build out the front-end UI and interactive map components. Data layers in this tool will include:
 - Base maps – Streets, Aerial Imagery, Topography
 - Opportunity Site Parcels
 - Land Use & Zoning
 - Transit Layers
 - Constraints (Cultural, Historic, Infrastructure Layers)

The tool will also include several options for querying and filtering that supports the following use case:

As a developer, I want to search the opportunity site parcels to filter the dataset based on specified criteria. This could include:

- Size
- Zoning Description
- Constraints
- Proximity to Transit options

The results would display opportunity site parcels that meet the specified criteria. The user could select a site by clicking on the boundary and get additional information about the property along with additional resources to support advancing the development process. Opportunity sites would also be prioritized to allow users to search for top sites based on a set of criteria.

- Reporting | Results – based on queries defined above, simple reports in PDF format and tabular outputs can be exposed by the user as follows:
 - For an individual parcel, a summary of relevant data for that parcel, including a basic locator map (1-2 page report), accessed through a popup dialog over a parcel or through entering site in a search dialog. Relevant data will be drawn from existing opportunity parcel attributes based on the results of the analysis in the plan.

10.10.4 Testing, Debugging and Deployment

ESA will test and deploy components and the full application to a development server to test features and cross browser functionality in a development environment. This sub-task also involves migration and deployment of services and assets to the production environment along with testing and validation.

Deliverables: Final application and content package deployed to production server; ESRI File Geodatabase including project layers and complete metadata in .XML format; Developer documentation (server access, updating data layers, etc.).

TASK 11 TOD TOOLKIT SUMMARY DOCUMENT

ESA will prepare a TOD Toolkit Summary Document that summarizes the work performed in the following: Tasks 6.1, 6.3, 6.4 and 6.5. ESA will generalize the information such that other jurisdictions could use the Toolkit to facilitate TOD along a streetcar line in their community. Specifically, the TOD Toolkit Summary Document will contain the following from work products previously prepared for the DSP: design guidelines; consideration of existing and future land uses; architectural standards; development standards for the private realm; engineering standards that are limited to principles and guidelines; zoning code changes; historic resource survey results; infrastructure needs; financing incentives; displacement/gentrification strategy; EIR summary; and outreach summary. ESA assumes that all graphics to be included in the TOD Toolkit Summary Document will be from the DSP, Design Guideline Amendments, and other documents previously prepared for the project. This Toolkit Summary Document will be developed in coordination with the City of West Sacramento.

Deliverables. Draft and Final TOD Toolkit Summary Document (electronic only)

TASK 1.1 PILOT LAND USE SURVEY

The ESA Team will conduct a pilot field data collection effort for a pre-defined area within the DSP Area to validate the proposed data collection workflow, use to make refinements to techniques (as-needed) and use as a gauge to estimate level of effort for a complete land use survey of buildings and parcels in the DSP Area.

Develop Preliminary Methods and Data Management Procedures

ESA will prepare preliminary methods and data management procedures document for data preparation, field data collection, processing, storage and management for review by the project team and the City. The methods will outline the survey methods and specific details related to the land use survey to support on-boarding of field technicians. The data management procedures will record the work flow for how the data will be stored, managed, reviewed and delivered for the pilot effort. These procedures will then be used in a subsequent task to prepare the data management plan for the complete land use survey.

Preprocessing, Configuration and Deployment

ESA will work with City staff to obtain the most up-to-date GIS and tabular information for parcels, assessor parcel tables (land use, vacant sites, condo parcels), building footprints and any other relevant base information to support the field campaign. Using a subset of the DSP area, ESA GIS staff will publish primary and base layer information as web services and deploy to a tablet device. ESA staff will cache the data locally onto the device and test the web services prior to the pilot field data collection effort.

Field Data Collection Pilot

Using a 2-person field team, ESA will conduct a 1-day field survey gathering the following information in the field:

Parcel-level

Field	Method
Existing Land Use	Review Assessor Parcel Information
Actual Land Use	Use a drop down list
# of units (or # of mailboxes)	Visual assessment
Height of street wall	Using Laser
Geotagged Photo of Each building	Collect photo using Tablet device
Sidewalk widths	Using a Tape measure, measure the width of each sidewalk for every block. Once per block face.
Vacant sites	Determine if the site is vacant

For this pilot effort, the ESA team will also be supported by the ESA Project Manager and City staff. Data will be collected with a tablet device using ESRI Collector application and ArcGIS Online. Base layer information will be pre-loaded on the tablet device.

Post-processing and Delivery

ESA GIS staff will synchronize field data collected from the tablet device to the web services and perform a quality assessment and review with the Project Manager. Following QA/QC review, the data will be imported into an ESRI File Geodatabase and packaged for delivery along with the geotagged photos. Detailed FGDC-compliant metadata will not be included for this pilot effort delivery.

Task-level Assumptions

- The City will provide ESA with the most up-to-date parcel, assessor parcel and building footprints data.
- The City is responsible for updating the parcel & building footprints databases with the following information:

Field	Method
Building sq. footage	Based on City's 3D Model

Building setback	Extract from Otholmagery
Current maximum FAR	Look at General Plan Land Use Categories. Use a look up table.

Deliverables

- Preliminary methods and data management procedures document in MS Word format
- ESRI File Geodatabase including updated parcel and building information for target parcels from pilot field data collection effort within the DSP Area.
- Geotagged photos of each building for target parcels from pilot field data collection effort within the DSP Area

KEY ASSUMPTIONS

General

- In general, the ESA Team will be providing electronic copies only. The ESA Team will only be providing hard copies, where noted.

Circulation

- **River District Circulation Changes**

The traffic analysis included in the scope does not include evaluation of proposed changes to the River District's circulation network. This would result in additional peak hour LOS analysis at up to 10 additional intersections beyond those included in Task 4.2 and documentation of the findings, and would also require updated circulation exhibits displaying the changes since these changes are not part of Grid 3.0.

- **Infrastructure Analysis Phasing**

The scope assumes that the transportation infrastructure phasing and prioritization developed as part of Grid 3.0 will not be significantly modified. If changes to Grid 3.0 need to be made and consist of more than minor refinements, the Transportation Team will then prepare a scope and augment request that is anticipated to be funded through the project contingency.

- **Design Guidelines Amendments (Street Design)**

The Transportation Team scope does not include review or development of recommended amendments to the City's Street Design Guidelines, beyond those related to the integration of Streetcar as part of Task 4.1-3.

- **Traffic Forecasts**

The Transportation Team will develop traffic forecasts using SACOG's MTP/SCS model for year 2035, and no forecasts/transportation analysis will be provided for year 2025 (corresponding with the 10 year horizon of the DSP).

- **Traffic Count Data**

The Transportation scope assumes that new traffic count data will be collected at no more than 18 locations (new locations not included as part of Grid 3.0 analysis), and that all existing conditions data used for Grid 3.0 will be used for the EIR traffic study. It should be noted that some of the traffic count data used by Grid 3.0 will be more than two years old at the time that the NOP is released for the DSP EIR, and the estimated cost to update the data at these locations would be approximately \$10,000.

Cultural Resources

- ESA assumes no additional archival research, other than that specifically described above, will be required. The records search conducted by ESA at the NCIC and NAHC Sacred Lands Search will include a 1/8 mile radius from the boundary of the DSP.
- ESA staff will survey 200 sites. The budget assumes that no more than 75 new or updated DPR forms will be prepared (this number includes the R Street Corridor).
- ESA will evaluate and prepare DPRs for 75 resources (opportunity sites plus the industrial sites in the expanded R Street Corridor). Resources within the public ROW will not be evaluated separately, but rather will be included in the 75 evaluations of the opportunity sites or in the R Street Corridor evaluation as deemed appropriate by ESA technical staff. Recommendation will be made for future work and/or policies with regards to ROW resources that could, in ESA's professional opinion, potentially be considered significant resources in their own right.
- ESA will evaluate the R Street Corridor resources under themes provided in the 2035 General Plan Technical Background Report; no additional themes or districts will be developed. Additional themes and district nominations can be conducted under a separate scope of work.
- ESA will use existing contextual information from the 2035 General Plan Technical Background Report and previously completed survey reports. ESA assumes no new context statements will need to be developed as a part of this project.
- No new paleontological or archaeological field surveys will be performed as part of this effort.
- No new archaeological sites will be recorded or evaluated as a part of this effort.

Housing NOW! Application

- ESA will use all existing datasets provided by the City along with results from the Plan analysis.
- The application will only support modern, HTML5 & CSS3 compatible browsers. IE10+, FireFox 24+, Chrome.
- The form factor targeted for this application is desktop web.
- The technology stack will be ESRI ArcGIS Server/Online hosted on an Amazon Web Services EC2 instance. Depending on required features/functions of the application custom JavaScript may also be used to build the app.
- If the City of Sacramento has an ESRI ArcGIS Server or Online Organizational account, ESA would request publisher access to their environment and publish services directly to their EC2 instance (preferred). Alternatively, ESA would host the application on our environment and maintain for up to 2-years. Optional additional on-call technical support and site maintenance would be required for this option.
- There will be open access to the application. No authentication to the site will be required.

Optional Task

- If ESA hosts the Housing NOW! application as an optional task, additional budget will need to be allocated to ESA. This additional cost would equate to \$2,000, which consists of \$500/year for hosting for an assumed project schedule of two years, and 8 hours of GIS staff time to maintain the hosting services.

CITY OF SACRAMENTO 10-H FORM

Approved with Supplement # (type Original if it is the Original):

CONTRACTOR Name: **BAE Urban Economics** Date: **12.22.2015**

Project Name: **Sacramento Downtown Specific Plan**

Project #:

Fringe Benefit %	+ *Overhead %	=	Combined %
39.00%	145.00%		184.00%
Profit %:	7.00%		
[Actual Base Hourly Rate Paid to Employee + (Actual Base Hourly Rate Paid to Employee x Combined %)] = A			
A x Profit % = B	A + B = Actual Fully Loaded Hourly Rate		

Key Staff	Prevailing Wage	Classification	Name	Actual Base Hourly Rate Paid to Employee For Reference Only (Does not include any Fringe or OH)	Actual Fully Loaded Hourly Rate For Reference Only (Includes Fringe, OH & Profit)	Approved Flat Hourly Billing Rate
X		Principal	Matt Kowta	\$76.92	\$233.75	\$233.75
X		Principal	Janet Smith-Heimer	\$79.33	\$241.06	\$241.06
X		Sr. Associate	Aaron Noussaine	\$43.27	\$131.49	\$131.49
		Analyst	Matt Fairris	\$27.88	\$84.74	\$84.74
					\$0.00	\$0.00
					\$0.00	\$0.00
					\$0.00	\$0.00
					\$0.00	\$0.00

Other Direct Costs (ODC) Items and Rates	Estimated ODC Budgets Shall Be Included in Cost Proposal.	Description	Rate

- List all Professional and Supervisory staff by Classification and Name. For staff not listed by name but by classification only, a current payroll document identifying their actual base hourly rate shall be provided with every invoice where an unlisted staff bills time. The approved flat hourly billing rates for all employees will be calculated and reimbursed based on their actual base hourly rates per the date noted above unless CITY Project Manager assigns a fair and reasonable flat hourly billing rate for selected employees. For staff not listed by name but by classification only, the reimbursement will not exceed the approved flat hourly billing rate for that classification. Approved flat hourly billing rates for new employees hired after the date of this cost proposal will not exceed (or shall be in line with) the rates of similar personnel with similar experience listed on this cost proposal. The approved flat hourly billing rate shall be all-inclusive, including all mark-ups, fringe, and overhead expenses and profit.
- Key Staff shall be determined by CITY Project Manager. (i.e., named Project Manager, a specific Principal Engineer, a specific Structural Engineer, etc. Note Key staff with an "X" in the Key Staff column.
- The employees' actual base hourly rates used to negotiate the flat hourly billing rates in this 10-H Form are the rates that were effective per the date noted above. Addition of new staff, new classifications, or addition of a SUBCONTRACTOR not previously listed on the approved 10-H Form(s) shall require written approval from the CITY. No work shall commence until the approval is provided by the CITY. New staff shall be paid at the same or lower approved flat hourly billing rate of the previously approved or similar classification. In addition, if the substitution involves Key Staff, CONTRACTOR must request and justify the need for the substitution and obtain approval from CITY Project Manager. Substituted Key Staff shall be as qualified as the original.
- Approved flat hourly billing rates include all standard equipment including laptop, camera, cell phone, truck, standard personal safety equipment. CITY Project Manager shall approve any other direct costs.
- Note employees/classifications that are subject to prevailing wage requirements with an "X" in the Prevailing Wage column. Prevailing Wage specified is based on current Department of Industrial Relations (DIR) determination. CONTRACTOR shall be responsible for any future adjustments to the prevailing wage, including but not limited to, base hourly rates and employer payments as determined by the DIR. CONTRACTOR is responsible for paying the appropriate rate, including escalations that take place during the term of the Agreement. CONTRACTOR shall be reimbursed at the above listed approved flat hourly billing rates.
- Overtime may be reimbursed to classifications where it is required by their union contracts (Prevailing Wage classifications). Overtime will not be charged unless prior written approval is received by CITY Project Manager. CITY shall pay CONTRACTOR at the approved overtime rates noted above. CONTRACTOR shall pay prevailing wage employees per prevailing wage guidelines.
- Local transportation costs resulting from commuting to and from the employee's residence to the office or job site are not reimbursable.
- The Project will not reimburse CONTRACTOR for costs to relocate its staff to the geographic area of the contract. The Project will not reimburse CONTRACTOR for any per diem.
- ODC items are to be in compliance with Code of Federal Regulations, Title 48 Part 31 [Federal Acquisition Regulations (FAR) cost principles] and the firm's company-wide allocation policies and charging practices with all clients including federal government, state government, local agencies and private clients.

By signing here, you agree to the terms above, and attest that all information is accurate and true.

Matthew Kowta

CONTRACTOR/SUBCONTRACTOR Project Manager's Signature

(type/print name here) **Matt Kowta, Principal**

Downtown Specific Plan

Task		DKS Associates									Total Cost
		Staff Name and or Classification	John Long Principal	Senior Engineer/ Planner	Engineer/ Planner	Associate Engineer/ Planner	Assistant Engineer/ Planner	Graphics	Administra- tive	Hours Subtotal	
		Hourly Rate =>	\$ 234.66	\$ 170.00	\$ 140.00	\$ 100.00	\$ 92.00	\$ 88.00	\$ 70.00		
4.1.3	Streetcar - Standards	Hours								0	\$ -
4.1.4	Background Report	Hours	4						1	5	\$ 1,008.64
4.1.5a	TAC/City/Team Meetings	Hours	63							63	\$ 14,783.58
	Community Workshops	Hours	6							6	\$ 1,407.96
4.1.8	Infrastructure Analysis	Hours	12	28			40			80	\$ 11,255.92
4.1.13	Circulation Plan	Hours	24				12		2	38	\$ 6,875.84
4.1.15	State of Parking	Hours	3.9	24						27.9	\$ 4,995.17
4.2.2	Traffic Study	Hours	44	100	40	16	120		20	340	\$ 46,965.04
4.2.1/5	CEQA Document	Hours	20	40			36		4	100	\$ 15,085.20
	Public Hearings	Hours	6							6	\$ 1,407.96
	Response to Comments	Hours	4	24			10			38	\$ 5,938.64
Total			186.9	216	40	16	218	0	27	703.9	\$109,723.95
Other Direct Costs	Travel (mileage and parking)										\$ 276.05
Grand Total											\$110,000.00

Approved with Supplement # (type Original if it is the Original):

CONTRACTOR Name: Fehr & Peers

Date: 07.21.2016

Project Name: Downtown Specific Plan

Project #:

Fringe Benefit % + *Overhead % = Combined %
 71.06% + 107.48% = 178.54%

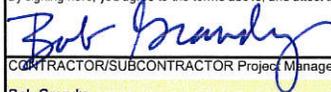
Profit %: 7.00%

[Actual Base Hourly Rate Paid to Employee + (Actual Base Hourly Rate Paid to Employee x Combined %)] = A
 A x Profit % = B A + B = Actual Fully Loaded Hourly Rate

Key Staff	Prevailing Wage	Classification	Name	Actual Base Hourly Rate Paid to Employee For Reference Only (Does not include any Fringe or OH)	Actual Fully Loaded Hourly Rate For Reference Only (Includes Fringe, OH & Profit)	Approved Flat Hourly Billing Rate
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- List all Professional and Supervisory staff by Classification and Name. For staff not listed by name but by classification only, a current payroll document identifying their actual base hourly rate shall be provided with every invoice where an unlisted staff bills time. The approved flat hourly billing rates for all employees will be calculated and reimbursed based on their actual base hourly rates per the date noted above unless CITY Project Manager assigns a fair and reasonable flat hourly billing rate for selected employees. For staff not listed by name but by classification only, the reimbursement will not exceed the approved flat hourly billing rate for that classification. Approved flat hourly billing rates for new employees hired after the date of this cost proposal will not exceed (or shall be in line with) the rates of similar personnel with similar experience listed on this cost proposal. The approved flat hourly billing rate shall be all-inclusive, including all mark-ups, fringe, and overhead expenses and profit.
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- The Project will not reimburse CONTRACTOR for costs to relocate its staff to the geographic area of the contract. The Project will not reimburse CONTRACTOR for any per diem.
- ODC items are to be in compliance with Code of Federal Regulations, Title 48 Part 31 [Federal Acquisition Regulations (FAR) cost principles] and the firm's company-wide allocation policies and charging practices with all clients including federal government, state government, local agencies and private clients.

By signing here, you agree to the terms above, and attest that all information is accurate and true.


 CONTRACTOR/SUBCONTRACTOR Project Manager's Signature
 Bob Grandy

Sacramento Downtown Specific Plan

SUMMARY											
	Environmental Science Associates (Prime) Firm	AIM Consulting (Subconsultant)	Bay Area Economics (Subconsultant)	DKS Associates (Subconsultant)	EPS (Subconsultant)	Fehr & Peers (Subconsultant)	GEOCON (Subconsultant)	NV5 (Subconsultant)	Torti Gallas (Subconsultant)	Cost Subtotal	
Task 1: Project Initiation											
1.1 Gather Data	\$98,492.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$98,492.23
1.2 Attend Kick-Off Meeting	\$3,367.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,367.29
1.3 Lead Walking Tour	\$7,385.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,874.62	\$0.00	\$20,259.88
Task 1 Subtotal	\$109,244.78	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,874.62	\$0.00	\$122,119.41
Task 2: Initial Confirmation of Opportunity Sites											
2.1 Review of City Opportunity Sites	\$2,806.43	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,806.43
2.2 Soliciting Developer/Landowner Requests	\$13,824.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,824.23
2.3 Review and Screening of Initial Opportunity Sites	\$17,157.64	\$0.00	\$0.00	\$0.00	\$2,976.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,133.66
Task 2 Subtotal	\$33,788.30	\$0.00	\$0.00	\$0.00	\$2,976.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$36,764.32
Task 3: Technical Studies											
3.1 Prepare Housing Market Analysis	\$5,934.96	\$0.00	\$57,617.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$63,552.36
3.2 Prepare Hazardous Materials Screening	\$3,823.66	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,548.61	\$0.00	\$0.00	\$0.00	\$54,372.27
3.3 Prepare Infrastructure Analysis	\$5,716.15	\$0.00	\$2,717.39	\$0.00	\$0.00	\$0.00	\$0.00	\$160,414.23	\$0.00	\$0.00	\$168,847.77
3.4 Identify Transportation Deficiencies	\$1,537.48	\$0.00	\$0.00	\$11,255.92	\$0.00	\$14,097.63	\$0.00	\$0.00	\$0.00	\$0.00	\$26,891.03
3.5 Prepare Parking Analysis	\$1,788.27	\$0.00	\$0.00	\$4,995.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,783.44
3.6 Prepare Historic Resources Evaluations	\$122,376.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$122,376.23
3.7 Review Other Plans and Studies	\$9,479.92	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,479.92
3.8 Identify Amenities	\$16,589.05	\$0.00	\$3,710.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,299.89
Task 3 Subtotal	\$167,245.73	\$0.00	\$64,045.63	\$16,251.09	\$0.00	\$14,097.63	\$50,548.61	\$160,414.23	\$0.00	\$0.00	\$472,602.92
Task 4: Background Report											
	\$56,486.18	\$0.00	\$9,759.22	\$1,008.64	\$0.00	\$5,062.42	\$0.00	\$0.00	\$0.00	\$0.00	\$72,316.46
Task 4 Subtotal	\$56,486.18	\$0.00	\$9,759.22	\$1,008.64	\$0.00	\$5,062.42	\$0.00	\$0.00	\$0.00	\$0.00	\$72,316.46
Task 5: Confirm Final Opportunity Sites											
5.1 Refine Opportunity Sites	\$7,150.87	\$0.00	\$1,723.93	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,874.80
5.2 Define Development Potential of Opportunity Sites	\$5,213.05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$64,008.14	\$0.00	\$69,221.19
5.3 Identify Final Opportunity Sites	\$5,768.79	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,768.79
Task 5 Subtotal	\$18,132.71	\$0.00	\$1,723.93	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$64,008.14	\$0.00	\$83,864.78
Task 6: Implementation											
6.1 Identify Engineering and Development Standards	\$1,995.12	\$0.00	\$0.00	\$0.00	\$0.00	\$14,982.18	\$0.00	\$0.00	\$2,746.70	\$0.00	\$19,724.00
6.2 Prepare Infrastructure Finance Plan	\$4,350.22	\$0.00	\$0.00	\$0.00	\$75,159.94	\$0.00	\$0.00	\$9,953.01	\$0.00	\$0.00	\$89,463.17
6.3 Prepare Historic Resource Guidelines	\$4,747.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,747.70
6.4 Identify Process Streamlining	\$15,796.48	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,796.48
6.5 Define GP and Zoning Changes	\$11,476.77	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,476.77
Task 6 Subtotal	\$38,366.29	\$0.00	\$0.00	\$0.00	\$75,159.94	\$14,982.18	\$0.00	\$9,953.01	\$2,746.70	\$0.00	\$141,208.13
Task 7: Design Guidelines Amendments											
7.1 Prepare Preliminary Draft Amendments and Standards	\$5,363.93	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$58,337.27	\$0.00	\$63,701.20
7.2 Prepare Draft Amendments and Standards	\$3,813.36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,906.35	\$0.00	\$26,719.71
7.3 Prepare Final Amendments and Standards	\$1,012.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,427.41	\$0.00	\$7,439.52
Task 7 Subtotal	\$10,189.41	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$87,671.03	\$0.00	\$97,860.43
Task 8: Downtown Specific Plan											
8.1 Prepare Working Outline	\$8,681.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,681.70
8.2 Prepare Public Art Chapter	\$10,144.87	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,476.93	\$0.00	\$47,621.80
8.3 Prepare Administrative Draft DSP	\$66,185.31	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$66,185.31
8.4 Prepare Public Review Draft DSP	\$50,260.61	\$0.00	\$1,425.90	\$6,875.84	\$0.00	\$6,964.27	\$0.00	\$0.00	\$0.00	\$0.00	\$65,526.62
8.5 Prepare Final DSP	\$9,252.27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,252.27
Task 8 Subtotal	\$144,524.77	\$0.00	\$1,425.90	\$6,875.84	\$0.00	\$6,964.27	\$0.00	\$0.00	\$37,476.93	\$0.00	\$197,267.70
Task 9: Environmental Impact Report											
9.1 Project Management and Ongoing Meetings	\$27,406.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,406.25
9.2 Administrative Draft EIR	\$146,354.04	\$0.00	\$0.00	\$62,050.24	\$0.00	\$135,833.24	\$0.00	\$0.00	\$0.00	\$0.00	\$344,237.52
9.3 Screencheck and Draft EIR	\$31,353.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$31,353.94
9.4 Administrative and Final EIR	\$22,275.36	\$0.00	\$0.00	\$7,346.60	\$0.00	\$11,590.77	\$0.00	\$0.00	\$0.00	\$0.00	\$41,212.72
9.5 Mitigation Monitoring Plan	\$2,660.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,660.13
9.6 Findings of Fact and SOC	\$3,588.36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,588.36
Task 9 Subtotal	\$233,638.09	\$0.00	\$0.00	\$69,396.84	\$0.00	\$147,424.01	\$0.00	\$0.00	\$0.00	\$0.00	\$450,458.93
Task 10: Outreach Plan and Materials											
10.1 Community Advisory Group (CAG)	\$7,021.46	\$0.00	\$1,826.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,645.43	\$0.00	\$11,493.08
10.2 Infill Development Showcase and Roundtable	\$6,260.79	\$11,210.96	\$2,191.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,663.19
10.3 Interest-Based Stakeholder Meetings	\$5,397.77	\$39,049.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$44,447.33
10.4 Community Workshops	\$5,114.34	\$30,560.47	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35,674.82
10.5 Other Community-Wide Engagement	\$1,162.93	\$37,049.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$38,212.68
10.6 Technical Advisory Group (TAG) Meetings	\$4,070.26	\$0.00	\$0.00	\$3,989.22	\$4,754.95	\$4,670.11	\$0.00	\$1,415.91	\$0.00	\$0.00	\$18,900.45
10.7 City Manager/Council Meetings	\$4,234.83	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,234.83
10.8 Planning Commission and City Council Hearings	\$6,260.79	\$0.00	\$1,460.96	\$1,407.96	\$2,377.48	\$1,556.70	\$0.00	\$0.00	\$0.00	\$0.00	\$13,063.89
10.9 Biweekly Conference Calls/ Meetings	\$22,241.92	\$0.00	\$2,556.68	\$10,794.36	\$4,754.95	\$8,661.75	\$0.00	\$0.00	\$0.00	\$0.00	\$49,009.67
10.10 Housing NOW! Application	\$19,684.88	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,684.88
Task 10 Subtotal	\$81,449.98	\$117,870.75	\$8,035.29	\$16,191.54	\$11,887.38	\$14,888.57	\$0.00	\$1,415.91	\$2,645.43	\$0.00	\$254,384.83
Task 11: TOD Toolkit Summary Document											
	\$24,952.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$24,952.50
Task 11 Subtotal	\$24,952.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$24,952.50
ODC Subtotal	\$4,250.00	\$7,750.00	\$0.00	\$276.05	\$0.00	\$7,800.00	\$3,000.00	\$0.00	\$9,870.00	\$0.00	\$32,946.05
Grand Total	\$922,268.73	\$125,620.75	#VALUE!	\$110,000.00	\$90,023.34	\$211,219.08	\$53,548.61	\$171,783.15	\$217,292.84	\$0.00	\$1,986,746.48

	Environmental Science Associates															
	Staff Name and or Classification	Boxer Project Director	Ross Project Manager	Dameron Specific Plan Lead	Erwin Environmental Lead	Evans, L. Env-D II	Resha Env-SA I	Teofilo Env-A II	Pruter Env-A I	Saqib Env-A I	Singh Env-A I	Rimpo AQ/CC/N Lead	Evans, V CC-D III	Fagundes Noise-II	MA Armstrong AQ/N-A III	
	Approved Flat Hourly Billing Rate	\$ 100.96	\$ 58.32	\$ 76.20	\$ 48.08	\$ 62.50	\$ 35.63	\$ 27.40	\$ 22.79	\$ 21.63	\$ 24.04	\$ 62.24	\$ 66.35	\$ 49.28	\$ 31.56	
Task 1: Project Initiation																
1.1 Gather Data	Hours	4	28				2		2							
1.2 Attend Kick-Off Meeting	Hours	2	8	2	4											
1.3 Lead Walking Tour	Hours	8	10	8			2									
Task 1 Subtotal		14	46	10	4	0	4	0	2	0	0	0	0	0	0	
Task 2: Initial Confirmation of Opportunity Sites																
2.1 Review of City Opportunity Sites	Hours	2	4	2			2									
2.2 Soliciting Developer/Landowner Requests	Hours	8	24	8			2		36							
2.3 Review and Screening of Initial Opportunity Sites	Hours	8	42.99	8	2		2		28							
Task 2 Subtotal		18	70.99	18	2	0	6	0	64	0	0	0	0	0	0	
Task 3: Technical Studies																
3.1 Prepare Housing Market Analysis	Hours	4	12	6			2		4							
3.2 Prepare Hazardous Materials Screening	Hours	4	4		6		2		4							
3.3 Prepare Infrastructure Analysis	Hours	2	12	4	6		2		4							
3.4 Identify Transportation Deficiencies	Hours		2		4				4							
3.5 Prepare Parking Analysis	Hours		4	4												
3.6 Prepare Historic Resources Evaluations	Hours	2	4		6		2		4							
3.7 Review Other Plans and Studies	Hours	4	6	2	6		2	16	30							
3.8 Identify Amenities	Hours	8	24	16			2		32							
Task 3 Subtotal		24	68	32	28	0	12	16	82	0	0	0	0	0	0	
Task 4: Background Report	Hours	2	26	2	36	0	36	36	36	36	36	0	0	12	50	
Task 4 Subtotal		2	26	2	36	0	36	36	36	36	36	0	0	12	50	
Task 5: Confirm Final Opportunity Sites																
5.1 Refine Opportunity Sites	Hours	6	12	6	2				2							
5.2 Define Development Potential of Opportunity Sites	Hours	4	10	4					4							
5.3 Identify Final Opportunity Sites	Hours	4	12	4	2				2							
Task 5 Subtotal		14	34	14	4	0	0	0	8	0	0	0	0	0	0	
Task 6: Implementation																
6.1 Identify Engineering and Development Standards	Hours		8				2									
6.2 Prepare Infrastructure Finance Plan	Hours	4	8	4			2									
6.3 Prepare Historic Resource Guidelines	Hours		4				2									
6.4 Identify Process Streamlining	Hours	6	20	20	6		2		40							
6.5 Define GP and Zoning Changes	Hours		20	12			6		40							
Task 6 Subtotal		10	60	36	6	0	14	0	80	0	0	0	0	0	0	
Task 7: Design Guidelines Amendments																
7.1 Prepare Preliminary Draft Amendments and Standards	Hours		16	8			2									
7.2 Prepare Draft Amendments and Standards	Hours		8	8			2									
7.3 Prepare Final Amendments and Standards	Hours		4				2									
Task 7 Subtotal		0	28	16	0	0	6	0	0	0	0	0	0	0	0	
Task 8: Downtown Specific Plan																
8.1 Prepare Working Outline	Hours		12	12	4		2		24							
8.2 Prepare Public Art Chapter	Hours		46						8							
8.3 Prepare Administrative Draft DSP	Hours	8	70	70	8		20	64	140							
8.4 Prepare Public Review Draft DSP	Hours	4	40	40	4		8	20	110							
8.5 Prepare Final DSP	Hours		12	8			4		36							
Task 8 Subtotal		12	180	130	16	0	34	84	318	0	0	0	0	0	0	
Task 9: Environmental Impact Report																
9.1 Project Management and Ongoing Meetings	Hours	30	40	0	60	0	0	0	0	0	0	0	0	0	0	
9.2 Administrative Draft EIR	Hours	10	12	8	120	24	60	80	60	56	36	22	12	60	80	
9.3 Screencheck and Draft EIR	Hours	8	0	0	60	0	6	20	20	10	4	4	0	6	10	
9.4 Administrative and Final EIR	Hours	4	0	0	40	0	6	16	16	12	4	2	0	4	10	
9.5 Mitigation Monitoring Plan	Hours	0	0	0	6	0	0	0	12	0	0	0	0	0	0	
9.6 Findings of Fact and SOC	Hours	0	0	0	8	0	16	0	0	0	0	0	0	0	0	
Task 9 Subtotal		52	52	8	294	24	88	116	108	78	44	28	12	70	100	
Task 10: Outreach Plan and Materials																
10.1 Community Advisory Group (CAG)	Hours	6	18	6												
10.2 Infill Development Showcase and Roundtable	Hours	8	8	8												
10.3 Interest-Based Stakeholder Meetings	Hours	8	14													
10.4 Community Workshops	Hours	6	16													
10.5 Other Community-Wide Engagement	Hours		6													
10.6 Technical Advisory Group (TAG) Meetings	Hours		21													
10.7 City Manager/Council Meetings	Hours	8	8													
10.8 Planning Commission and City Council Hearings	Hours	8	8	8												
10.9 Biweekly Conference Calls/ Meetings	Hours	8	80	16												
10.10 Housing NOW! Application	Hours		8					8								
Task 10 Subtotal		52	187	38	0	0	0	0	8	0	0	0	0	0	0	
Task 11: TOD Toolkit Summary Document	Hours	4	52	4					76							
Task 11 Subtotal		4	52	4	0	0	0	0	76	0	0	0	0	0	0	
Cultural - NCIC and Records Search Parking, Misc.																
ODC Subtotal																
Grand Total																

	Staff Name and or Classification	Platenkamp Bio-D III	Fitzer Bio-D II	Boldt Bio-MA I	Huynh Bio-SA II	Cannon Bio-A III	McGowan CR-D III	Allen, R CR-D II	Baxter CR - MA III	Grady CR-MA II	Anderson CR-MA I	Hoffman CR-SA I	Brennan CR-MA II	Williams CR-MA I	Burns Haz-D II
Task 1: Project Initiation															
1.1 Gather Data	Hours														
1.2 Attend Kick-Off Meeting	Hours														
1.3 Lead Walking Tour	Hours														
Task 1 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 2: Initial Confirmation of Opportunity Sites															
2.1 Review of City Opportunity Sites	Hours														
2.2 Soliciting Developer/Landowner Requests	Hours														
2.3 Review and Screening of Initial Opportunity Sites	Hours														
Task 2 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 3: Technical Studies															
3.1 Prepare Housing Market Analysis	Hours														
3.2 Prepare Hazardous Materials Screening	Hours														
3.3 Prepare Infrastructure Analysis	Hours														
3.4 Identify Transportation Deficiencies	Hours														
3.5 Prepare Parking Analysis	Hours														
3.6 Prepare Historic Resources Evaluations	Hours							64	0	346	290	60	0	32	
3.7 Review Other Plans and Studies	Hours														
3.8 Identify Amenities	Hours														
Task 3 Subtotal		0	0	0	0	0	0	64	0	346	290	60	0	32	0
Task 4: Background Report															
4.1 Prepare Background Report	Hours	0	0	0	16	16	0	0	0	0	0	0	0	0	0
Task 4 Subtotal		0	0	0	16	16	0	0	0	0	0	0	0	0	0
Task 5: Confirm Final Opportunity Sites															
5.1 Refine Opportunity Sites	Hours														
5.2 Define Development Potential of Opportunity Sites	Hours														
5.3 Identify Final Opportunity Sites	Hours														
Task 5 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 6: Implementation															
6.1 Identify Engineering and Development Standards	Hours														
6.2 Prepare Infrastructure Finance Plan	Hours														
6.3 Prepare Historic Resource Guidelines	Hours												24		
6.4 Identify Process Streamlining	Hours														
6.5 Define GP and Zoning Changes	Hours														
Task 6 Subtotal		0	0	0	0	0	0	0	0	0	0	0	24	0	0
Task 7: Design Guidelines Amendments															
7.1 Prepare Preliminary Draft Amendments and Standards	Hours														
7.2 Prepare Draft Amendments and Standards	Hours														
7.3 Prepare Final Amendments and Standards	Hours														
Task 7 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 8: Downtown Specific Plan															
8.1 Prepare Working Outline	Hours														
8.2 Prepare Public Art Chapter	Hours														
8.3 Prepare Administrative Draft DSP	Hours														
8.4 Prepare Public Review Draft DSP	Hours							8	0	40	0	32	0	16	
8.5 Prepare Final DSP	Hours														
Task 8 Subtotal		0	0	0	0	0	0	8	0	40	0	32	0	16	0
Task 9: Environmental Impact Report															
9.1 Project Management and Ongoing Meetings	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9.2 Administrative Draft EIR	Hours	4	8	8	20	20	8	8	0	48	0	32	0	32	6
9.3 Screencheck and Draft EIR	Hours	0	0	0	4	6	0	0	0	8	0	0	0	0	0
9.4 Administrative and Final EIR	Hours	0	0	0	0	4	0	0	0	6	0	0	0	0	0
9.5 Mitigation Monitoring Plan	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9.6 Findings of Fact and SOC	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 9 Subtotal		4	8	8	24	30	8	8	0	62	0	32	0	32	6
Task 10: Outreach Plan and Materials															
10.1 Community Advisory Group (CAG)	Hours														
10.2 Infill Development Showcase and Roundtable	Hours														
10.3 Interest-Based Stakeholder Meetings	Hours														
10.4 Community Workshops	Hours														
10.5 Other Community-Wide Engagement	Hours														
10.6 Technical Advisory Group (TAG) Meetings	Hours														
10.7 City Manager/Council Meetings	Hours														
10.8 Planning Commission and City Council Hearings	Hours														
10.9 Biweekly Conference Calls/ Meetings	Hours														
10.10 Housing NOW! Application	Hours														
Task 10 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 11: TOD Toolkit Summary Document															
11.1 Prepare Summary Document	Hours														
Task 11 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cultural - NCIC and Records Search Parking, Misc.															
ODC Subtotal															
Grand Total															

	Staff Name													
	McEfee							Songco				Bautista		
	and or Classification	Schniewind Haz-MA II	Steer Haz-A III	Hyd/Util-SD II	Eckard Hyd/Util-MA I	Dunlap Trans-SD II	Rosenblum Trans-MA III	Leech GIS-D II	Allen, B GIS-SA III	Pimentel GIS-A III	Graphics-PT II	Bradford, S Coord-PT II	Bradford, L Coord-PT II	Laxamana WP-PT III
	Approved Flat Hourly Billing Rate	\$ 47.84	\$ 28.37	\$ 83.65	\$ 40.38	\$ 76.92	\$ 57.21	\$ 60.10	\$ 44.52	\$ 30.77	\$ 34.62	\$ 31.25	\$ 26.44	\$ 41.73
Task 1: Project Initiation														
1.1 Gather Data	Hours							32		190				
1.2 Attend Kick-Off Meeting	Hours													
1.3 Lead Walking Tour	Hours									4.89				
Task 1 Subtotal		0	0	0	0	0	0	0	32	194.89	0	0	0	0
Task 2: Initial Confirmation of Opportunity Sites														
2.1 Review of City Opportunity Sites	Hours									4		2		
2.2 Soliciting Developer/Landowner Requests	Hours										4	2		
2.3 Review and Screening of Initial Opportunity Sites	Hours									10		4		
Task 2 Subtotal		0	0	0	0	0	0	0	0	14	4	8	0	0
Task 3: Technical Studies														
3.1 Prepare Housing Market Analysis	Hours											2		
3.2 Prepare Hazardous Materials Screening	Hours											2		
3.3 Prepare Infrastructure Analysis	Hours											2		
3.4 Identify Transportation Deficiencies	Hours											2		
3.5 Prepare Parking Analysis	Hours											2		
3.6 Prepare Historic Resources Evaluations	Hours							8				2		
3.7 Review Other Plans and Studies	Hours										8	2		
3.8 Identify Amenities	Hours									12	6	2		
Task 3 Subtotal		0	0	0	0	0	0	0	8	12	14	14	0	0
Task 4: Background Report	Hours	4	8	4	36	4	0	0	0	50	14	6	0	0
Task 4 Subtotal		4	8	4	36	4	0	0	0	50	14	6	0	0
Task 5: Confirm Final Opportunity Sites														
5.1 Refine Opportunity Sites	Hours									6		2		
5.2 Define Development Potential of Opportunity Sites	Hours									4		2		
5.3 Identify Final Opportunity Sites	Hours									4		2		
Task 5 Subtotal		0	0	0	0	0	0	0	0	14	0	6	0	0
Task 6: Implementation														
6.1 Identify Engineering and Development Standards	Hours											2		
6.2 Prepare Infrastructure Finance Plan	Hours											2		
6.3 Prepare Historic Resource Guidelines	Hours											2		
6.4 Identify Process Streamlining	Hours									4		2		
6.5 Define GP and Zoning Changes	Hours									6		2		
Task 6 Subtotal		0	0	0	0	0	0	0	0	10	0	10	0	0
Task 7: Design Guidelines Amendments														
7.1 Prepare Preliminary Draft Amendments and Standards	Hours													
7.2 Prepare Draft Amendments and Standards	Hours													
7.3 Prepare Final Amendments and Standards	Hours													
Task 7 Subtotal		0	0	0	0	0	0	0	0	0	0	0	0	0
Task 8: Downtown Specific Plan														
8.1 Prepare Working Outline	Hours											2		
8.2 Prepare Public Art Chapter	Hours											2		
8.3 Prepare Administrative Draft DSP	Hours									40	50	2		
8.4 Prepare Public Review Draft DSP	Hours									16	16	2		
8.5 Prepare Final DSP	Hours									4	4	2		
Task 8 Subtotal		0	0	0	0	0	0	0	0	60	70	10	0	0
Task 9: Environmental Impact Report														
9.1 Project Management and Ongoing Meetings	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0
9.2 Administrative Draft EIR	Hours	4	68	8	68	8	12	0	0	18	34	8	0	0
9.3 Screencheck and Draft EIR	Hours	0	10	0	12	4	2	0	0	0	0	8	0	0
9.4 Administrative and Final EIR	Hours	0	10	0	8	0	2	0	0	2	2	8	0	0
9.5 Mitigation Monitoring Plan	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0
9.6 Findings of Fact and SOC	Hours	0	0	0	0	0	0	0	0	0	0	0	0	0
Task 9 Subtotal		4	88	8	88	12	16	0	0	20	36	24	0	0
Task 10: Outreach Plan and Materials														
10.1 Community Advisory Group (CAG)	Hours													
10.2 Infill Development Showcase and Roundtable	Hours													
10.3 Interest-Based Stakeholder Meetings	Hours													
10.4 Community Workshops	Hours													
10.5 Other Community-Wide Engagement	Hours													
10.6 Technical Advisory Group (TAG) Meetings	Hours													
10.7 City Manager/Council Meetings	Hours													
10.8 Planning Commission and City Council Hearings	Hours													
10.9 Biweekly Conference Calls/ Meetings	Hours													
10.10 Housing NOW! Application	Hours							20	50	60				
Task 10 Subtotal		0	0	0	0	0	0	20	50	60	0	0	0	0
Task 11: TOD Toolkit Summary Document	Hours									8	30			
Task 11 Subtotal		0	0	0	0	0	0	0	0	8	30	0	0	0
Cultural - NCIC and Records Search Parking, Misc.														
ODC Subtotal														
Grand Total														

	Staff Name													Hours	Labor Costs	OH + Fringe	Profit	Total Cost
	and or	Olsen	Sakai	Billela	Mike -	FIELD	Nivi - TASK	(2)	Natasha-									
	Classification	WP-PT II	WP-PT II	Prod-PT I	DIRECTOR	INTERN	LEAD	INTERNS	Subtotal									
	Approved																	
	Flat Hourly																	
	Billing Rate	\$ 31.25	\$ 25.48	\$ 22.02	\$ 60.11	\$ 16.00	\$ 51.93	\$ 20.00							210.60%	7.00%		
Task 1: Project Initiation																		
1.1 Gather Data	Hours				40	16	28	810	1152	\$29,739.02	\$62,630.38	\$6,465.86	\$98,492.23					
1.2 Attend Kick-Off Meeting	Hours				0				16	\$1,013.20	\$2,133.80	\$220.29	\$3,367.29					
1.3 Lead Walking Tour	Hours				0				32.89	\$2,222.21	\$4,679.96	\$483.15	\$7,385.26					
Task 1 Subtotal		0	0	0	40	16	28	810	1200.89	\$32,974.43	\$69,444.14	\$7,169.30	\$109,244.78					
Task 2: Initial Confirmation of Opportunity Sites																		
2.1 Review of City Opportunity Sites	Hours				0				16	\$844.44	\$1,778.39	\$183.60	\$2,806.43					
2.2 Soliciting Developer/Landowner Requests	Hours	8			0				92	\$4,159.64	\$8,760.20	\$904.39	\$13,824.23					
2.3 Review and Screening of Initial Opportunity Sites	Hours				0				104.99	\$5,162.70	\$10,872.64	\$1,122.47	\$17,157.64					
Task 2 Subtotal		8	0	0	0				212.99	\$10,166.78	\$21,411.23	\$2,210.46	\$33,788.30					
Task 3: Technical Studies																		
3.1 Prepare Housing Market Analysis	Hours								30	\$1,785.80	\$3,760.89	\$388.27	\$5,934.96					
3.2 Prepare Hazardous Materials Screening	Hours								22	\$1,150.52	\$2,423.00	\$250.15	\$3,823.66					
3.3 Prepare Infrastructure Analysis	Hours								32	\$1,719.96	\$3,622.24	\$373.95	\$5,716.15					
3.4 Identify Transportation Deficiencies	Hours								12	\$462.62	\$974.28	\$100.58	\$1,537.48					
3.5 Prepare Parking Analysis	Hours								8	\$538.08	\$1,133.20	\$116.99	\$1,788.27					
3.6 Prepare Historic Resources Evaluations	Hours	8							828	\$36,822.38	\$77,547.93	\$8,005.92	\$122,376.23					
3.7 Review Other Plans and Studies	Hours	4							80	\$2,852.46	\$6,007.28	\$620.18	\$9,479.92					
3.8 Identify Amenities	Hours	4							106	\$4,991.56	\$10,512.23	\$1,085.26	\$16,589.05					
Task 3 Subtotal		16	0	0	0				1118	\$50,323.38	\$105,981.04	\$10,941.31	\$167,245.73					
Task 4: Background Report																		
4.1 Prepare Background Report	Hours	20	4	0					490	\$16,996.40	\$35,794.42	\$3,695.36	\$56,486.18					
Task 4 Subtotal		20	4	0	0				490	\$16,996.40	\$35,794.42	\$3,695.36	\$56,486.18					
Task 5: Confirm Final Opportunity Sites																		
5.1 Refine Opportunity Sites	Hours								36	\$2,151.66	\$4,531.40	\$467.81	\$7,150.87					
5.2 Define Development Potential of Opportunity Sites	Hours								28	\$1,568.58	\$3,303.43	\$341.04	\$5,213.05					
5.3 Identify Final Opportunity Sites	Hours								30	\$1,735.80	\$3,655.59	\$377.40	\$5,768.79					
Task 5 Subtotal		0	0	0	0				94	\$5,456.04	\$11,490.42	\$1,186.25	\$18,132.71					
Task 6: Implementation																		
6.1 Identify Engineering and Development Standards	Hours								12	\$600.32	\$1,264.27	\$130.52	\$1,995.12					
6.2 Prepare Infrastructure Finance Plan	Hours								20	\$1,308.96	\$2,756.67	\$284.59	\$4,350.22					
6.3 Prepare Historic Resource Guidelines	Hours								32	\$1,428.56	\$3,008.55	\$310.60	\$4,747.70					
6.4 Identify Process Streamlining	Hours								100	\$4,753.08	\$10,009.99	\$1,033.41	\$15,796.48					
6.5 Define GP and Zoning Changes	Hours								86	\$3,453.30	\$7,272.65	\$750.82	\$11,476.77					
Task 6 Subtotal		0	0	0	0				250	\$11,544.22	\$24,312.13	\$2,509.94	\$38,366.29					
Task 7: Design Guidelines Amendments																		
7.1 Prepare Preliminary Draft Amendments and Standards	Hours								26	\$1,613.98	\$3,399.04	\$350.91	\$5,363.93					
7.2 Prepare Draft Amendments and Standards	Hours								18	\$1,147.42	\$2,416.47	\$249.47	\$3,813.36					
7.3 Prepare Final Amendments and Standards	Hours								6	\$304.54	\$641.36	\$66.21	\$1,012.11					
Task 7 Subtotal		0	0	0	0				50	\$3,065.94	\$6,456.87	\$666.60	\$10,189.41					
Task 8: Downtown Specific Plan																		
8.1 Prepare Working Outline	Hours	4							60	\$2,612.28	\$5,501.46	\$567.96	\$8,681.70					
8.2 Prepare Public Art Chapter	Hours	4							60	\$3,052.54	\$6,428.65	\$663.68	\$10,144.87					
8.3 Prepare Administrative Draft DSP	Hours	20							492	\$19,914.82	\$41,940.61	\$4,329.88	\$66,185.31					
8.4 Prepare Public Review Draft DSP	Hours	16							372	\$15,123.16	\$31,849.37	\$3,288.08	\$50,260.61					
8.5 Prepare Final DSP	Hours	6							76	\$2,783.96	\$5,863.02	\$605.29	\$9,252.27					
Task 8 Subtotal		50	0	0	0				1060	\$43,486.76	\$91,583.12	\$9,454.89	\$144,524.77					
Task 9: Environmental Impact Report																		
9.1 Project Management and Ongoing Meetings	Hours	0	0	0					130	\$8,246.40	\$17,366.92	\$1,792.93	\$27,406.25					
9.2 Administrative Draft EIR	Hours	40	10	2					1114	\$44,037.18	\$92,742.30	\$9,574.56	\$146,354.04					
9.3 Screencheck and Draft EIR	Hours	30	4	8					244	\$9,434.24	\$19,868.51	\$2,051.19	\$31,353.94					
9.4 Administrative and Final EIR	Hours	20	4	6					186	\$6,702.54	\$14,115.55	\$1,457.27	\$22,275.36					
9.5 Mitigation Monitoring Plan	Hours	6	2	0					26	\$800.42	\$1,685.68	\$174.03	\$2,660.13					
9.6 Findings of Fact and SOC	Hours	4	0	0					28	\$1,079.72	\$2,273.89	\$234.75	\$3,588.36					
Task 9 Subtotal		100	20	16	0				1728	\$70,300.50	\$148,052.85	\$15,284.73	\$233,638.09					
Task 10: Outreach Plan and Materials																		
10.1 Community Advisory Group (CAG)	Hours								30	\$2,112.72	\$4,449.39	\$459.35	\$7,021.46					
10.2 Infill Development Showcase and Roundtable	Hours								24	\$1,883.84	\$3,967.37	\$409.58	\$6,260.79					
10.3 Interest-Based Stakeholder Meetings	Hours								22	\$1,624.16	\$3,420.48	\$353.12	\$5,397.77					
10.4 Community Workshops	Hours								22	\$1,538.88	\$3,240.88	\$334.58	\$5,114.34					
10.5 Other Community-Wide Engagement	Hours								6	\$349.92	\$736.93	\$76.08	\$1,162.93					
10.6 Technical Advisory Group (TAG) Meetings	Hours								21	\$1,224.72	\$2,579.26	\$266.28	\$4,070.26					
10.7 City Manager/Council Meetings	Hours								16	\$1,274.24	\$2,683.55	\$277.05	\$4,234.83					
10.8 Planning Commission and City Council Hearings	Hours								24	\$1,883.84	\$3,967.37	\$409.58	\$6,260.79					
10.9 Biweekly Conference Calls/ Meetings	Hours								104	\$6,692.48	\$14,094.36	\$1,455.08	\$22,241.92					
10.10 Housing NOW! Application	Hours								146	\$5,923.08	\$12,474.01	\$1,287.80	\$19,684.88					
Task 10 Subtotal		0	0	0	0				415	\$24,507.88	\$51,613.60	\$5,328.50	\$81,449.98					
Task 11: TOD Toolkit Summary Document																		
11.1 Prepare Summary Document	Hours	24								\$7,508.08	\$15,812.02	\$1,632.41	\$24,952.50					
Task 11 Subtotal		24	0	0	0				0	\$7,508.08	\$15,812.02	\$1,632.41	\$24,952.50					
Cultural - NCIC and Records Search													\$2,500.00					
Parking, Misc.													\$1,750.00					
ODC Subtotal													\$4,250.00					
Grand Total									6,619	\$276,330.40	\$581,951.83	\$60,079.76	\$922,268.73					

Sacramento Downtown Specific Plan

	AIM Consulting											
	Staff Name and or Classification	Cornell Project Manager	Zanze Asst. PM	Lang Graphics	Race Designer	Baumgartner Porter Coord.	Hours Subtotal	Labor Cost	OH+fringe 250.00	Profit 7%	Total Cost	
	Actual Base											
	Hourly Rate	\$ 48.08	\$ 28.12	\$ 35.00	\$ 36.50	\$ 17.50			250.00%	7%		
Task 1: Project Initiation												
1.1 Gather Data	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
1.2 Attend Kick-Off Meeting	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
1.3 Lead Walking Tour	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 1 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 2: Initial Confirmation of Opportunity Sites												
2.1 Review of City Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
2.2 Soliciting Developer/Landowner Requests	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
2.3 Review and Screening of Initial Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 2 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 3: Technical Studies												
3.1 Prepare Housing Market Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.2 Prepare Hazardous Materials Screening	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.3 Prepare Infrastructure Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.4 Identify Transportation Deficiencies	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.5 Prepare Parking Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.6 Prepare Historic Resources Evaluations	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.7 Review Other Plans and Studies	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
3.8 Identify Amenities	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 3 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 4: Background Report	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 4 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 5: Confirm Final Opportunity Sites												
5.1 Refine Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
5.2 Define Development Potential of Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
5.3 Identify Final Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 5 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 6: Implementation												
6.1 Identify Engineering and Development Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
6.2 Prepare Infrastructure Finance Plan	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
6.3 Prepare Historic Resource Guidelines	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
6.4 Identify Process Streamlining	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
6.5 Define GP and Zoning Changes	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 6 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 7: Design Guidelines Amendments												
7.1 Prepare Preliminary Draft Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
7.2 Prepare Draft Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
7.3 Prepare Final Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 7 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 8: Downtown Specific Plan												
8.1 Prepare Working Outline	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
8.2 Prepare Public Art Chapter	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
8.3 Prepare Administrative Draft DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
8.4 Prepare Public Review Draft DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
8.5 Prepare Final DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 8 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 9: Environmental Impact Report												
9.1 Project Management and Ongoing Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
9.2 Administrative Draft EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
9.3 Screencheck and Draft EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
9.4 Administrative and Final EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
9.5 Mitigation Monitoring Plan	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
9.6 Findings of Fact and SOC	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 9 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 10: Outreach Plan and Materials												
10.1 Community Advisory Group (CAG)	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
10.2 Infill Development Showcase and Roundtable	Hours	27	41	2	0	27	97	\$2,993.58	\$7,483.95	\$733.43	\$11,210.96	
10.3 Interest-Based Stakeholder Meetings	Hours	108	104	0	0	132	344	\$10,427.12	\$26,067.80	\$2,554.64	\$39,049.56	
10.4 Community Workshops	Hours	68	70	21	0	125	284	\$8,160.34	\$20,400.85	\$1,999.28	\$30,560.47	
10.5 Other Community-Wide Engagement	Hours	75.55	95	0	13	178	361.55	\$9,893.34	\$24,733.36	\$2,423.87	\$37,049.75	
10.6 Technical Advisory Group (TAG) Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
10.7 City Manager/Council Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
10.8 Planning Commission and City Council Hearings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
10.9 Biweekly Conference Calls/ Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
10.10 Housing NOW! Application	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 10 Subtotal		278.55	310	23	13	462	0	1086.55	\$31,474.38	\$78,685.96	\$7,711.22	\$117,870.75
Task 11: TOD Toolkit Summary Document	Hours								\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Mileage/Parking												\$200.00
Meeting Supplies												\$650.00
Printing												\$1,400.00
Showcase Expenses												\$5,500.00
ODC Subtotal												\$7,750.00
Grand Total							1086.55	\$31,474.38	\$78,685.96	\$7,711.22	\$125,620.75	

Sacramento Downtown Specific Plan

	BAE Urban Economics									
	Staff Name and or Classification	Smith-Heimer Principal	Kowta Principal	Nousaine Sr. Assoc.	Fairris Analyst	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost
	Actual Base									
Task 1: Project Initiation										
1.1 Gather Data	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
1.2 Attend Kick-Off Meeting	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
1.3 Lead Walking Tour	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 1 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2: Initial Confirmation of Opportunity Sites										
2.1 Review of City Opportunity Sites	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
2.3 Review and Screening of Initial Opportunity Sites	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3: Technical Studies										
3.1 Prepare Housing Market Analysis	Hours	16	56	183	196	451	\$18,960.58	\$34,887.46	\$3,769.36	\$57,617.40
3.2 Prepare Hazardous Materials Screening	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
3.3 Prepare Infrastructure Analysis	Hours		6	10		16	\$894.23	\$1,645.38	\$177.77	\$2,717.39
3.4 Identify Transportation Deficiencies	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
3.5 Prepare Parking Analysis	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
3.6 Prepare Historic Resources Evaluations	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
3.7 Review Other Plans and Studies	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
3.8 Identify Amenities	Hours		8	14		22	\$1,221.15	\$2,246.92	\$242.77	\$3,710.84
Task 3 Subtotal		16	70	207	196	489	\$21,075.96	\$38,779.77	\$4,189.90	\$64,045.63
Task 4: Background Report										
4.1 Review City Records	Hours		12	40	20	72	\$3,211.54	\$5,909.23	\$638.45	\$9,759.22
Task 4 Subtotal		0	12	40	20	72	\$3,211.54	\$5,909.23	\$638.45	\$9,759.22
Task 5: Confirm Final Opportunity Sites										
5.1 Refine Opportunity Sites	Hours		4	6		10	\$567.31	\$1,043.85	\$112.78	\$1,723.93
5.2 Define Development Potential of Opportunity Sites	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
5.3 Identify Final Opportunity Sites	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5 Subtotal		0	4	6	0	10	\$567.31	\$1,043.85	\$112.78	\$1,723.93
Task 6: Implementation										
6.1 Identify Engineering and Development Standards	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
6.2 Prepare Infrastructure Finance Plan	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
6.3 Prepare Historic Resource Guidelines	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
6.4 Identify Process Streamlining	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
6.5 Define GP and Zoning Changes	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 7: Design Guidelines Amendments										
7.1 Prepare Preliminary Draft Amendments and Standards	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
7.2 Prepare Draft Amendments and Standards	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
7.3 Prepare Final Amendments and Standards	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 7 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8: Downtown Specific Plan										
8.1 Prepare Working Outline	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
8.2 Prepare Public Art Chapter	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
8.3 Prepare Administrative Draft DSP	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
8.4 Prepare Public Review Draft DSP	Hours		2	6	2	10	\$469.23	\$863.38	\$93.28	\$1,425.90
8.5 Prepare Final DSP	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8 Subtotal		0	2	6	2	10	\$469.23	\$863.38	\$93.28	\$1,425.90
Task 9: Environmental Impact Report										
9.1 Project Management and Ongoing Meetings	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
9.2 Administrative Draft EIR	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
9.3 Screencheck and Draft EIR	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
9.4 Administrative and Final EIR	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
9.5 Mitigation Monitoring Plan	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
9.6 Findings of Fact and SOC	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10: Outreach Plan and Materials										
10.1 Community Advisory Group (CAG)	Hours		5	5		10	\$600.96	\$1,105.77	\$119.47	\$1,826.20
10.2 Infill Development Showcase and Roundtable	Hours		6	6		12	\$721.15	\$1,326.92	\$143.37	\$2,191.44
10.3 Interest-Based Stakeholder Meetings	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
10.4 Community Workshops	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
10.5 Other Community-Wide Engagement	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
10.7 City Manager/Council Meetings	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
10.8 Planning Commission and City Council Hearings	Hours		4	4		8	\$480.77	\$884.62	\$95.58	\$1,460.96
10.9 Biweekly Conference Calls/ Meetings	Hours		7	7		14	\$841.35	\$1,548.08	\$167.26	\$2,556.68
10.10 Housing NOW! Application	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10 Subtotal		0	22	22	0	44	\$2,644.23	\$4,865.38	\$525.67	\$8,035.29
Task 11: TOD Toolkit Summary Document										
11.1 Prepare Summary Document	Hours					0	\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
ODC Subtotal										
										\$0.00
Grand Total						625	\$27,968.27	\$51,461.62	\$5,560.09	\$84,989.98

Sacramento Downtown Specific Plan

	DKS Associates									
	Staff Name and or Classification	Senior Long Principal	Engineer/ Engineer/ Planner	Engineer/ Engineer/ Planner	Associate Engineer/ Planner	Assistant Engineer/ Planner	Graphics	Admin	Hours Subtotal	Labor Cost
	Hourly Rate	\$ 234.66	\$ 170.00	\$ 140.00	\$ 100.00	\$ 92.00	\$ 88.00	\$ 70.00		
Task 1: Project Initiation										
1.1 Gather Data	Hours								0	\$0.00
1.2 Attend Kick-Off Meeting	Hours								0	\$0.00
1.3 Lead Walking Tour	Hours								0	\$0.00
Task 1 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Task 2: Initial Confirmation of Opportunity Sites										
2.1 Review of City Opportunity Sites	Hours								0	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours								0	\$0.00
2.3 Review and Screening of Initial Opportunity Sites	Hours								0	\$0.00
Task 2 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Task 3: Technical Studies										
3.1 Prepare Housing Market Analysis	Hours								0	\$0.00
3.2 Prepare Hazardous Materials Screening	Hours								0	\$0.00
3.3 Prepare Infrastructure Analysis	Hours								0	\$0.00
3.4 Identify Transportation Deficiencies	Hours	12	28			40			80	\$11,255.92
3.5 Prepare Parking Analysis	Hours	3.9	24						27.9	\$4,995.17
3.6 Prepare Historic Resources Evaluations	Hours								0	\$0.00
3.7 Review Other Plans and Studies	Hours								0	\$0.00
3.8 Identify Amenities	Hours								0	\$0.00
Task 3 Subtotal		15.9	52	0	0	40	0	0	107.9	\$16,251.09
Task 4: Background Report										
4.1 Prepare Background Report	Hours	4						1	5	\$1,008.64
Task 4 Subtotal		4	0	0	0	0	0	1	5	\$1,008.64
Task 5: Confirm Final Opportunity Sites										
5.1 Refine Opportunity Sites	Hours								0	\$0.00
5.2 Define Development Potential of Opportunity Sites	Hours								0	\$0.00
5.3 Identify Final Opportunity Sites	Hours								0	\$0.00
Task 5 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Task 6: Implementation										
6.1 Identify Engineering and Development Standards	Hours								0	\$0.00
6.2 Prepare Infrastructure Finance Plan	Hours								0	\$0.00
6.3 Prepare Historic Resource Guidelines	Hours								0	\$0.00
6.4 Identify Process Streamlining	Hours								0	\$0.00
6.5 Define GP and Zoning Changes	Hours								0	\$0.00
Task 6 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Task 7: Design Guidelines Amendments										
7.1 Prepare Preliminary Draft Amendments and Standards	Hours								0	\$0.00
7.2 Prepare Draft Amendments and Standards	Hours								0	\$0.00
7.3 Prepare Final Amendments and Standards	Hours								0	\$0.00
Task 7 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Task 8: Downtown Specific Plan										
8.1 Prepare Working Outline	Hours								0	\$0.00
8.2 Prepare Public Art Chapter	Hours								0	\$0.00
8.3 Prepare Administrative Draft DSP	Hours								0	\$0.00
8.4 Prepare Public Review Draft DSP	Hours	24				12		2	38	\$6,875.84
8.5 Prepare Final DSP	Hours								0	\$0.00
Task 8 Subtotal		24	0	0	0	12	0	2	38	\$6,875.84
Task 9: Environmental Impact Report										
9.1 Project Management and Ongoing Meetings	Hours								0	\$0.00
9.2 Administrative Draft EIR	Hours	64	140	40	16	156		24	440	\$62,050.24
9.3 Screencheck and Draft EIR	Hours								0	\$0.00
9.4 Administrative and Final EIR	Hours	10	24			10			44	\$7,346.60
9.5 Mitigation Monitoring Plan	Hours								0	\$0.00
9.6 Findings of Fact and SOC	Hours								0	\$0.00
Task 9 Subtotal		74	164	40	16	166	0	24	484	\$69,396.84
Task 10: Outreach Plan and Materials										
10.1 Community Advisory Group (CAG)	Hours								0	\$0.00
10.2 Infill Development Showcase and Roundtable	Hours								0	\$0.00
10.3 Interest-Based Stakeholder Meetings	Hours								0	\$0.00
10.4 Community Workshops	Hours								0	\$0.00
10.5 Other Community-Wide Engagement	Hours								0	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours	17							17	\$3,989.22
10.7 City Manager/Council Meetings	Hours								0	\$0.00
10.8 Planning Commission and City Council Hearings	Hours	6							6	\$1,407.96
10.9 Biweekly Conference Calls/ Meetings	Hours	46							46	\$10,794.36
10.10 Housing NOW! Application	Hours								0	\$0.00
Task 10 Subtotal		69	0	0	0	0	0	0	69	\$16,191.54
Task 11: TOD Toolkit Summary Document										
11.1 Prepare Summary Document	Hours								0	\$0.00
Task 11 Subtotal		0	0	0	0	0	0	0	0	\$0.00
Travel										276.05
ODC Subtotal										\$276.05
Grand Total									703.9	\$110,000.00

Sacramento Downtown Specific Plan

	Economic & Planning Systems, Inc.										
	Staff Name and or Classification	Zehnder Managing Principal	Gomes Managing Principal	Martin Executive VP	Associate	Research Analyst	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost
	Actual Base										
	Hourly Rate	\$ 90.78	\$ 73.75	\$ 56.25	\$ 37.26	\$ 26.44			194.00%	10%	
Task 1: Project Initiation											
1.1 Gather Data	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
1.2 Attend Kick-Off Meeting	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
1.3 Lead Walking Tour	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 1 Subtotal							0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2: Initial Confirmation of Opportunity Sites											
2.1 Review of City Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
2.3 Review and Screening of Initial Opportunity Sites	Hours	5	0	5	0	7	17	\$920.23	\$1,785.25	\$270.55	\$2,976.02
Task 2 Subtotal		5	0	5	0	7	17	\$920.23	\$1,785.25	\$270.55	\$2,976.02
Task 3: Technical Studies											
3.1 Prepare Housing Market Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.2 Prepare Hazardous Materials Screening	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.3 Prepare Infrastructure Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.4 Identify Transportation Deficiencies	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.5 Prepare Parking Analysis	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.6 Prepare Historic Resources Evaluations	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.7 Review Other Plans and Studies	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
3.8 Identify Amenities	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 4: Background Report	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 4 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5: Confirm Final Opportunity Sites											
5.1 Refine Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
5.2 Define Development Potential of Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
5.3 Identify Final Opportunity Sites	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6: Implementation											
6.1 Identify Engineering and Development Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
6.2 Prepare Infrastructure Finance Plan	Hours	30	60	131	166	96	483	\$23,240.55	\$45,086.67	\$6,832.72	\$75,159.94
6.3 Prepare Historic Resource Guidelines	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
6.4 Identify Process Streamlining	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
6.5 Define GP and Zoning Changes	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6 Subtotal		30	60	131	166	96	483	\$23,240.55	\$45,086.67	\$6,832.72	\$75,159.94
Task 7: Design Guidelines Amendments											
7.1 Prepare Preliminary Draft Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
7.2 Prepare Draft Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
7.3 Prepare Final Amendments and Standards	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 7 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8: Downtown Specific Plan											
8.1 Prepare Working Outline	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
8.2 Prepare Public Art Chapter	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
8.3 Prepare Administrative Draft DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
8.4 Prepare Public Review Draft DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
8.5 Prepare Final DSP	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9: Environmental Impact Report											
9.1 Project Management and Ongoing Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
9.2 Administrative Draft EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
9.3 Screencheck and Draft EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
9.4 Administrative and Final EIR	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
9.5 Mitigation Monitoring Plan	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
9.6 Findings of Fact and SOC	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10: Outreach Plan and Materials											
10.1 Community Advisory Group (CAG)	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.2 Infill Development Showcase and Roundtable	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.3 Interest-Based Stakeholder Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.4 Community Workshops	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.5 Other Community-Wide Engagement	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours	10	0	10	0	0	20	\$1,470.30	\$2,852.38	\$432.27	\$4,754.95
10.7 City Manager/Council Meetings	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
10.8 Planning Commission and City Council Hearings	Hours	5	0	5	0	0	10	\$735.15	\$1,426.19	\$216.13	\$2,377.48
10.9 Biweekly Conference Calls/ Meetings	Hours	10	0	10	0	0	20	\$1,470.30	\$2,852.38	\$432.27	\$4,754.95
10.10 Housing NOW! Application	Hours						0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10 Subtotal		25	0	25	0	0	50	\$3,675.75	\$7,130.96	\$1,080.67	\$11,887.38
Task 11: TOD Toolkit Summary Document	Hours							\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Mileage/Parking Traffic Counts and Meeting Supplies Postage											
ODC Subtotal											\$0.00
Grand Total							550	\$27,836.53	\$54,002.87	\$8,183.94	\$90,023.34

Sacramento Downtown Specific Plan

	Fehr & Peers													
	Staff Name and or Classification	Grandy Principal	Carter Associate	Sr. Eng/ Planner	Engineer/ Planner	Sr. Technician	Technician	Admin.	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost	
	Actual Base Hourly Rate	\$ 84.10	\$ 47.60	\$ 41.59	\$ 31.25	\$ 36.63	\$ 25.00	\$ 26.44			176.17%	7%		
Task 1: Project Initiation														
1.1 Gather Data	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
1.2 Attend Kick-Off Meeting	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
1.3 Lead Walking Tour	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 1 Subtotal		0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 2: Initial Confirmation of Opportunity Sites														
2.1 Review of City Opportunity Sites	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
2.2 Soliciting Developer/Landowner Requests	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
2.3 Review and Screening of Initial Opportunity Sites	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 2 Subtotal		0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 3: Technical Studies														
3.1 Prepare Housing Market Analysis	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.2 Prepare Hazardous Materials Screening	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.3 Prepare Infrastructure Analysis	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.4 Identify Transportation Deficiencies	Hours	8	24		66	8	24		130	\$4,770.74	\$8,404.61	\$922.27	\$14,097.63	
3.5 Prepare Parking Analysis	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.6 Prepare Historic Resources Evaluations	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.7 Review Other Plans and Studies	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
3.8 Identify Amenities	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 3 Subtotal		8	24	0	66	8	24	0	130	\$4,770.74	\$8,404.61	\$922.27	\$14,097.63	
Task 4: Background Report														
4.1 Prepare Background Report	Hours	2	4			8	34	8	56	\$1,713.16	\$3,018.07	\$331.19	\$5,062.42	
Task 4 Subtotal		2	4	0	0	8	34	8	56	\$1,713.16	\$3,018.07	\$331.19	\$5,062.42	
Task 5: Confirm Final Opportunity Sites														
5.1 Refine Opportunity Sites	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
5.2 Define Development Potential of Opportunity Sites	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
5.3 Identify Final Opportunity Sites	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 5 Subtotal		0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 6: Implementation														
6.1 Identify Engineering and Development Standards	Hours	20	24	4	64			3	115	\$5,070.08	\$8,931.96	\$980.14	\$14,982.18	
6.2 Prepare Infrastructure Finance Plan	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
6.3 Prepare Historic Resource Guidelines	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
6.4 Identify Process Streamlining	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
6.5 Define GP and Zoning Changes	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 6 Subtotal		20	24	4	64	0	0	3	115	\$5,070.08	\$8,931.96	\$980.14	\$14,982.18	
Task 7: Design Guidelines Amendments														
7.1 Prepare Preliminary Draft Amendments and Standards	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
7.2 Prepare Draft Amendments and Standards	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
7.3 Prepare Final Amendments and Standards	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 7 Subtotal		0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 8: Downtown Specific Plan														
8.1 Prepare Working Outline	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
8.2 Prepare Public Art Chapter	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
8.3 Prepare Administrative Draft DSP	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
8.4 Prepare Public Review Draft DSP	Hours	4	8		16	12	28		68	\$2,356.76	\$4,151.90	\$455.61	\$6,964.27	
8.5 Prepare Final DSP	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 8 Subtotal		4	8	0	16	12	28	0	68	\$2,356.76	\$4,151.90	\$455.61	\$6,964.27	
Task 9: Environmental Impact Report														
9.1 Project Management and Ongoing Meetings	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
9.2 Administrative Draft EIR	Hours	78	164	190	550	60	126	44	1212	\$45,966.96	\$80,979.99	\$8,886.29	\$135,833.24	
9.3 Screencheck and Draft EIR	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
9.4 Administrative and Final EIR	Hours	24	40						64	\$3,922.40	\$6,910.09	\$758.27	\$11,590.77	
9.5 Mitigation Monitoring Plan	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
9.6 Findings of Fact and SOC	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 9 Subtotal		102	204	190	550	60	126	44	1276	\$49,889.36	\$87,890.09	\$9,644.56	\$147,424.01	
Task 10: Outreach Plan and Materials														
10.1 Community Advisory Group (CAG)	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.2 Infill Development Showcase and Roundtable	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.3 Interest-Based Stakeholder Meetings	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.4 Community Workshops	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.5 Other Community-Wide Engagement	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.6 Technical Advisory Group (TAG) Meetings	Hours	12	12						24	\$1,580.40	\$2,784.19	\$305.52	\$4,670.11	
10.7 City Manager/Council Meetings	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
10.8 Planning Commission and City Council Hearings	Hours	4	4						8	\$526.80	\$928.06	\$101.84	\$1,556.70	
10.9 Biweekly Conference Calls/ Meetings	Hours	18	24				11		53	\$2,931.20	\$5,163.90	\$566.66	\$8,661.75	
10.10 Housing NOW! Application	Hours								0	\$0.00	\$0.00	\$0.00	\$0.00	
Task 10 Subtotal		34	40	0	0	0	11	0	85	\$5,038.40	\$8,876.15	\$974.02	\$14,888.57	
Task 11: TOD Toolkit Summary Document														
11.1 Prepare Summary Document	Hours									\$0.00	\$0.00	\$0.00	\$0.00	
Task 11 Subtotal		0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	
Mileage/Parking													\$1,400.00	
Traffic Counts and Meeting Supplies													\$6,000.00	
Postage													\$400.00	
ODC Subtotal													\$7,800.00	
Grand Total									1730	\$68,838.50	\$121,272.79	\$13,307.79	\$211,219.08	

Sacramento Downtown Specific Plan

	GEOCON										[o7bt]			
	Staff Name and or Classification	Brake Project Manager	Berger Geologist	Silva Scientist	Hastings-Bethel Scientist	Tidwell Geologist	Bennett Geologist	Hansen Graphics	Boeschen Admin.	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost
	Actual Base													
	Hourly Rate	\$ 65.00	\$ 50.00	\$ 38.00	\$ 27.00	\$ 25.00	\$ 32.00	\$ 37.50	\$ 22.00			200.96%	7%	
Task 1: Project Initiation														
1.1 Gather Data	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
1.2 Attend Kick-Off Meeting	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
1.3 Lead Walking Tour	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 1 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2: Initial Confirmation of Opportunity Sites														
2.1 Review of City Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
2.3 Review and Screening of Initial Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3: Technical Studies														
3.1 Prepare Housing Market Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.2 Prepare Hazardous Materials Screening	Hours	24	48	24	80	120	100	54	20	470	\$15,697.00	\$31,544.69	\$3,306.92	\$50,548.61
3.3 Prepare Infrastructure Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.4 Identify Transportation Deficiencies	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.5 Prepare Parking Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.6 Prepare Historic Resources Evaluations	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.7 Review Other Plans and Studies	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.8 Identify Amenities	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3 Subtotal		24	48	24	80	120	100	54	20	470	\$15,697.00	\$31,544.69	\$3,306.92	\$50,548.61
Task 4: Background Report														
4.1 Prepare Background Report	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 4 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5: Confirm Final Opportunity Sites														
5.1 Refine Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
5.2 Define Development Potential of Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
5.3 Identify Final Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6: Implementation														
6.1 Identify Engineering and Development Standards	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.2 Prepare Infrastructure Finance Plan	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.3 Prepare Historic Resource Guidelines	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.4 Identify Process Streamlining	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.5 Define GP and Zoning Changes	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 7: Design Guidelines Amendments														
7.1 Prepare Preliminary Draft Amendments and Standards	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
7.2 Prepare Draft Amendments and Standards	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
7.3 Prepare Final Amendments and Standards	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 7 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8: Downtown Specific Plan														
8.1 Prepare Working Outline	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.2 Prepare Public Art Chapter	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.3 Prepare Administrative Draft DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.4 Prepare Public Review Draft DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.5 Prepare Final DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9: Environmental Impact Report														
9.1 Project Management and Ongoing Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.2 Administrative Draft EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.3 Screencheck and Draft EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.4 Administrative and Final EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.5 Mitigation Monitoring Plan	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.6 Findings of Fact and SOC	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10: Outreach Plan and Materials														
10.1 Community Advisory Group (CAG)	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.2 Infill Development Showcase and Roundtable	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.3 Interest-Based Stakeholder Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.4 Community Workshops	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.5 Other Community-Wide Engagement	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.7 City Manager/Council Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.8 Planning Commission and City Council Hearings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.9 Biweekly Conference Calls/ Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.10 Housing NOW! Application	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 11: TOD Toolkit Summary Document														
11.1 Prepare TOD Toolkit Summary Document	Hours										\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Expenses														\$3,000.00
ODC Subtotal														\$3,000.00
Grand Total										470	\$15,697.00	\$31,544.69	\$3,306.92	\$53,548.61

Sacramento Downtown Specific Plan

	NV5									
	Staff Name and or Classification	Radke Project Manager	Senior Engineer	CAD Technician	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost	
	Actual Base Hourly Rate			\$ 68.00	\$ 58.00	\$ 40.00		143.25%	7%	
Task 1: Project Initiation										
1.1 Gather Data	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.2 Attend Kick-Off Meeting	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.3 Lead Walking Tour	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 1 Subtotal		0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 2: Initial Confirmation of Opportunity Sites										
2.1 Review of City Opportunity Sites	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.3 Review and Screening of Initial Opportunity Sites	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 2 Subtotal		0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 3: Technical Studies										
3.1 Prepare Housing Market Analysis	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.2 Prepare Hazardous Materials Screening	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.3 Prepare Infrastructure Analysis	Hours	184	600	358	1142	\$61,632.00	\$88,287.84	\$10,494.39	\$160,414.23	
3.4 Identify Transportation Deficiencies	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.5 Prepare Parking Analysis	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.6 Prepare Historic Resources Evaluations	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.7 Review Other Plans and Studies	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.8 Identify Amenities	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 3 Subtotal		184	600	358	0	1142	\$61,632.00	\$88,287.84	\$10,494.39	\$160,414.23
Task 4: Background Report										
4.1 Review City Records	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 4 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5: Confirm Final Opportunity Sites										
5.1 Refine Opportunity Sites	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.2 Define Development Potential of Opportunity	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.3 Identify Final Opportunity Sites	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 5 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6: Implementation										
6.1 Identify Engineering and Development Standards	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.2 Prepare Infrastructure Finance Plan	Hours	8	40	24	72	\$3,824.00	\$5,477.88	\$651.13	\$9,953.01	
6.3 Prepare Historic Resource Guidelines	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.4 Identify Process Streamlining	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.5 Define GP and Zoning Changes	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 6 Subtotal		8	40	24	0	72	\$3,824.00	\$5,477.88	\$651.13	\$9,953.01
Task 7: Design Guidelines Amendments										
7.1 Prepare Preliminary Draft Amendments and Standards	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.2 Prepare Draft Amendments and Standards	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.3 Prepare Final Amendments and Standards	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 7 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8: Downtown Specific Plan										
8.1 Prepare Working Outline	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8.2 Prepare Public Art Chapter	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8.3 Prepare Administrative Draft DSP	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8.4 Prepare Public Review Draft DSP	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8.5 Prepare Final DSP	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 8 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9: Environmental Impact Report										
9.1 Project Management and Ongoing Meetings	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.2 Administrative Draft EIR	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.3 Screencheck and Draft EIR	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.4 Administrative and Final EIR	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.5 Mitigation Monitoring Plan	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9.6 Findings of Fact and SOC	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 9 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10: Outreach Plan and Materials										
10.1 Community Advisory Group (CAG)	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.2 Infill Development Showcase and Roundtable	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.3 Interest-Based Stakeholder Meetings	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.4 Community Workshops	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.5 Other Community-Wide Engagement	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours	8			8	\$544.00	\$779.28	\$92.63	\$1,415.91	
10.7 City Manager/Council Meetings	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.8 Planning Commission and City Council Hearings	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.9 Biweekly Conference Calls/ Meetings	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10.10 Housing NOW! Application	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 10 Subtotal		8	0	0	0	8	\$544.00	\$779.28	\$92.63	\$1,415.91
Task 11: TOD Toolkit Summary Document										
11.1 Prepare Summary Document	Hours				0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Mileage/Parking Traffic Counts and Meeting Supplies Postage										
ODC Subtotal										\$0.00
Grand Total					1222	\$66,000.00	\$94,545.00	\$11,238.15	\$171,783.15	

Sacramento Downtown Specific Plan

	Torti Gallas													
	Staff Name and or Classification	Payton Project Manager	Leitner Asst. PM	Jonick Sr. Arch	Kuo Modeler	Huerta Designer	Collins Designer	Brandersky Modeler	Bazan Admin.	Hours Subtotal	Labor Cost	OH+fringe	Profit 7%	Total Cost
	Actual Base													
Task 1: Project Initiation	Hourly Rate	\$ 70.49	\$ 44.71	\$ 52.88	\$ 31.25	\$ 28.85	\$ 27.40	\$ 48.08	\$ 33.65			150.00%	7%	
1.1 Gather Data	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
1.2 Attend Kick-Off Meeting	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
1.3 Lead Walking Tour	Hours	38.76	16				40		8	102.76	\$4,813.08	\$7,219.62	\$842.29	\$12,874.62
Task 1 Subtotal		38.76	16	0	0	0	40	0	8	102.76	\$4,813.08	\$7,219.62	\$842.29	\$12,874.62
Task 2: Initial Confirmation of Opportunity Sites														
2.1 Review of City Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
2.2 Soliciting Developer/Landowner Requests	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
2.3 Review and Screening of Initial Opportunity	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 2 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3: Technical Studies														
3.1 Prepare Housing Market Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.2 Prepare Hazardous Materials Screening	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.3 Prepare Infrastructure Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.4 Identify Transportation Deficiencies	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.5 Prepare Parking Analysis	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.6 Prepare Historic Resources Evaluations	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.7 Review Other Plans and Studies	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
3.8 Identify Amenities	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 3 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 4: Background Report														
4.1 Review City Background	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 4 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5: Confirm Final Opportunity Sites														
5.1 Refine Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
5.2 Define Development Potential of Opportunity Sites	Hours	30	44	34	150	342		44	41	685	\$23,928.28	\$35,892.41	\$4,187.45	\$64,008.14
5.3 Identify Final Opportunity Sites	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 5 Subtotal		30	44	34	150	342	0	44	41	685	\$23,928.28	\$35,892.41	\$4,187.45	\$64,008.14
Task 6: Implementation														
Standards	Hours	6	12						2	20	\$1,026.81	\$1,540.21	\$179.69	\$2,746.70
6.2 Prepare Infrastructure Finance Plan	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.3 Prepare Historic Resource Guidelines	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.4 Identify Process Streamlining	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
6.5 Define GP and Zoning Changes	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 6 Subtotal		6	12	0	0	0	0	0	2	20	\$1,026.81	\$1,540.21	\$179.69	\$2,746.70
Task 7: Design Guidelines Amendments														
7.1 Prepare Preliminary Draft Amendments and Standards	Hours	50	130	60	40	40	200		42	562	\$21,808.33	\$32,712.49	\$3,816.46	\$58,337.27
7.2 Prepare Draft Amendments and Standards	Hours	50	32				112		16	210	\$8,563.12	\$12,844.68	\$1,498.55	\$22,906.35
7.3 Prepare Final Amendments and Standards	Hours	6	16				40		5	67	\$2,402.77	\$3,604.15	\$420.48	\$6,427.41
Task 7 Subtotal		106	178	60	40	40	352	0	63	839	\$32,774.22	\$49,161.32	\$5,735.49	\$87,671.03
Task 8: Downtown Specific Plan														
8.1 Prepare Working Outline	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.2 Prepare Public Art Chapter	Hours	75	100				122		27	324	\$14,010.07	\$21,015.10	\$2,451.76	\$37,476.93
8.3 Prepare Administrative Draft DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.4 Prepare Public Review Draft DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
8.5 Prepare Final DSP	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 8 Subtotal		75	100	0	0	0	122	0	27	324	\$14,010.07	\$21,015.10	\$2,451.76	\$37,476.93
Task 9: Environmental Impact Report														
9.1 Project Management and Ongoing Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.2 Administrative Draft EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.3 Screencheck and Draft EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.4 Administrative and Final EIR	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.5 Mitigation Monitoring Plan	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
9.6 Findings of Fact and SOC	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 9 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10: Outreach Plan and Materials														
10.1 Community Advisory Group (CAG)	Hours	8	8						2	18	\$988.94	\$1,483.42	\$173.07	\$2,645.43
10.2 Infill Development Showcase and Roundtable	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.3 Interest-Based Stakeholder Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.4 Community Workshops	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.5 Other Community-Wide Engagement	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.6 Technical Advisory Group (TAG) Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.7 City Manager/Council Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.8 Planning Commission and City Council	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.9 Biweekly Conference Calls/ Meetings	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
10.10 Housing NOW! Application	Hours									0	\$0.00	\$0.00	\$0.00	\$0.00
Task 10 Subtotal		8	8	0	0	0	0	0	2	18	\$988.94	\$1,483.42	\$173.07	\$2,645.43
Task 11: TOD Toolkit Summary Document														
11.1 Prepare Summary Document	Hours										\$0.00	\$0.00	\$0.00	\$0.00
Task 11 Subtotal		0	0	0	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Travel/Lodging														\$7,870.00
Color Printing														\$2,000.00
ODC Subtotal														\$9,870.00
Grand Total										1988.76	\$77,541.39	\$116,312.08	\$13,569.74	\$217,292.84