

**City of Hayward  
 Downtown Specific Plan, Code, and EIR  
 Draft Scope of Work  
 Revised – February 10, 2016**

Lisa Wise Consulting, Inc. (LWC) and the Consultant Team propose the following Scope of Work to complete the City of Hayward Downtown Specific Plan, Code, and EIR. The Scope of Work is organized into ten tasks, from project initiation to adoption of the Specific Plan and certification of the environmental document. LWC remains available and amenable to revise the Scope of Work as well as the timeline and budget to accommodate the City’s expectations.

The Consultant Team includes Lisa Wise Consulting, Inc., Opticos Design, Inc., MJB Consulting, Nelson\Nygaard Consulting, Kittelson & Associates, Inc. (KAI), Sherwood Design Engineers (SDE), and PlaceWorks. The table below presents the changes in the Consultant Team from the original 2014 LWC led proposal.

<b>LWC Team</b>		
<b>Primary Discipline</b>	<b>2014 Proposal</b>	<b>Recommended Nov 2015</b>
Lead, Planning, Economics, Outreach	Lisa Wise Consulting, Inc.	Same
Urban Design	Opticos Design, Inc.	Same
Downtown Retail Expert	MJB Consulting	Same
Multimodal Mobility, Parking	Nelson Nygaard Consulting	Same
Technical Modeling and EIR	Kittelson & Associates, Inc.	Same
Sustainable Infrastructure	Sherwood Design Engineers	Reduced Role
CEQA	MIG Consulting, Ascent	PlaceWorks
Economics	Metropolitan Research and Econ.	Covered by LWC/MJB
Crime Prevention Through Design	Local Government Commission	Covered by Consultant Team
Web-Based Platform	Urban Insight	Not Included

**TASK 1: PROJECT INITIATION & BACKGROUND ANALYSES**

The primary objectives of Task 1 are to establish a clear direction for the project, collect baseline data, and develop a relationship with the Task Force.

**TASK 1.1: PROJECT COORDINATION MEETING & SITE TOUR**

The Consultant Team will prepare for and attend one project coordination meeting with Staff to discuss project goals, objectives, schedule, and areas of concern. As part of this meeting, the Consultant Team will also conduct a walking/driving tour of the Project Area with Staff, collect preliminary data, and photo document important intersections, corridors, parcels, and buildings. LWC will prepare and submit a Coordination Meeting and Site Tour Summary Memo and conduct one round of review and edit with the City, if needed.

LWC will also prepare and submit to the City a draft Project Management Plan (PMP) for review and comment as a part of this Task (see deliverables below). Review of the draft PMP at the Coordination Meeting will help the Consultant Team better achieve City goals and meet or exceed community expectations for the project. The draft PMP will include the Scope of Work, roles and responsibilities, schedule, turnaround times for producing

documents, protocol for City comments on deliverables (i.e. one set of consolidated comments), table of public meetings with dates and purpose, communication protocol, and invoicing requirements. LWC will conduct one round of review and edit on the PMP with the City, if needed.

#### TASK 1.2: BACKGROUND DATA COLLECTION & REVIEW

The Consultant Team will rely on the October 2015 Hayward Downtown Specific Plan Existing Conditions and Opportunities Analysis (Dyett & Bhatia), which will not be revised or reproduced as part of this Scope of Work. However, as necessary, the Consultant Team will complete a focused review of relevant documents and background data in order to gain a better understanding of existing land use policy and configuration, civil infrastructure, transit, circulation and parking, and economic and demographic conditions to establish a foundation from which to conduct on-going research and inform the prioritization of the most important issues to be considered in the Specific Plan process.

#### TASK 1.3: COMMUNITY OUTREACH STRATEGY

The Consultant Team, led by LWC, will develop a comprehensive Community Outreach Plan (COP) that 1) describes outreach objectives, 2) lists proposed meetings and events, and 3) establishes a tentative schedule. The COP will assure the Project messaging and communication with the community is clear and consistent, emphasizes feedback loops to ensure better outcomes, and stress multiple and substantive opportunities for the community to engage in the process. LWC will prepare and submit to the City a draft COP for review and comment and finalize the document after one round of revisions (see deliverables below).

The Consultant Team will work closely with the City to assure that COP establishes a blueprint for engaging local residents, businesses, property owners, elected officials, neighborhood groups, faith-based and conservation organizations, as well as public agencies. As described throughout the Scope of Work, components of the community outreach strategy include facilitation of the Task Force, stakeholder interviews (see Task 1.7), a Design Charrette (see Task 2), and workshops as outlined under individual tasks. It is anticipated that all Task Force meetings are public meetings. The Table below lists all proposed meetings.

In the case of web-based outreach, LWC will rely on the City's website, Facebook page, and Twitter account to inform the community on project progress, announce opportunities for participation, and gather input. As project deliverables are completed, LWC will provide graphics, documents, narrative, and maps for online posting. A description of the online media outreach campaign will be included in the COP. It is expected that the City will manage and maintain online media.

The City will be responsible for noticing, organizing, securing locations, and providing refreshments, if any. The Consultant Team will work closely with the City to develop and refine outreach materials and collaborate on scheduling meetings as the project progresses.

Complete List of Meetings and Outreach Events		Consultant Attendance
#	Meeting	
<b>Task 1: Project Initiation and Background Analysis</b>		
1	Task 1.1: Project Coordination Meeting & Site Tour	All
2	Task 1.4: Task Force Meeting #1 – Intro & Direction Setting	LWC, ODI, PW, NN
3	Task 1.7: Stakeholder Interviews	LWC, ODI, MJB
5	Task 1.8: Task Force Meeting #2 – Mkt Analysis & Comm. Char.	LWC, ODI, MJB
<b>Task 2: Visioning and Direction Setting</b>		
5	Task 2.1: Public Workshop – Kick-off & Visioning	LWC, ODI, PW
6	Task 2.2: Staff & Agency Meeting	LWC, PW
7	Task 2.3: Task Force Meeting #3 – Pre-charrette	LWC, ODI
<b>Task 3: Design Charrette and Preferred Alternative</b>		
8	Task 3.1: Pre-charrette Meeting (Staff)	LWC, ODI
9	Task 3.2: Five-Day Design Charrette	All
10	Task 3.5: Task Force Meeting #4	LWC, ODI
11	Task 3.6: City Council/Planning Commission Study Session	LWC, ODI, NN
<b>Task 4: Admin Draft Specific Plan</b>		
12	Task 4.2: Task Force Meeting #5	LWC
13	Task 4.4: Staff Meeting on Admin Draft Specific Plan	LWC
14	Task 4.5: Task Force Meeting #6	LWC, NN
15	Task 4.6: Task Force Meeting #7	LWC
<b>Task 5: Code</b>		
16	Task 5.1: Code Coordination Meeting	LWC, ODI
17	Task 5.7: Task Force Meetings #8 and #9	LWC, ODI
18	Task 5.6: Public Workshop	LWC, ODI
<b>Task 6: Public Review Draft Specific Plan</b>		
19	Task 6.2: Open House Meetings - PRD Specific Plan (2)	LWC, ODI, NN
20	Task 6.2: City Council / Planning Commission Hearing on the PRD Specific Plan and Code	LWC
<b>Task 7: Environmental Impact Report</b>		
21	Task 7.2: Scoping Meeting	PW
22	Task 7.5: Internal Focus Group & Staff Meetings on EIR	PW, KAI
23	Task 7.6: Task Force Meeting #10	PW, KAI
24	Task 7.7: Planning Commission Meeting (Draft EIR)	PW, KAI
<b>Task 8: Hearing Draft Specific Plan and Code</b>		
25	Task 8.1: Task Force Meeting #11 on Final Draft Documents	LWC
<b>Task 9: Planning Commission Hearing</b>		
26	Task 9.1: Planning Commission Hearing	LWC, PW, NN
<b>Task 10: City Council Hearing</b>		
27	Task 10.1: City Council Adoption Hearing	LWC, PW, NN

#### TASK 1.4: TASK FORCE MEETING #1

The Consultant Team will meet with the Task Force to introduce individual team members, describe roles and responsibilities, provide an overview of the Scope of Work focusing on opportunities for public participation, and discuss the goals and expectations of the Task Force on behalf of their constituents.

For all Task Force meetings, LWC will prepare a concise Task Force Meeting Summary. Summaries will identify key takeaways and action items. For each Meeting Summary, LWC will conduct one round of review and edit with the City to produce a final version of the Task Force Meeting Summary, which will be appropriate for posting (excerpt or in its entirety) on the website, web page and/or on project-related social media. The City will be responsible for confirming the date, time, and place of the meeting, and coordinating participation of Task Force members.

#### TASK 1.5: MARKET DEMAND ANALYSIS

Building off the 2013 Economic Development Strategic Plan, the Consultant Team, experts in development feasibility, retail environments, and entertainment districts, will conduct a market analysis of existing and future demand for retail, entertainment, office, and residential space. This analysis will be used to inform the optimal mix of uses in creating a vibrant and sustainable downtown, and it will be used as the basis for strategic economic development recommendations in the Specific Plan goals, policies, programs, and development standards.

Much of the material that would normally go into a market demand analysis, such as demographic trends of Hayward, is already presented in the Dyett and Bhatia Background Report. Therefore, the scope of this market analysis will focus more on updating market metrics; evaluating opportunities and constraints the existing conditions present to future revitalization efforts; and crafting repositioning strategies consistent with the City's goal to revitalize and enhance the Downtown Hayward.

The Consultant Team will also assess the feasibility of development on select opportunity sites that are representative of potential market scenarios (approximately four). The feasibility analysis will provide tools the City may draw upon in future economic development efforts and could include a vacant/underutilized lot survey and an infrastructure system evaluation matrix (in context of market competitiveness). (Note: See also Task 2.3 for discussion of analysis of the Preferred Alternative.)

A key effort of the team will be to augment the retail market metrics in the Dyett and Bhatia background report with a robust retail strategy in support of the City's economic revitalization goals for downtown. MJB Consulting will devise a realistic strategy for "positioning" Downtown Hayward within the broader retail/entertainment ecology (e.g. target customer, merchandise mix, price point, etc.) and will identify the kinds of concepts and operators that would correspond to such positioning. This strategy will be grounded in nuanced analyses of the two interrelated yet discrete "markets" that impact retail potential: consumers buying goods and services from retailers and retailers leasing space from landlords. For these analyses, MJB will draw on the data already collected by EPS as part of this planning process, and will undertake any additional research deemed necessary following a more thorough read of EPS' findings. The team will also focus considerable

attention on the qualitative dimension of retail revitalization, specifically, the role of “psycho-graphics” and sensibilities and the influence of perceptions and narratives.

#### TASK 1.6: COMMUNITY FORM & CHARACTER ANALYSIS

ODI will conduct a community form and character analysis of the Plan Area. This analysis will include mapping and graphics of existing zoning, figure ground plans, and public amenities to frame the existing physical framework and design opportunities and constraints. In particular, this analysis will prepare the Consultant Team for the Design Charrette and identify opportunity sites for further analysis.

#### TASK 1.7: STAKEHOLDER INTERVIEWS

The Consultant Team, with assistance from the City, will develop a comprehensive and diverse contact list of potential participants for personal and small group interviews that includes public officials, representatives from special districts and regional agencies, transit agency partners, local community groups, service organizations, businesses, neighborhood groups, developers, local colleges, and other interest groups. LWC will lead the interview process and enlist members of the Consultant Team where necessary to assist. Interviews will be conducted over the course of two days at City facilities and follow up interviews on the phone and via email will be conducted, as needed, to achieve the target a total of twenty (20) interviews.

Individual and small group interviews are intended to give the Consultant Team greater insight into the highest priority issues in the Plan Area from the perspective of a “user” or local stakeholder. This more intimate approach enables the Consultant Team to gather insight that they would not be able to gather in larger settings where group dynamics play a greater influence. LWC will work closely with the City to develop a survey instrument and protocol aimed at gathering key input while not posing a burden to respondents. The survey will employ open-ended questions which enable the interviewee to drive the process in a conversational style. This method is extremely effective at gathering accurate data and helping create a connection between the project and the community.

LWC will summarize the findings of the interviews in a Stakeholder Interview Summary, a concise memo that assesses the type or affiliation of participants in the interviews, number of interviews conducted, and responses to individual survey questions. LWC will conduct one round of review and edits with the City to produce a final version of the Stakeholder Interview Summary, which will be appropriate for posting (excerpt or in its entirety) on the website, web page and/or on project-related social media.

#### TASK 1.8: TASK FORCE MEETING #2

The Consultant Team will meet with the Task Force to discuss the market analysis, community character analysis, the results of the stakeholder interviews, and the upcoming workshop in Task 2.

#### TASK 1 DELIVERABLES

1. Coordination Meeting & Site Tour Summary (pdf)
2. Project Management Plan (pdf)
3. Community Outreach Plan (pdf)
4. Market Demand Analysis – PowerPoint Format (ppt and pdf)

5. Community Form and Character Analysis (pdf)
6. Stakeholder Interview Summary (pdf)
7. Task Force Meetings Summaries (2) (pdf)

## **TASK 2: VISIONING AND DIRECTION SETTING**

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### **TASK 2.1: PUBLIC WORKSHOP**

Prior to the Design Charrette in Task 3, the Consultant Team will conduct a public workshop to: 1) provide an overview of the project, 2) summarize data and trends, including the market demand and the community form and character analysis, and 3) engage community members in a feedback loop about their concerns, priorities, and vision for Downtown. The Consultant Team will work closely with the City to determine the most effective workshop strategy such as breakout groups, facilitated dialogue, mapping exercises, roving topic stations, or open Q&A.

LWC will summarize the findings from the workshop in a concise Workshop Summary Memo that identifies the workshop agenda, engagement methods used at the workshop, affiliation and number of participants, and feedback gathered from the attendees. LWC will conduct one round of review and edits on the Memo with to produce a final version of the Workshop Summary Memo, which will be appropriate for posting (excerpt or in its entirety) on the website, web page and/or on project-related social media.

### **TASK 2.2: STAFF AND AGENCY MEETING**

The Consultant Team will facilitate a meeting with the City and key agencies to: 1) engage them in the project, 2) inform them on goals and objectives, 3) outline progress to date, 4) provide a summary of community input received to date, 5) gather technical support and guidance on existing conditions and critical elements of the Plan Area, such as land use, zoning, mobility, transit, infrastructure, public services, safety, and financing, and 6) establish the range of alternatives that will be explored during the charrette.

Anticipated attendees from the City include representatives from the Development Services Department, Economic Development Department, Fire Department, Police Department, Library and Community Services Department, and Public Works Department. Other key agencies include, but are not limited to infrastructure and transit service providers, such as BART and AC Transit; Hayward Unified School District; Hayward Area Recreation and Park District; and CSU East Bay.

LWC will summarize the findings from the Staff and Agency Meeting and identify attendees and their affiliations in a concise Staff and Agency Meeting Summary Memo. The Summary Memo will also identify key takeaways, and action items. LWC will conduct one round of review and edits with the City to produce a final version of the Task Force Meeting Summary Memo, which will be appropriate for posting (excerpt or in its entirety) on the website, web page and/or on project-related social media.

### **TASK 2.3: TASK FORCE MEETING #3**

The Consultant Team will meet with the Task Force to discuss the results of the interviews and workshop and the goals and objectives of the Charrette.

**TASK 2 DELIVERABLES**

1. Public Workshop Presentation Materials & Summary Memo (pdf)
2. Staff and Agency Meeting Summary (pdf)
3. Task Force Meeting Summary (1) (pdf)

**TASK 3: DESIGN CHARRETTE & PREFERRED ALTERNATIVE DEVELOPMENT**

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The Consultant Team, led by Opticos Design, will conduct a five-day Charrette to generate detailed design alternatives for Downtown opportunity areas and effectively engage stakeholders, property owners, businesses, City decision makers, and Staff in development of a Preferred Alternative for the Plan Area. For this task, the City will be responsible for preparing and distributing noticing materials.

**TASK 3.1: PRE CHARRETTE LOGISTICS & PREPARATION**

As part of this task, the Consultant Team will meet with the City and establish goals for the charrette, provide input to the City on the logistics, and establish a clear, detailed agenda for the charrette.

**TASK 3.2: FIVE-DAY DESIGN CHARRETTE - DEVELOPING PREFERRED ALTERNATIVE**

Opticos Design shall set up a studio on site in Hayward to work collaboratively with the community. The following will be included in the charrette:

**Opening Presentation:** The opening presentation is designed to engage stakeholders and the public on concepts related to design, land use, mobility, public amenities, and other core components of the Plan (meeting should include Planning Commission (PC), City Council (CC), and other boards and commissions).

**Focused Meetings & Presentations:** Focused meetings with City Staff, outside agencies, and other key stakeholders, as needed, during the charrette.

At one of these meetings, MJB Consulting will provide basic education -- in language that is clear, accessible and jargon-free — on the logic and theory that underlies how different kinds of retailers think about site location; what they typically consider, value and seek; and what all of it means for Downtown Hayward. All of the stakeholders involved in retail revitalization — municipal staffers, elected officials, community groups, property owners, non-retail brokers, etc. — would be invited and encouraged to attend. MJB has found in the past that this sort of workshop can help immensely in managing expectations from the outset as well as ensuring constructive input throughout the planning process.

Nelson\Nygaard will participate in the charrette and present on the multi-modal aspects of the Plan focusing on the concept of “Complete Streets”, that meet the needs of all users, including pedestrians, bicyclists, transit users, and motorists, with a particular attention to the connections between the BART station and the rest of Downtown.

Kittelson & Associates will participate in the charrette to discuss traffic circulation and the potential conversion of B and C Streets from one-way to two-way traffic.

SDE will lead a discussion/presentation on stormwater management, green infrastructure solutions for urban environments and opportunities and constraints related to utilities.

**Open Studio:** The open studio is time scheduled at key points throughout the charrette for the public to view and comment on the work produced during the charrette.

**Preferred Alternative:** The charrette will be utilized to generate and obtain community feedback on a number of plan alternatives, specific design solutions, and streetscape improvements, working toward the determination of a Preferred Alternative for land use and circulation. The Preferred Alternative will provide the foundation for Specific Plan content, including policies and implementation actions.

**Final Presentation:** The Consultant shall conduct a closing presentation to highlight the work done and conclusions made during the charrette.

#### TASK 3.3: PREFERRED ALTERNATIVE FRAMEWORK

Based on the work completed at the charrette, the Consultant Team will prepare a Preferred Alternative Framework. The Framework will describe the Preferred Alternative, guiding principles, and potential development intensities. The Framework will consist primarily of maps, graphics, and images.

As part of the Framework, LWC will conduct a feasibility analysis for infill development on several infill sites that are likely to include three sites identified in previous planning efforts: the former Hayward City Hall and conference center, the area of A Street between the BART station and Mission Boulevard, and the area of the current and proposed sites of the Hayward Library.

The Consultant Team will approach the analysis from the perspective of a future developer and will prepare a pro-forma based on the community vision. If the community vision for the opportunity sites produces infeasible financial results, LWC will recommend strategies (funding and other) the City may pursue to make desired development feasible. MJB will also assess the retail/entertainment potential of the opportunity sites identified, indicating, in each case, what kinds of tenants (if any) would be realistic and under what conditions (e.g. square footage, location, rents/concessions, etc.).

#### TASK 3.4: ONLINE COMMENT FORUM

The Consultant Team will employ an on-line comment forum, such as Open Town Hall or MySidewalk, to supplement the results of the charrette and gather input on the Preferred Alternative. This tool will make it easier for residents to participate in the process, provide another avenue to solicit feedback, and help to cast a wider net to gather input.

#### TASK 3.5: TASK FORCE MEETING #4

The Consultant Team will meet with the Task Force to review and solicit input on the Preferred Alternative Framework and prepare for the joint City Council/Planning Commission Study Session.



**TASK 3.6: CITY COUNCIL/PLANNING COMMISSION STUDY SESSION**

The Consultant Team will present information collected to date, results of the charrette, and the Preferred Alternative Framework to a joint session of the City Council and Planning Commission. Input and comments received during the study session will be incorporated in the Draft Specific Plan and the Preferred Plan will be revised, as necessary.

**TASK 3 DELIVERABLES**

1. Preferred Alternative Framework (pdf)
2. Online Tool Result Memo (pdf)
3. Task Force Meeting Summary (1) (pdf)
4. City Council/Planning Commission Summary (pdf)

**TASK 4: ADMINISTRATIVE DRAFT SPECIFIC PLAN**

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In this Task, the Consultant Team will work together to prepare the Administrative Draft Specific Plan, incorporating the work completed in the preceding tasks.

**TASK 4.1: ANNOTATED TABLE OF CONTENTS**

LWC will develop an Annotated Table of Contents (TOC) for Staff review. The annotated TOC will present the general structure and provide a brief discussion of components to be included in the Specific Plan.

**TASK 4.2: TASK FORCE MEETING #5**

LWC will meet with the Task Force to discuss the Annotated Table of Contents and structure of the Administrative Draft Specific Plan.

**TASK 4.3: PREPARE ADMINISTRATIVE DRAFT SPECIFIC PLAN**

Based on the Preferred Alternative and Staff and Task Force input on the Annotated TOC, the Consultant Team will prepare an illustrated Administrative Draft Specific Plan for Staff review and comment. Unless directed otherwise, the Admin Draft Specific Plan will cover the following components:

**Background & Relationship to GP & ZO:** Provide an overview of existing conditions, discuss compliance with State enabling legislation, and summarize consistency with the City's recently adopted General Plan, Zoning Ordinance, and other relevant documents.

**Community Involvement:** Recap the community involvement process undertaken to generate alternatives and select the Preferred Alternative.

**Land Use:** The Consultant Team will incorporate the Preferred Plan and developed in Task 2, including land uses, intensities, and the proposed development program.

**Affordable Housing:** LWC will prepare an affordable housing strategy that builds on the existing Housing Element Goals to facilitate the production of affordable housing units in Downtown Hayward. The strategy will identify partnerships,

incentives, and financing mechanisms to help provide a range of housing options and minimize displacement of lower income Hayward residents.

**Multimodal Access & Connectivity:** Nelson\Nygaard will lead the multi-modal access and connectivity element. Collaborating closely with BART and AC Transit, Nelson\Nygaard will also develop strategies to improve connections between Downtown Hayward, Hayward BART station, and surrounding destinations, including Amtrak, Cal State East Bay, Chabot College, and industrial employment areas to the east. This component of the Specific Plan will draw from the findings of the Downtown Hayward Parking Study led by CDM Smith and the Caltrans funded shuttle feasibility study (expected July 2016), provide additional information and analysis as necessary, and make recommendations regarding all modes of transportation within the project area, addressing elements such as:

- A coherent and effective street network, cross sections, and performance standards for streets, intersections, greenways, and trails in coordination with regional planning efforts, that will result in the creation of “Complete Streets”, which meet the needs of all users, including pedestrians, bicyclists, transit users, and motorists, with a particular attention to the connections between the BART station and the rest of Downtown.
- An effective parking plan that implements the strategies of the Downtown Hayward Parking Study, including proposed public parking facilities and design and performance standards for private parking.
- An integrated transit network that: coordinates with AC Transit’s long term planning efforts and considers additional services as required; integrates preferred alternatives of the City-wide shuttle service considered by the recent Caltrans-financed study
- Further development of plans to improve the BART station plaza with additional bike storage, lighting, and signage.
- Bike and pedestrian improvements that set the stage for the City-wide bicycle and pedestrian plan updates.

The recommendations will be designed to help achieve overall community goals for economic development, environmental protection, and quality of life, such as:

- Providing “complete streets” for travel by all modes, as well as transit and shuttle services, giving residents a wide range of transportation choices. This work will include coordination with the larger Alameda CTC – Countywide Multimodal Arterial Plan and the Central County Complete Streets Implementation Study , for which the City of Hayward will be collaborating to ensure that consistent standards are developed for major arterial streets.
  - Providing parking that is efficiently located and shared, in order to minimize parking construction costs and improve urban design.
  - Ensuring the feasibility of desired types of development in the project area.
  - Providing effective and efficient connectivity and integration among all modes of transportation.

- Minimizing motor vehicle trips, congestion, and pollution. Specific recommendations may address a possible conversion of B and C Streets to two-way travel.
- Maximizing transit ridership, in order to maximize the public's return on its investment in public transit.

Throughout this task, Nelson\Nygaard will work closely with the Consultant Team to simultaneously achieve several imperatives for transit-oriented development: helping to further develop Downtown Hayward as a great place, enabling efficient movement by a variety of transportation modes, and finding creative solutions to resolve the tension and trade-offs between sometimes conflicting objectives.

Nelson\Nygaard will also support Kittleson & Associates in preparing the analysis that is to be included in the project's environmental review document and that will address transportation-related matters.

**Parking Analysis:** Nelson\Nygaard will lead the parking analysis in a collaborative manner that maintains consistent messaging across all project components and team members. This element of the Plan will implement strategies of the Downtown Hayward Parking Study and will include:

- Development of appropriate vehicular and bicycle parking standards and strategies, given the land use goals and vision for the Specific Plan.
- Shared parking strategies to maximize the efficiency of existing parking facilities, limit the construction of unneeded new parking facilities, and maximize the feasibility of the construction.
- Appropriate pricing strategies and/or permit parking programs, if necessary and not already addressed by the CDM Smith Downtown Hayward Parking Study.
- Potential expansion of the South Hayward BART station JPA, with attention to the impacts of the parking fees implemented in South Hayward and city-owned garages.
- Transportation Management Strategies to reduce parking demand and encourage non-auto modes of transportation.

**Infrastructure & Utilities:** Based on the Preferred Land Use Alternative and new or revised street alignments, Sherwood Design Engineers (SDE) will provide water, sewer, and utility recommendations. This will include: evaluating water and sewer distribution needs created by changes in density and relocating utilities, if needed, to accommodate circulation and other infrastructure improvements. SDE will prepare maps and cost estimates, within an order of magnitude, the Preferred Alternative for the upgrades and improvements defined in the Specific Plan.

SDE will also develop water and sewer usage criteria in order to evaluate and track capacity consumption. SDE will provide innovative strategies for the City to reduce water use and promote the use of non-potable water within the City. Precedents from other Cities and site/district scale strategies appropriate to Hayward will be

discussed. A Water Supply Assessment (WSA) pursuant to SB 610 is not included in this Scope of Work.<sup>1</sup>

Although stormwater management is required by the City of Hayward and Alameda County for new construction sites, these requirements are limited to certain types/sizes of projects. SDE will work with the Consultant Team to develop site-specific strategies to improve stormwater quality throughout the Plan Area. These strategies will be integrated with the other components of the Plan to produce synergistic benefits. The final deliverable will be a map that indicates locations where specific green infrastructure interventions can be implemented to treat stormwater runoff. Examples of these interventions could be landscape-based stormwater management best management practices (i.e. wetlands, rain gardens, wet ponds) integrated into the key opportunity sites, neighborhood parks, underutilized street ROWs, etc.

**Public Facilities Services:** The Consultant Team will evaluate existing public facilities and services, such as schools, parks, fire, and police, and provide recommendations for additional services, if needed.

**Implementation Plan & Financing Strategy:** LWC will develop an Implementation Plan that identifies feasible actions the City can take to implement the Specific Plan. The Implementation Plan will include a list of catalytic public and private projects the City may undertake to bring about economic revitalization in the Downtown area and funding strategies for these catalytic projects.

The implementation Plan will also include actions for the City to implement other Plan priorities, such as targeted industry outreach, marketing and branding campaigns, entertainment district promotion efforts, community benefits, public art, streetscape amenities, signage programs, community coalition-building, infrastructure improvements, and other items that could catalyze beneficial economic revitalization in Downtown Hayward. Such actions will be prioritized into short-, medium-, and long-term horizons.

Funding sources for projects and improvements may include tax increment –backed public bonds, tax credit allocations, grants, and community foundation resources, among others. Funding strategies may include working with the existing Downtown Hayward Business Improvement District, formation of a community foundation, and establishment of a special district (community facilities district, enhanced infrastructure financing district, or other).

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<sup>1</sup> Based on build-out projections in the Specific Plan, anticipated future water demands within the EBMUD and City of Hayward service territories may be accounted for in their respective Urban Water Management Plans and the City of Hayward General Plan. The Consultant Team will work with City staff to review available data and determine the extent of analysis required for compliance with SB 610.

**TASK 4.4: STAFF REVIEW OF ADMIN DRAFT SPECIFIC PLAN AND SECOND ADMIN DRAFT**  
LWC and the Consultant Team will review the Admin Draft Specific Plan with key City and outside agency Staff, provide clarifications as needed, and facilitate Staff input. All Staff input will be compiled into a single list of non-conflicting comments by the City. LWC will revise the Administrative Draft Specific Plan and prepare a Second Administrative Draft Specific Plan for review with the Task Force.

**TASK 4.5: TASK FORCE MEETING #6**

LWC will meet with the Task Force to present and discuss the Administrative Draft Specific Plan and clarify any questions regarding its content. This meeting will focus on land use and mobility.

**TASK 4.6: TASK FORCE MEETING #7**

LWC will meet with the Task Force to discuss programs and implementation measures contained in the Specific Plan. This meeting will focus on economics and financing.

**TASK 4 DELIVERABLES**

1. Annotated Table of Contents (pdf)
2. First Administrative Draft Specific Plan (original source file and one hard copy)
3. Second Administrative Draft Specific Plan (original source file and one hard copy)
4. Task Force Meeting Summaries (3) (pdf)

**TASK 5: CODE**

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The following Tasks outline the steps to complete the Code. The timing of work and deliverables will be coordinated with the development, review, and adoption of the Specific Plan as determined by the Consultant Team and the City. It is assumed that the Code would be a hybrid (conventional and form-based) code, with form-based zones developed for the pre-identified focus areas.

**TASK 5.1: CODE COORDINATION MEETING**

The Consultant Team will prepare for and attend a Code Coordination Meeting with City Staff. The Consultant Team will discuss problems or issues with current regulations relevant to the Specific Plan, identify project goals, and review the project timeline.

**TASK 5.2: CODE DIAGNOSIS, MICROSCALE ANALYSIS, AND APPROACH**

The Consultant Team will conduct an analysis of the existing Zoning Code to determine the best approach to restructuring, revising, and improving the Code, including a targeted micro-scale analysis of areas to analyze opportunities and constraints for development. Tasks to be performed at this stage include:

- Analyze the existing Zoning Code, form-based codes, design guidelines, and other regulatory documents, and summarize key issues and regulatory impediments relevant to implementing the Specific Plan.
- Document the block and lot-level pattern of development (“micro-scale analysis”) of three or four pre-identified ‘focus areas’ in order to calibrate the Code to existing conditions. The purpose of this work is to calibrate appropriate development

- standards to existing urban patterns and lot sizes in the focus areas. The analysis will build upon the Community Form and Character Analysis (Task 1.6).
- Prepare an annotated outline, style sheet, and sample layouts for the Code.

The Consultant Team will prepare a memo summarizing the Code diagnosis.

#### TASK 5.3: ADMINISTRATIVE DRAFT CODE

Based on the results of Task 4.2 and input from Staff, the Consultant Team will prepare the Administrative Draft Code. It is anticipated that the Consultant Team will develop a combination of conventional and form-based zones (up to four form-based zones. The form-based code could be developed to incentivize lot assembly and new development over time. For example, greater intensity or height could be allowed if lots are assembled.

The Code components may include, but are not limited to:

- Applicability and Intent
- Zones
- Development Standards and Building Placement
- Use Tables
- Frontage Standards
- Civic Space Standards
- Parking
- Procedures (the Code will rely on existing City procedures where appropriate)
- Definitions
- Regulating Plan

#### TASK 5.4: ADMINISTRATIVE DRAFT CODE REVIEW

LWC and the Consultant Team will review the Admin Draft Code with key Staff, provide clarifications as needed, and facilitate Staff input. All City Staff input will be compiled into a single list of non-conflicting comments. (Note: A second admin draft Code will not be prepared. Components of the Code will be presented to the Task Force in Task 4.5.)

#### TASK 5.5: TASK FORCE MEETINGS (#8-#9)

The Consultant Team will conduct two meetings with the Task Force to present and discuss the following topics related to the Code, such as the Code Diagnosis, Micro-scale analysis, and Approach, and Zones and Development Standards.

#### TASK 5.6: PUBLIC WORKSHOP

The Consultant Team will prepare for and conduct a public workshop to introduce major components of the Code. The Team will present the major components of the Code and facilitate a public discussion. The City will be responsible for securing a meeting space and distributing outreach materials via email and other avenues.

#### TASK 5 DELIVERABLES

1. Code Diagnosis, Micro-scale analysis, and Approach Memo (pdf)
2. Administrative Draft Code (original source file and one hard copy)
3. Task Force Meeting Summaries (2) (pdf)
4. Public Workshop Presentation Materials and Summary (pdf)

## **TASK 6: PUBLIC REVIEW DRAFT (PRD) SPECIFIC PLAN AND CODE**

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### **TASK 6.1: PREPARE PUBLIC REVIEW DRAFT SPECIFIC PLAN AND CODE**

The Consultant Team will prepare a Public Review Draft Specific Plan and Code (including maps) based on input from the Task Force, Staff, and public meetings.

### **TASK 6.2: OPEN HOUSE MEETINGS ON PRD SPECIFIC PLAN AND CODE**

LWC and select members of the Consultant Team will prepare for and facilitate a total of two (2) Open House Meetings to present and discuss the Public Review Draft Specific Plan and Code. Additionally, LWC will present the PRD Specific Plan and Code for comment at a joint Planning Commission and City Council meeting. LWC will document and compile input received. The Consultant Team will work closely with the City to determine the most effective workshop strategy such as breakout groups, facilitated dialogue, roving topic stations, or open Q&A. The City will be responsible for preparing and distributing all noticing materials for the Meetings.

### **TASK 6 DELIVERABLES**

1. Public Review Draft Specific Plan and Code (original source file and one hard copy)
2. Public Workshop/Open House meeting materials and presentations (pdf)
3. Joint Planning Commission and City Council meeting on the Public Review Draft Specific Plan and Code
4. Compiled Public Comments (pdf)

## **TASK 7: ENVIRONMENTAL IMPACT REPORT**

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PlaceWorks will lead the preparation of the Environmental Impact Report. Kittleson will conduct the traffic and transportation analysis.

### **TASK 7.1: NOTICE OF PREPARATION**

PlaceWorks will prepare the Notice of Preparation (NOP) for the Specific Plan EIR. PlaceWorks will then help City staff distribute the NOP to the State Clearinghouse and local agencies to begin the 30-day scoping process.

### **TASK 7.2: SCOPING MEETING**

PlaceWorks will attend a public scoping meeting to hear public comments on the environmental issues to address in the EIR. We assume that this meeting could be part of a regularly scheduled Planning Commission meeting.

### **TASK 7.3: ADMINISTRATIVE DRAFT EIR**

In this task, PlaceWorks will prepare the Administrative Draft Program EIR at a level adequate to satisfy all CEQA requirements. The Administrative Draft Program EIR will include the introduction, document summary, Project Description, setting, impacts, and mitigation measures for all CEQA-required topic areas. The ADEIR will also cover the following topics: executive summary, alternatives evaluation, CEQA required assessment conclusions, scoping sessions summary, references, and report preparers.

The Administrative Draft Program EIR will address impacts in the following areas at a minimum:

- Aesthetics
- Air Quality and Greenhouse Gas Emissions
- Biological Resources
- Cultural Resources
- Geology and Soils
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Noise and Vibration
- Population and Housing
- Public Services & Recreation
- Transportation and Traffic
- Utilities and Public Services

**Transportation and Traffic:** Kittelson & Associates, Inc. (KAI) would be responsible for conducting the traffic analysis and preparing the draft transportation section for the EIR. The analysis would be approached from a programmatic level tiering off the General Plan but with more detail around the opportunity sites. The analysis would be fully consistent with the new Traffic Impact Analysis Guidelines currently being prepared by City. The transportation section of the EIR will include:

- **Setting.** To the extent possible, KAI will base the traffic EIR task on the completed Hayward 2040 General Plan as well as the recent Downtown Specific Plan Existing Condition Report.
- **Significance Thresholds.** Although the latest guidelines for S.B. 743 were released on January 20, 2016<sup>2</sup> and include VMT-based metrics, the traffic impact analysis will continue to apply level of service, but Kittelson will provide VMT summaries for informational purposes.
- **Scenarios.** KAI will analyze impacts for existing plus project, and cumulative plus project conditions.
- **Analysis Locations.** Consistent with the Existing Conditions Report, KAI will analyze impacts at a maximum of 25 study intersection. This assumes that the City will provide the traffic counts for the 12 intersections that are not reported in the Existing Conditions Report. No new traffic counts are included in this budget.
- **Cumulative.** KAI envisions the cumulative analysis for the traffic to be consistent with the general plan analysis with some additional effort to quantify the opportunity sites trip generation (as discussed previously) and overlaid on the cumulative modeling conducted as part of the Hayward 2040 General Plan using the Alameda Countywide Projections 2009 model. This will ensure consistency with the recently adopted general plan analysis. If the opportunity site land uses were represented as part of the General Plan, then there would be no new

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<sup>2</sup> Office of Planning and Research. *Revised Proposal on Update to the CEQA Guidelines on Evaluation Transportation Impacts in CEQA*, January 20, 2016



impacts. But if the new sites reflect higher densities or different land uses, then KAI would identify any new potential impacts and mitigations.

- If the opportunity sites generate more than 100 net new peak hour trips, KAI would also address the CMP analysis to satisfy the requirements of the Alameda CTC for the land use analysis program.

#### TASK 7.4: PUBLIC REVIEW DRAFT EIR PUBLICATION

Based on comments received from City staff, PlaceWorks will revise the Administrative Draft EIR to create the Draft EIR for circulation and public review. Prior to circulating the Draft EIR, PlaceWorks will submit a Screencheck draft for City staff review.

#### TASK 7.5: INTERNAL FOCUS GROUP AND STAFF MEETINGS ON EIR SECTIONS

During the review period, the City will hold a series of focus group and staff meetings, as necessary. The focus group will include regional agencies, public service providers, and stakeholders. City staff will hold meetings with responsible parties to solicit comments on the relevant Draft EIR sections. PlaceWorks will be available for advice and provide meeting materials, as necessary. One staff person will attend up to two (2) two-hour meetings to provide assistance to the City. It is assumed that City staff will provide written comments to PlaceWorks after these meetings.

#### TASK 7.6: TASK FORCE MEETING #10

The Consultant Team will meet with the Task Force to review the Draft EIR sections.

#### TASK 7.7: PLANNING COMMISSION MEETING (DRAFT EIR)

PlaceWorks and Kittelson will attend one (1) public hearing with the Planning Commission on the Draft EIR. The hearing will allow the Commission to comment and recommend changes to the Draft EIR.

#### TASK 7.8: FINAL EIR AND MITIGATION MONITORING PROGRAM PREPARATION

Following the mandatory CEQA 45-day review period, PlaceWorks will prepare a Draft of responses to all comments received during the circulation period. Based on the City's comments on the draft responses to comments, PlaceWorks will prepare a Final EIR that shows all changes to the Draft EIR based on comments received. The Final EIR will also include a revised summary of impacts and mitigation measures and will include all comments and responses received on the Draft EIR. A Mitigation Monitoring and Reporting Program (MMRP) will be assembled by PlaceWorks to ensure that procedures are put in place so that the EIR mitigation measures are carried out in an appropriate, timely, and verifiable manner. The MMRP will be submitted as a draft document to the City and revised for publication with the Final EIR. The City shall prepare the Findings of Fact and Statement of Overriding Considerations, if required.

#### TASK 7 DELIVERABLES

1. Notice of Preparation (pdf)
2. Administrative Draft EIR (pdf)
3. Task Force Meeting Summary (1) (pdf)
4. Final EIR and Mitigation Monitoring Program (pdf)

**TASK 8: HEARING DRAFT SPECIFIC PLAN AND CODE**

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**TASK 8.1: TASK FORCE MEETING #11**

LWC will meet with the Task Force to present and discuss the final Draft Specific Plan, EIR, and public hearing process.

**TASK 8.2: PREPARE HEARING DRAFT SPECIFIC PLAN AND CODE**

The Public Review Draft will be modified according to recommendations from Staff, the Task Force, and community. The Consultant Team will prepare the Hearing Draft Specific Plan and Code.

**TASK 8 DELIVERABLES**

1. Hearing Draft Specific Plan and Code (original source file and pdf)
2. Task Force Meeting Summary (1) (pdf)

**TASK 9: PLANNING COMMISSION MEETING**

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**TASK 9.1: PLANNING COMMISSION MEETING**

The Consultant Team will prepare for and attend one meeting with the Planning Commission to present the Final Draft Specific Plan, Code, and EIR at which the Planning Commission will recommend adoption of the Specific Plan and certification of the EIR to Council. The Consultant Team will prepare a brief PowerPoint presentation and, with assistance from City staff and facilitate a discussion with the Planning Commission on the Final Draft Specific Plan and EIR.

**TASK 9.2: PREPARE FINAL SPECIFIC PLAN AND CODE FOR ADOPTION**

The Consultant Team will make any final revisions per feedback from the Planning Commission and prepare the Final Specific Plan for Adoption.

**TASK 9.3: PREPARE FINAL EIR FOR ADOPTION**

PlaceWorks will incorporate revisions into the Final EIR.

**TASK 9 DELIVERABLES**

1. Prepare for and attend one Planning Commission Hearing
1. Final Specific Plan and Code (original source file and one hard copy)
2. Final EIR

**TASK 10: CITY COUNCIL ADOPTION OF SPECIFIC PLAN & EIR CERTIFICATION**

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**TASK 10.1: CITY COUNCIL ADOPTION HEARING**

The Consultant Team will prepare for and attend one public meeting before the City Council to present the Final Specific Plan and Code for adoption and EIR for certification. The Consultant Team will prepare a brief PowerPoint presentation and, with assistance from City staff and facilitate a discussion with the City Council on the Final Specific Plan, Code, and EIR.

**TASK 10.2: FINAL ADOPTED SPECIFIC PLAN**

The Consultant Team will make any final modifications to the Adopted Specific Plan, Code, and EIR, as needed, and deliver a complete digital document package to the City.

**TASK 10 DELIVERABLES**

1. Prepare for and attend one City Council Hearing
2. Adopted Specific Plan (final modifications, as needed)