

**MAKE
DOWNTOWN
THRIVE**

**MAKING
DOWNTOWN
BAKERSFIELD**

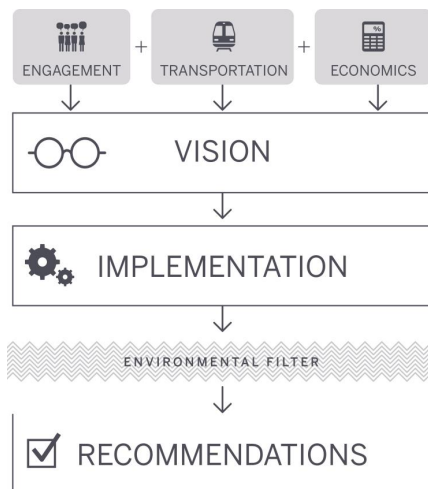


MAKING DOWNTOWN BAKERSFIELD WORK PLAN

FEBRUARY 04, 2016

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PROJECT UNDERSTANDING



The City of Bakersfield (“City”), in coordination with California High Speed Rail Authority (“Authority”), is developing a strategy for the area around the planned High-Speed Rail (“HSR”) station in Downtown Bakersfield that will guide its physical development, stimulate economic activity, and enhance the community’s sustainability by encouraging infill development and enhancing multimodal connectivity. The intent of this study is to build on existing planning efforts to create a vision for the development and revitalization of Downtown Bakersfield with HSR. The results will be used to pursue and leverage public and private sector funding for implementation, as well as create a baseline document for a future Downtown Bakersfield Specific Plan

1. The City is interested in addressing the following goals within the Downtown study area during the development of this planning process:

- a. Increase population and economic density in the urban core
- b. Support existing residential and commercial activity
- c. Develop under-utilized or vacant properties
- d. Connect existing activity and cultural centers
- e. Create an efficient, reliable, and effective multi-modal transportation system
- f. Enhance sustainability, livability and a sense of place
- g. Secure funding for identified implementation actions

The Skidmore Owings & Merrill LLP team (“Consultant”), which includes HR&A, Nelson Nygaard, Arellano Associates, Place It!, and Rincon Consultants, will analyze the effect of High Speed Rail on Downtown Bakersfield in order to develop an urban design, circulation and economic development strategy that optimizes future growth within the station area. The analysis will create a process and methodology that compares alternatives in both a quantitative and qualitative manner suitable for prioritization with an orientation toward meeting City and stakeholder goals, leveraging private development, and securing funding for implementation.

Project Understanding Diagram

2. The Consultant will evaluate the study area defined by the City within the original Request for Proposals (“RFP”) within the approximate boundaries of (See attached map):

- a. Kern River and 38th Street to the North;
- b. California Avenue to the South;
- c. Union Avenue to the East; and,
- d. F Street to the West.

3. To successfully fulfill the City’s goals and fully realize the potential of this

project, the Consultant will undertake the following tasks:

a. Evaluate the potential effect of HSR on Downtown Bakersfield – The Consultant will evaluate the potential of the HSR system using a wide variety of criteria organized by the following topics:

- i. Alignment with City, Regional, State and Federal goals
- ii. Effects to land use, density, and demographics
- iii. Community support
- iv. Existing infrastructure and site constraints
- v. Compatibility with existing transportation plans
- vi. Efficient, reliable, and effective transit service
- vii. Ridership potential
- viii. Pedestrian and bicycle connections
- ix. Traffic and parking
- x. Development potential and economic activity
- xi. Fiscal Cost

b. Develop various urban design strategies – The Consultant will evaluate the effects of each alternative scenario based on:

- i. Community support
- ii. Urban form
- iii. Transportation and infrastructure connectivity
- iv. Parking strategy
- v. Static fiscal revenue analysis

c. Prioritize alternatives while planning for long-term system integration – The Consultant will screen potential urban design scenarios and other economic and transportation recommendations that will optimize public benefits around the HSR station. In addition to prioritization, the Consultant will work to develop a long-term strategic approach for the successful implementation of the Station Area vision.

d. Craft a path to implementation – The Consultant will develop a strategy for implementation of the Station Area Plan, including step by step recommendations for the implementation of infrastructure needs, a downtown economic development and marketing strategy and a monitoring program to empower stakeholders and provide accountability for the long-term.

e. Mobilize the community - The Consultant will undertake a public engagement process to inform and educate and bring together diverse

stakeholders to engage and collaborate, and establish consensus around a preferred plan. Most importantly, the Consultant will engage key HSR stakeholders to develop advocates, build momentum, and create support for implementation.

SCOPE OF SERVICES

1. Phase 1: Kickoff - During the kickoff phase, the City and Consultant will set expectations, establish procedures for project / Milestone delivery, clarify internal communication methods, set draft agendas for the first series of meetings, and develop initial community engagement strategies.

a. Milestone 1.1: Establish Internal Work Planning Team – The Consultant will work with the City to establish an internal Work Planning Team (“WPT”) to include City staff, California High Speed Rail Authority staff, and other representatives selected by the City. The WPT will provide strategic leadership, support, and guidance throughout the project term and transition to an internal monitoring and internal implementation group in the long-term.

b. Milestone 1.2: Host a Work Planning Team Kick-Off Meeting – The Consultant will work with the City to hold and facilitate the first and all subsequent regular WPT meetings.

c. Milestone 1.3: Develop Work Plan and Schedule - In order to establish a framework and a schedule for the Downtown Bakersfield HSR Station Area Plan, the Consultant will prepare a detailed work plan. The work plan will include the following components:

i. Identify anticipated data needs including, but not limited to:

1. Previous Planning Studies – The Consultant will work with the City to identify existing plans, studies, and strategic initiatives pertinent to this project and synthesize these materials to inform decisions and highlight opportunities.

2. GIS Data – The Consultant will work with the City and County Assessor to collect and assimilate a wide range of Geographic Information Systems (“GIS”) data into a usable form for analysis on this project. This includes, but is not limited to data related to land use, natural and manmade environments, transportation, infrastructure, aerial imagery, and parcel data (APN ownership, land and improvement value, lot area and building area).

3. Demographic Data – The Consultant will work with the

City to collect and assimilate demographic data including geocoded census data, local population projections, and other local demographic data.

4. Economic Data – The Consultant will work with the City to collect and assimilate economic data including business license tax data, taxable retail sales, commercial permit data, non-residential square footage, rental rates, vacancy rates, inventories of number and type of businesses, employment data, and other relevant information.

5. Housing Data – The Consultant will work with the City to collect and assimilate housing data including recent annual residential building permits, total residential units, median home prices, tenure, housing age and quality, and other relevant information.

6. Business, Property Owner, and Development Data – The Consultant will work with the City to collect and assimilate business and development data including major recent projects, ongoing development activity, planned development projects, redevelopment and infill opportunities, properties with vacancy / maintenance issues, recent property owner investments, City real estate broker contacts, and other relevant information.

7. Stakeholder Data – The Consultant will work with the City to collect and assimilate stakeholder data including names, businesses, contact information and other pertinent information to develop a useful database to engage key stakeholders for each corridor.

8. Transportation Data – The Consultant will collect and coordinate data from the City and other agencies, including Kern Council of Governments (“COG”) and Golden Empire Transit (“GET”) for analysis of ridership, transit operations, traffic effects, and other transportation-related tasks.

9. Utility Data – The Consultant will work with the City to collect and assimilate utility data, including any available GIS data. The Consultant will supplement this utility data through on-site spot checking and data

obtained directly from private utilities such as PG&E, California Water Service, telecommunications providers, and other relevant information.

10. Historical Photos – The Consultant will work with the City to collect and assimilate historical photos that illustrate the historic development patterns and growth of Downtown Bakersfield and the region.

- ii. Identify deliverables and targeted schedule for submittals
- iii. Develop a coordinated schedule including all project staff meetings, steering and technical committee meetings, public workshops, and stakeholder meetings
- iv. Prepare an itemized list of anticipated assignments and responsibilities of team members
- v. Prepare an itemized list of anticipated assignments and responsibilities of City staff

2. Phase 2: Public Participation & Education Efforts - The Consultant will prepare a detailed public involvement and input plan with guidance from the City, WPT, and HSR Stakeholder Committee, to involve the community and interested stakeholders in the planning process and ultimately to create buy-in for implementation. The Consultant will track issues raised by the public and incorporate questions, concerns, issues, and responses into ongoing communications when and where appropriate.

a. Milestone 2.1: Establish HSR Stakeholder Committee - The Consultant will work with the City to establish a HSR Stakeholder Committee to include businesses, property owners, residents, and other relevant special interests from affected neighborhoods within and adjacent to the study area and other community representatives. The HSR Stakeholder Committee will transition into the driving force for implementation after the planning process has concluded.

b. Milestone 2.2: Develop Community Outreach and Education Plan - The Consultant will work with the City to craft a public engagement plan that will clarify engagement objectives, methods of engagement, methods of outreach and communication, identification of key stakeholders and target constituencies, and a schedule for meetings and other engagement opportunities.

i. Engagement objectives - The Consultant will undertake a public engagement process to inform and educate, establish consensus around a plan and path to implementation, and bring together diverse stakeholders to engage and collaborate. Most importantly, the Consultant will engage key stakeholders within the study area to develop advocates, build momentum, and create support for implementation.

ii. Methods of engagement - Methods of engagement will include:

1. HSR Steering Committee Meetings - The Consultant will facilitate regular HSR Steering Committee meetings to discuss the project progress and next steps. These meetings also serve a critical role in providing guidance for the project, helping to identify key issues and reach all key interests and groups to ensure that the process is truly inclusive. The HSR Stakeholder Committee should evolve over the course of the planning process into advocates for the project who will eventually help to facilitate implementation of the final recommendations and vision.

2. Public and Stakeholder Meetings - The Consultant will facilitate dynamic public meeting opportunities to invite diverse points of view on a variety of topics. As the project proceeds, the Consultant will mix conversation, education, and engagement exercises to develop and refine the community vision, and to identify and prioritize specific recommendations. Available public meeting tools include design drawings reflecting community visions and various scenarios, maps generated from layered geographic information, interactive voting tools like bean counting, and web-based community participation platforms.

3. Public Visioning Workshops - The Consultant will facilitate listening sessions that will provide a space for the public to reflect, bond, communicate, collaborate and generate new ideas about HSR in their community. These listening sessions take a multidisciplinary, arts-based approach for HSR that stimulate deeper engagement and prepares participants for the planning process. Several workshops will be conducted throughout the community at places where people are already meeting such as senior

centers, schools, social service centers and other venues.

4. Interactive Model - The Consultant will create an interactive site model of Downtown Bakersfield that will directly involve participants (as opposed to “audiences” or passive viewers) to engage with the visual, spatial, and experiential landscape. The model is meant to be rudimentary and playful, thereby making it possible for people to engage it in a direct way, with their bodies and hands, changing their viewpoint and posture, focusing and standing back, touching, and literally shaping their vision of HSR in their community.

5. Partnerships with Local Institutions - The Consultant will work diligently to reach out and develop collaborative partnerships with organizations and institutions, both as a method to share knowledge and inform the planning process, but also as part of a deliberate effort to build advocacy and momentum for successful implementation.

6. Stakeholder Interviews and Work Groups - The Consultant will conduct focused interviews with key property owners, community leaders, businesses, and other targeted stakeholders. These one-on-one and small group conversations will provide the detailed attention and understanding necessary to develop recommendations that are responsive and supported by the community.

7. Online Engagement Tools - Web tools will provide highly interactive opportunities for stakeholders and interested community members to carry on community conversations beyond traditional meetings. A project website and other social media will encourage the community to share their ideas for HSR development in Downtown Bakersfield. This website will provide the Consultant and the City with an understanding of community priorities, and will generate excitement and momentum in the community around the project.

iii. Methods of outreach and communication - The Consultant will undertake a variety of outreach and communication efforts including email updates and e-newsletters, media interviews and releases, and the creation of a project website and the use of other

social media outlets.

iv. Target constituencies - The Consultant will develop specific engagement strategies for target constituencies including the general public, study area residents and businesses, institutions, property owners, and other strategic stakeholders who are traditionally less likely to participate in public outreach such as youth, elderly, disabled, and transit-dependent.

v. Engagement schedule - The Consultant will work with the City to develop a detailed engagement schedule to coordinate the number and timing of meetings, communications, and other engagement efforts.

c. Milestone 2.3: Public Visioning Workshops – From the very beginning of the project, the HSR Stakeholder Committee will provide a venue for community input and guidance for the process. A series of initial visioning workshops will raise awareness of the project, and be the first opportunity to begin building excitement and momentum for implementation on a broader public stage. Engagement activities leading up to this series of Public Visioning Workshops includes:

i. Establish HSR Stakeholder Committee

ii. Develop communications / media plan

iii. Build database of key stakeholders

iv. Meet with stakeholder groups (Round 1)

v. Prepare for public visioning workshops

vi. Conduct Series of Public Visioning Workshops – These workshops will serve as the first public “kickoff” event(s), and as such are seen as a media event to bring interest and awareness to the start of the project, but also as an engagement opportunity that brings interested stakeholders together to talk about community priorities for Downtown and HSR, and shared citywide goals and aspirations.

d. Milestone 2.4: Community Meeting #1 – The Consultant will evaluate community support for each of the, up to three, HSR Station Area Alternative Scenarios developed for the study area. This includes

engagement to inform and educate stakeholders, identify the key issues, concerns, and opportunities for various constituencies, and organizing key stakeholders who are ready and willing to begin mobilizing and advocating for implementation of the vision. Engagement activities leading up to the first public meeting include the following:

- i. Recruit participants - The Consultant will go beyond the “usual suspects,” to reach out to students, renters, the elderly, transit-dependent populations, and other important but often unheard stakeholders.
- ii. Prepare for public and stakeholder meetings - The Consultant will work with the City and community stakeholders to establish the factors that are most important for Downtown and HSR. A dialogue about these community priorities will inform how criteria are developed and weighted during the Alternatives Analysis Phase.
- iii. Meet with stakeholder groups (round 2) – The Consultant will meet with stakeholders to inform and educate about the potential benefits for HSR in Downtown, the process to develop the Alternative Scenarios, and the development of the criteria to evaluate each Alternative Scenario. The Consultant will also work with stakeholders to identify key issues and concerns on an on-going basis.
- iv. Conduct Public Meeting #1 – The Consultant will conduct a community meeting to focus on a review of analysis and dialogue about how HSR can support community aspirations for Downtown Bakersfield and review the alternative scenarios developed.

e. Milestone 2.5: Community Meeting #2 – By the final public meeting where a final urban design vision will be reviewed with the public, community and stakeholder engagement will begin to transition from education and input to mobilization and advocacy for implementation. The Consultant will work to identify community champions for implementation, and assist community stakeholders through dedicated liaisons who will build upon traditional engagement roles to proactively build community capacity and advocacy for change. Engagement activities leading up to the final public meeting include the following:

- i. Prepare for public and stakeholder meetings

ii. Meet with stakeholder groups (round 3) – The Consultant will meet with stakeholder groups in the study area to discuss the evaluation criteria to screen Alternative Scenarios, urban design strategies, transportation enhancements, and funding alternatives.

iii. Conduct Community Meeting #2 – The Consultant will hold a public meeting to review the Preferred Alternative in terms of urban design, transportation, infrastructure, economic development, and implementation.

iv. Coordinate with stakeholders to build support – The Consultant will meet with project champions and advocates to establish a proactive and strategic plan for building community support and moving toward implementation. This will include the development of materials and resources to support community advocates, and a plan for continued stakeholder involvement and advocacy through a long-term monitoring program.

v. City Council presentation – The Consultant will review the Preferred Alternative with the City Council in order to take final comments on the planning process, urban design scheme, and other issues before finalizing the plan and other documentation related to developing an implementation strategy.

f. Milestone 2.6: Ongoing Community Engagement – The Consultant will undertake the following engagement tasks on an ongoing basis throughout the project term:

i. Online engagement – The Consultant will develop and maintain a project website and other social media tools to encourage the community to share their ideas for Downtown Bakersfield and HSR. In coordination with the City and the Authority in relation to the ongoing work on the Initial Construction Segment (“ICS”), the Consultant will coordinate and integrate online information where appropriate. The Consultant will work with the City to create an online dialogue and idea generation tool through either the project website or by using other platforms like Peak Democracy or My Sidewalk that can assist engagement efforts.

ii. Social media updates – The Consultant will regularly monitor social media, provide updates, ask and respond to questions, and update stakeholders.

iii. Miscellaneous meetings and engagement support – The Consultant will participate and provide logistical support as necessary in meetings for a variety of groups including standing City committees, community organizations, meetings with City Council, and City staff. Whenever possible, the Consultant will coordinate with a City staff liaison to share and present project information and manage meeting demands.

3. Phase 3: Alternatives Analysis – Developing up to three HSR Station Area Preferred Alternative Scenarios first requires a “high level” evaluation of existing conditions and future growth projections for the study area. The Consultant will undertake an analysis to understand both the potential effects of HSR on the development and growth of Downtown Bakersfield, as well as the various constraints that will affect the feasibility of each of the three Alternative Scenarios developed. The analysis will include an overview that will compare the relative strengths and challenges of each scenario, identify transportation and economic development opportunities that emerge from each, and lay the groundwork for an implementation strategy.

a. Milestone 3.1: HSR Station Area Vision Statement – The Consultant will work with the City, HSR stakeholders and other interested parties to develop an overarching vision for HSR in Downtown Bakersfield, define HSR Transit-Oriented Development (“TOD”), and set goals for the planning process itself. The vision statement will be created from input from the City during Phase 1: Kick-Off and through the public visioning workshops in Phase 2: Public Participation and Education Efforts. Further refinement of the Vision Statement will occur during Phase 5: Developing a Preferred Alternative Scenario.

b. Milestone 3.2: Existing Conditions Report – The Consultant will conduct a review of the existing land use, transportation, and infrastructure conditions in the study area, including a review of existing and concurrent planning activities. This report will form the foundational understanding for the development of physical interventions and other urban design, transportation, and economic policy recommendations.

c. Milestone 3.3: Peer Cities Case Studies – The Consultant will conduct a peer review of TOD, HSR, and other transit-oriented communities that could provide insight into an approach to integrating HSR into Downtown Bakersfield. The analysis will review both physical design approaches and policy efforts that produced real and timely results for other relevant station cities.

d. Milestone 3.4: Draft HSR Station Area Alternative Scenarios – The Consultant will evaluate the potential effects of each proposed HSR Station Area Alternative using a wide variety of criteria organized by the following urban design topics:

i. Alignment with City, Regional, State and Federal goals – The Consultant will use the City’s long-term strategic goals and project goals (identified in the Project Understanding) as a framework and reference point for analysis of the scenarios. Considerations will include the potential for HSR to catalyze transformative improvements to neighborhoods and activity centers, opportunities to enhance the long-term vitality and fiscal viability of the City, and opportunities to enhance the City’s competitiveness.

ii. Effects to land use, density, and demographics - The Consultant will explore a range of factors that measure how HSR effect the neighborhoods and activity centers in the study area and region. The Consultant will:

1. Evaluate how HSR will connect, support, and interact with both existing and proposed activity centers.
2. Examine the proximity and potential connections to major institutions, employment centers, and other destinations that could become critical anchors for future development and connectivity.
3. Quantify and analyze existing and projected population and employment served by HSR, in order to better understand how HSR might generate new, incremental growth, and how many residents and employees it potentially could benefit.
4. Investigate historical development patterns, and their effects on today’s land use and development patterns, in order to identify locations that are already transit-oriented and positioned to integrate with and benefit from HSR.
5. Coordinate with the City’s existing land use, transportation, and economic development plans and initiatives to ensure that this project and others are working toward a common purpose.

iii. Community support - The Consultant will evaluate community support for each Alternative Scenario as one factor to evaluate the feasibility of a Preferred Alternative. To complete this task, the Consultant will:

1. Evaluate the level of community interest for Downtown Bakersfield development around the HSR station.
2. Evaluate community capacity in the study area and identify potential challenges and opportunities to organize and take on implementation.
3. Inform and educate HSR stakeholders about the direct effects, and the potential benefits HSR can bring to communities along the proposed system, understanding that community support depends on a thorough understanding of the statewide project.
4. Coordinate this evaluation of community support with other analysis that could be effected by community support, including engineering decisions, financing strategies, and alignment choices.

iv. Existing infrastructure and site constraints - The Consultant's approach to evaluating potential Alternative Scenarios will include an analysis of supporting and/or deficient infrastructure and site constraints that could affect either the feasibility or cost of each Scenario. The Consultant will:

1. Review the Authority's preliminary engineering evaluation and other available data for the HSR project, including alignment, station requirements, and other supportive utility infrastructure and roads.
2. Evaluate environmental constraints and high-level environmental effects of increased development in Downtown Bakersfield.
3. Evaluate urban design opportunities to coordinate transit and other multi-modal transportation infrastructure with existing and proposed development and streetscape improvements along the major corridors adjacent to and arterials of Downtown Bakersfield.

4. Document findings from the evaluation as part of Milestone 3.2: Existing Conditions Report, including exhibits and photos that clearly describe the potential issues so that the City and policy makers have a clear and concise document summarizing opportunities and constraints for informed decision making.

e. Milestone 4.1: Multi-modal Access, Circulation and Connectivity Analysis – The Consultant will evaluate the potential effects of each proposed HSR Station Area Alternative Scenario using a wide variety of criteria organized by the following mobility topics, and document findings in a multi-modal connectivity station access chapter that is to be included as part of the Milestone 3.2: Existing Conditions Report, including exhibits and photos that clearly describe the potential issues so that the City and policy makers have a clear and concise document summarizing opportunities and constraints for informed decision making:

i. Compatibility with existing transportation plans - The Consultant will explore how HSR can best support and integrate with the City and region's overall transportation and transit system, both existing and planned. The Consultant will:

1. Work with the City, Golden Empire Transit (GET), and Kern Council of Governments to coordinate with regional transit and transportation initiatives.
2. Assess the interface between the proposed Downtown Bakersfield HSR Station with Amtrak, Kern Transit, and GET Transit service.
3. Review and understand the integration of the Metro Bakersfield Long-Range Transit Plan, Metro Bakersfield Transit Center Study and the City's Bicycle Transportation Plan into the HSR Station Area vision.

ii. Efficient, reliable, and effective transit service - The Consultant will evaluate how the HSR station can augment the current and future transit system in the study area and Metro Bakersfield.

iii. Ridership potential – At a very conceptual level, the Consultant will evaluate how the growth in HSR ridership will impact transit

service and ridership for the existing transit service.

iv. Pedestrian and bicycle connections - The Consultant will work to integrate all mobility modes (“Complete Streets”) to ensure a balanced and diverse transportation system that efficiently manages traffic and improves the mobility of pedestrians and bicyclists across Downtown Bakersfield and for the first and last mile of trips to and from the HSR station. The Consultant will:

1. Identify opportunities for HSR to improve the walkability of the study area and strengthen pedestrian connections to important Downtown Bakersfield neighborhoods, activity centers, and destinations.

2. Evaluate potential conflicts and safety issues between bicycle and rail infrastructure. Identify opportunities to coordinate bicycle and rail systems to ensure safe and diverse multi-modal corridors.

f. Milestone 5.1: Real Estate Market Analysis – The Consultant will evaluate the potential effects of the HSR station to guide the development of Alternative Scenarios using a wide variety of analyses organized by the following real estate topics, and document findings in an economic, real estate, and fiscal planning chapter that is to be included as part of the Milestone 3.2: Existing Conditions Report, including exhibits and charts that clearly describe the potential issues so that the City and policy makers have a clear and concise document summarizing opportunities and constraints for informed decision making:

i. Development potential and economic activity - The Consultant will bring a variety of analytic tools and techniques to understand and quantify the development potential and economic effect of the future HSR station, including:

1. Bakersfield Socio-Economic and Employment Profile: The Consultant will undertake a base economic analysis to evaluate the economic and workforce context of Bakersfield as well as the County and assess the current socio-economic profile of the City and County, including population, households, household size, income, education, race and ethnicity, and age. The Consultant will use quadrant analysis to understand Bakersfield’s

competitive position as it relates to high-growth and high-wage industries and develop a set of target industries appropriate for Downtown Bakersfield, and then evaluate growth in Bakersfield's current population, households and employment in a larger regional context and consider opportunities for growth with HSR.

2. Stakeholder Outreach: The Consultant will conduct interviews with key community stakeholders, City staff, regional economic development agencies, real estate professionals and key employers to identify current competitive advantages of Bakersfield, barriers to economic development and industry perceptions of the HSR opportunity.

3. HSR Best Practice Case Studies: The Consultant will identify and explore three to five appropriate global case studies in which HSR and transit improvements were used to catalyze economic growth of a region and revitalize a downtown area. The Consultant will distill from these case studies lessons that are applicable to the Bakersfield context.

4. Current Real Estate Market Performance: The Consultant will collect and analyze real estate market data from market reports and proprietary data aggregation services such as CoStar and REIS, as well as from interviews with local real estate brokers and developers, to track inventory, rents, occupancy, absorption, development pipeline, land sale prices, and other inputs for a variety of real estate product types in Bakersfield and the regional market, including retail, office, and for-sale and rental residential, and hospitality uses. The market performance analysis will indicate Bakersfield's current strengths and weaknesses in the regional real estate market.

5. Market Demand Projections: The Consultant will quantify the scale of future retail, multi-family residential, office, and hospitality development that can be supported at the station area. The demand analysis will estimate potential absorption across a 30 -year period and will integrate expected ridership, enhanced accessibility to current employment centers and the potential shifts in the

regional economic and demographic base. These market demand estimates will provide a high and low range of growth and will provide a market based capacity framework for the station area plan.

4. Phase 4: Screening HSR Station Area Alternative Scenarios - Informed by City priorities and community input, the Consultant will establish a rigorous and defensible methodology for prioritizing Alternative Scenarios, using quantifiable criteria to the greatest extent possible. The Consultant will work with the City and community stakeholders to establish the factors that are most important for HSR in Downtown Bakersfield. The Consultant will conduct and synthesize the various analyses described in Phase 3 in a manner that allows for straightforward comparisons of each HSR Station Area Alternative Scenario.

In addition to a synthesis of the criteria analyzed in Phase 3, the Consultant will conduct a high-level review of potential transportation linkages and economic benefits for each Alternative Scenario. The purpose of this review is to identify opportunities to coordinate or leverage other City initiatives, explore system-wide benefits of potential transit coordination, and evaluate the ability of the project to advance strategic City initiatives.

The Consultant will present the Scenarios developed in Phase 3 and create an evaluation matrix with information developed in Phase 4 prior to the public as per Milestone 2.4 Community Meeting #1. This Phase will provide an interim opportunity to ensure that the project is proceeding to the City's satisfaction. As part of this Phase, the Consultant will compile analysis documents summarizing work completed to this point, to be incorporated later into the final plan document.

The Consultant will develop a straightforward and easy-to-use matrix to be used for screening of each Alternative, including:

a. Milestone 4.2: Parking Analysis and Demand Management – The Consultant will evaluate the potential effects of each proposed HSR Station Area Alternative using a wide variety of criteria organized by the following traffic and parking topics:

i. Traffic and parking - The Consultant will evaluate the potential transportation constraints to the implementation of HSR in Downtown Bakersfield.

b. Milestone 5.2: Static Fiscal Revenue Analysis – The Consultant

will evaluate the potential effects of each proposed HSR Station Area Alternative Scenario using a wide variety of criteria organized by the following fiscal topics:

- i. Fiscal Cost - The Consultant will prepare static fiscal revenue and cost impact implications of up to three (3) multi-modal station area development scenarios on Bakersfield's General Fund revenues and costs.

5. Phase 5: Developing a Preferred Alternative Scenario - The Consultant will conduct and synthesize the various analyses described in Phase 4 in a manner that allows for the creation and/or consolidation of a Final Preferred Alternative. The Consultant will refine preliminary strategies for urban design, multi-modal circulation, parking strategies, and transit integration, as well as identify viable funding solutions through traditional and innovative sources.

The Consultant will create a Preferred Alternative and Final Vision Plan in order to develop final recommendations for the implementation and monitoring strategy based on the following:

- a. Milestone 3.5: Final Vision Plan – The Consultant will develop a Final Vision Plan including the selection of a Preferred HSR Station Area Alternative Scenario that enhances the City's identity and defines the station as a community gateway. The Final Vision Plan will be closely linked to other Phases and Milestones that analyzed the following:

- i. Community support
- ii. Urban form
- iii. Transportation and infrastructure connectivity
- iv. Parking strategy
- v. Static fiscal revenue analysis

- b. Milestone 4.3: Circulation and Parking Recommendations – The Consultant will develop recommendations for circulation and parking for the Final Vision Plan and Preferred Alternative. The recommendations will include strategic mobility investments for the HSR Station Area and other Downtown Bakersfield corridors, including:

- i. Preferred Alternative Screening: The Consultant will screen the assembled Alternative Scenarios in order to arrive at a Preferred Alternative.

c. Milestone 5.3: Value Capture Analysis – The Consultant will conduct an analysis of the potential value capture opportunities of the Preferred Alternative for the Final Vision Plan, including:

i. Overview of Public Financing Strategies: The Consultant will evaluate and summarize the potential for a range of public financing tools to support development around the HSR Station Area and contribute to the success of economic development goals developed through Milestone 5.1. The Consultant will use its extensive national economic development work and particular familiarity with the public finance landscape in California, to understand, critique, invent and apply a wide range of financing tools and techniques used to support economic development initiatives and organizational operations, such as:

1. Identify existing federal, state, and local sources of funding.
2. Identify potential funding shortfalls.
3. Identify funding opportunities through public -private partnerships, advertising, concession agreements, park and ride agreements, parking revenues, lease equipment agreements, grant anticipation notes, benefit assessment districts, and other sources.
4. Identify federal funding opportunities, including Transportation Investment Generating Economic Recovery (TIGER) grants, Urban Circulator Systems funding that supports the Department of Transportation’s Livability Initiative, FTA New Starts and Small Starts programs, and additional new federal funding sources that may become available for transportation related infrastructure.
5. Work with the City to identify existing state funding opportunities, and to advocate for the creation of new state funding opportunities that could benefit this and other City projects. Final financing recommendations that incorporate state funding options will rely on a mutual understanding between the City and Consultant regarding the feasibility of utilizing identified state funding to ensure viable implementation plans.

6. Work with the City to identify reasonable sources of innovative funding to support identified gaps. The Consultant will engage the real estate development and business community as part of the financial strategy development. The policy issues associated with each of these revenue sources will be included in the discussion with the City.

ii. Value Capture Analysis: The Consultant will consider value capture opportunities throughout the HSR station area and in Downtown Bakersfield, including infrastructure financing opportunities available through the new Enhanced Infrastructure Financing Districts (“EIFD”), the creation of Community Revitalization and Investment Authorities (“CRIA”) and other revenue generation such as through parking districts and parking authorities.

Informed by the market analysis work and knowledge of potential development opportunities in the Bakersfield HSR Station Area, the Consultant will develop a robust analysis framework to estimate the expected incremental value of real estate development for the Preferred Alternative Scenario, and explore and quantify the potential funding capacity available through available tools such as tax increment financing, transportation utility fees, land value taxes, infrastructure financing districts, special assessment districts, impact fees, joint development, air rights, transit finance districts, parking districts and other value capture tools. The Consultant will then prioritize and recommend the most appropriate toolkit for Bakersfield to implement its HSR Station Area Plan.

6. Phase 6: Implementation - The Consultant will develop a framework and strategy for the implementation of the HSR Station Area Plan based on the process that generated the Preferred Alternative in Phase 5. This implementation strategy will comprise of a wide variety of policy recommendations, infrastructure investments, economic development tools, and near-term projects as well as the identification of responsible parties and funding sources, including:

a. Milestone 6.1: Implementation and Next Steps Plan Outline and Support Documents – The Consultant will work with the City to compile and prioritize a list of implementation actions that support the development of the Preferred Alternative Scenario and bolster

the sustainability, livability, and vibrancy of Downtown Bakersfield with HSR. The Implementation Plan will leverage the HSR Station Area Plan process to engage and empower HSR stakeholders to engage and participate in its implementation.

b. Milestone 6.2: Infrastructure Needs Analysis – The Consultant will create a list of short-term infrastructure needs and other capital improvement projects that support the development of the Preferred Alternative Scenario. To the extent feasible, the Infrastructure Needs analysis will include documentation of preliminary costs, funding sources, and potential phasing strategies.

c. Milestone 6.3: Downtown Bakersfield Economic Development Strategy – The Consultant will develop a framework for a viable economic development, marketing, and financing strategy for implementation, including the following:

1. Framework for Success – Identify critical success factors that could drive dynamic growth in the HSR Station Area, and potential actions required to overcome current market, infrastructure, and/or policy barriers that exist. The Consultant will develop informed and actionable strategies addressing phasing, parking, and disposition of public properties. Furthermore, the Consultant will advise on governance and operational mechanisms and capacities required for successfully implementing a cohesive development plan over the long-term.

2. Work with City staff to develop a long-term economic development strategy for Downtown Bakersfield that reflects market realities, community aspirations, and opportunities presented by the HSR station and related investments. The Consultant will use the socio-economic analysis, case study research, and input from stakeholders described above, to formulate an economic development strategy for Downtown Bakersfield. This will help Bakersfield realize its economic potential as it relates to established goals and articulate a framework for harnessing this potential to achieve economic and physical development in and around the HSR station area.

3. Development Opportunities – Identify strategic downtown development opportunities that hold promise

for stimulating development. The Consultant will identify economic opportunities within new and existing districts and linkage opportunities, and similarly will advise on key elements of a branding and way-finding strategy, which may support a broader marketing and outreach effort. These strategies will build on progress of the Downtown Business Association and Downtown Bakersfield Development Corporation toward the preparation of a comprehensive vision for the future of Bakersfield and its Downtown.

4. Target Industries – Determine the key location drivers of target industries identified in the Downtown Bakersfield Economic Development Plan. The Consultant will evaluate market support for various elements of the City’s downtown economic development strategy and identify where new initiatives/investments may be required to support further growth, as well as effective strategies Bakersfield can use to better brand the City and Downtown, and position Bakersfield to attract new anchor industries, businesses, and real estate development. Recommendations may include enhanced capacity in the form of new institutions and/or expanded scopes for existing organizations to help brand Bakersfield’s value proposition and promote growth in the Bakersfield HSR station area.

d. Milestone 6.4: Monitoring Program – The Consultant will develop a monitoring program with the City that empowers HSR stakeholders to engage and participate in the implementation of the HSR Station Area Plan. The monitoring program will seek to develop quantifiable metrics which future decisions and other initiatives can be based upon.

7. Phase 7: Environmental Review – The Consultant will prepare, circulate, and finalize a program level Environmental Impact Report (“EIR”) for the HSR Station Area Plan based on proposed changes to the HSR Station Area resulting from potential physical improvements that may result from the project, specifically the potential for increased density and intensity of uses around the HSR station:

a. Milestone 7.1: Administrative Draft EIR – The Consultant will

prepare all necessary technical and environmental studies to support the EIR, including the development of assumptions for the required Station Area Plan reports, development of a range of project alternatives for analysis, and the development of a list of projects to be included in the analysis of cumulative impacts:

- i. Notice of preparation – The Consultant will prepare a project description and prepare a draft Notice of Preparation (“NOP”) pursuant to the State of California Environmental Quality Act (“CEQA”) Guidelines and submit a draft NOP to City staff for review. Based on City staff comments, the Consultant will prepare the final NOP for distribution, and then distribute the NOP to the State Clearinghouse and to the City for them to distribute the NOP to the County Clerk and a list of local interested parties.
- ii. Scoping meeting – The Consultant will facilitate a public scoping meeting associated with the release of the NOP. The scoping meeting will be held during the 30-day NOP period to introduce the community and interested agencies to the project and provide an overview of the Program Environmental Impact Report (EIR) process and obtain input on the EIR scope of work. The meeting will be coordinated with Community Meeting #1. The Scoping Meeting will include a presentation with graphic imagery, followed by the formal recordation of input from meeting attendees.
- iii. Public comments – The Consultant will summarize all input gathered during the Scoping Meeting and during the 30-day NOP review period. City staff will be the point of contact responsible for gathering public comments outside of the scoping meeting.
- iv. Administrative draft EIR – The Consultant will prepare an internal review or Administrative Draft EIR using the City format as updated with the Appendix G of the CEQA Guidelines. The Administrative Draft EIR will address each topic on the environmental checklist. Issue areas for which significant impacts are not identified will be addressed in an “Effects Found Not to Be Significant” section. Issue areas with significant impacts identified will be addressed in individual impact sections. In this way, the EIR will focus on key issue areas of concern. Up to 4 alternatives, including the required “No Project Alternative,” will be addressed in the Alternatives section of the EIR. Existing technical studies and the previous CEQA and National Environmental Policy Act (“NEPA”) analysis for HSR will be verified and used to the

extent possible. As appropriate, impacts will be quantified and compared to adopted thresholds of significance. This scope of work assumes that land use patterns discussed in the Station Area Plan will be conceptual and will be within the allowable development ranges currently identified in the General Plan, such that a new quantitative traffic impact study is not required. The Consultant will submit an electronic copy of the Administrative Draft EIR to the City in PDF and/or Word format for review and comment.

b. Milestone 7.2: Draft EIR – The Consultant will prepare a Draft EIR that will include any textual changes to any plans or ordinances and any support studies or reports and distributed as required by State law. The Consultant will prepare all responses to all public comment letters received regarding the Draft EIR, including:

i. Response to city comments – The Consultant will respond to City comments on the Administrative Draft EIR and submit paper copies and digital files optimized for web posting and public noticing.

ii. Draft EIR submittal and distribution – The Consultant will oversee the submittal of the EIR to the State Clearinghouse and prepare for posting a Notice of Availability with the County Clerk’s office. Reproduction and distribution of the Draft EIR via Certified Mail will be handled by the Consultant. A mailing list and a specific Draft EIR Distribution Instructions will be provided by the City’s Planning Division. Distribution is expected to be 100 CDs of complete Draft EIR (Volume 1 and subsequent volumes (technical appendices)); 15 printed hybrid copies of the Executive Summary attached to 15 additional DEIR CDs that includes appendices and 15 printed copies of the NOC form; 25 comb-bound printed hybrid copies (hard copy of Volume 1 with a CD of Volume 1 and subsequent volumes), 2 hybrid copies that are tabbed and in binders, and 2 full copies of the entire DEIR (including technical appendices) that are tabbed and in binders to Planning Staff. Detailed instructions on exact number of copies will be provided in an official memo from the City to the Consultant prior to the distribution of the Draft EIR. It is assumed that the City will pay all County Clerk and State Clearinghouse fees associated with the required noticing of the document.

c. Milestone 7.3: Final EIR – The Consultant will incorporate all changes into a Final EIR after the completion of the Implementation

Strategy and all subsequent Phases in a manner that streamlines TOD and other development projects in the study area, minimizes exposure to potential future litigation, and insulates the HSR Station Area Plan process from other on-going planning studies, Including;

- i. Response to public comments – The Consultant will prepare responses to comments for City review and prepare the Administrative Final EIR.
- ii. Mitigation monitoring and reporting program – The Consultant will also prepare a Mitigation Monitoring and Reporting Program (“MMRP”), which will be presented as a table listing all mitigation measures, indicating what monitoring actions are required, the department(s) and or agencies responsible for monitoring, and when monitoring is to occur.
- iii. Findings of fact – The Consultant will prepare the required CEQA Findings of Fact. Any impacts identified during the EIR process will be identified as significant or insignificant pursuant to the criteria of CEQA and the State CEQA Guidelines. Indirect or secondary impacts of the project shall also be discussed and mitigation measures recommended. Mitigation measures should be described in detail and should be specific to the project. If it is determined that Significant and Unavoidable Impacts related to the project would occur as part of the CEQA document, the Consultant will draft a Statement of Overriding Considerations for City staff to review prior to the public hearings. The Statement of Overriding Considerations will be included as part of the Final CEQA Findings that will be reviewed by the City Council along with the Final EIR.
- iv. Responses to comments and distribution – The Consultant will provide the responses to comments on the Draft EIR will be distributed by the Consultant via certified mail, as either a CD or printed (depending on the total number of comments), at least three weeks prior to the Planning Commission’s consideration of the EIR to all persons who commented. Additionally, Staff will require up to 30 printed copies of the Response to Comments for internal distribution purposes. It has been the Planning Division’s practice to provide the commenting agency or person with the full Response to Comments. As part of the preparation of the Draft EIR and Response to Comments, the Consultant will provide all items in the latest version of Microsoft Word and/or PDF to the

Planning Division.

v. *Final EIR Submittal* – The Consultant will prepare, catalogue and deliver the administrative record. A memorandum providing directions will be provided by the Planning Division.

PROJECT ADMINISTRATION

1. Reports and Deliverables - The Consultant will produce a variety of summary reports and analysis packages at appropriate points throughout the project to communicate progress and share information. These reports will include a variety of technical reports and other analyses.

a. Reports and Deliverables for Phase 1: Kickoff – The following deliverables are intended as working documents for the Consultant and City staff to organize the project and coordinate various scope components:

- i. Detailed work plan and schedule
- ii. Database of key data sets and other background information
- iii. Create WPT Committee and host initial internal kick-off meeting

b. Reports and Deliverables for Phase 2: Public Participation and Engagement Efforts – The following deliverables are intended as working documents for the Consultant and City staff to organize and coordinate various scope components:

- i. Public engagement plan
- ii. Database of key stakeholders
- iii. Create HSR Stakeholder Committee and facilitate regular meetings
- iv. Project website
- v. Public Visioning Workshop summary
- vi. Public Meeting #1 summary
- vii. Public Meeting #2 summary

c. Reports and Deliverables for Phase 3: Alternative Analysis – The following deliverables will summarize key components of the development of HSR Station Area Alternative Scenarios and ultimately be incorporated as sections of a draft analysis package to be compiled as part of the screening process in Phase 4. Depending on the specific type of analysis, these brief summaries could include text, tables, photos, illustration, conceptual diagrams and other materials to present information in a clear and useful manner:

- i. HSR Station Area Vision Statement
- ii. Existing Conditions Report
- iii. Peer Cities Case Studies (planning and economic development)
- iv. Multi-modal Access, Circulation and Connectivity Analysis and Report
- v. Real Estate Market Analysis

vi. Up to 3 urban design strategies

d. Reports and Deliverables for Phase 4: Screening HSR Station Area Alternative Scenarios – The deliverables in this phase focus on synthesizing the analysis to date and establishing the criteria and methodology for prioritization:

- i. Parking Analysis and Demand Management Report of Alternative Scenarios
- ii. Static Fiscal Revenue Analysis of Alternative Scenarios
- iii. Alternative Scenario evaluation matrix
- iv. Draft recommendations for corridor prioritization

e. Reports and Deliverables for Phase 5: Developing a Preferred Alternative Scenario – The deliverables for this phase include detailed recommendations for the urban design, multi-modal circulation, parking and economic development strategies for the Preferred Alternative:

- i. Final Vision Plan
- ii. Circulation and Parking Recommendations Report
- iii. Value Capture and Fiscal Impact Analysis for Station Area Development

f. Reports and Deliverables for Phase 6: Implementation – Deliverables for the Implementation phase include the development of a final plan document that lays out a strategy to implement identified priorities:

- i. Implementation and Next Steps Plan Outline and Support Documents
- ii. Infrastructure Needs Analysis
- iii. Downtown Bakersfield Economic Development Strategy
- iv. Monitoring Program

g. Reports and Deliverables for Phase 7: Environmental Impact Report – Deliverables for the EIR phase include the development of a program level EIR for the Station Area Plan:

- i. Notice of Preparation and Scoping Meeting
- ii. Project Description
- iii. Administrative Draft EIR
- iv. Draft EIR
- v. Responses to Public Comment
- vi. Final EIR

2. Project Management – The Consultant shall provide effective project management of the entire consultant team in order to coordinate efforts and achieve project goals and schedule within budget.

a. Project Coordination and Communication – The consultant project manager will coordinate the efforts of the consultant team and serve as a single point of contact with the City. The detailed work plan and schedule developed in the Kickoff phase of the project will identify additional points of contact and communication strategies for Phases where coordination and technical support between City staff and Consultant team members is necessary.

i. Progress Reports - The Contractor shall prepare and submit a summary report at the completion of each Phase and/or with each invoice detailing how the contract requirements for each Phase were satisfied by the contractor including list of submitted documents, meetings held (with dates) and other activities performed.

ii. Monthly Work Planning Team Meetings – The Consultant will hold at least monthly project management meetings with the City project manager and project team.

b. Documentation & Reports – The Consultant will prepare documentation and reports as follows:

i. Meeting Minutes – The Consultant will prepare minutes for all meetings they attend. Minutes will be submitted to the City within one week of the meeting.

ii. Electronic Submittal Requirements - All electronic copies of reports shall be delivered to the Project Manager using Microsoft Word, Microsoft Excel, or Adobe PDF file formats. Editable working materials and backup documents will be provided in Adobe InDesign file formats. All graphics included in the reports shall be of a .jpg, or .tif format and submitted, along with all other final deliverables. Resolution of images shall be no less than 300 dpi to maintain print quality. All shapefiles, geodatabases, legends, data, and additional supporting materials necessary to update or regenerate all maps or site plans shall be submitted to the City. The Consultant will verify compatibility with the City's Information Technology Department Geographic Information System (GIS)

standards for all data and software packages used in developing projects, products, and deliverables.

iii. Draft Review - Any item identified as a project deliverable will be prepared and submitted as described below:

1. Report Outline: The Consultant will provide an outline of relevant components for City project manager review and comment.

2. Content Review: The City project manager will assemble all comments and edits by the City into one (1) review draft to be returned to the Consultant. The Consultant will provide the City project manager with one (1) electronic copy and one (1) color hard copy of the draft report for review.

3. Language and Presentation Review: The City project manager will assemble all comments and edits by the City into one (1) review draft to be returned to the Consultant. The Consultant will provide the City project manager with one (1) electronic copy and one (1) color hard copy of the draft report for review.

4. Final Draft Report: The Consultant shall incorporate comments and edits from the review drafts into a final draft for City distribution. Contractor shall provide the City project manager with one (1) electronic copy and one (1) color copies of the final report.

c. Quality Assurance – The Consultant will do the following at a minimum to provide quality assurance for all deliverables:

i. Proofread all drafts produced by the consultant team for accuracy and internal consistency of content and format, as well as for acceptable spelling, grammar and syntax.

ii. Review all project submittals to ensure consistency in layout and format with city standards.

iii. Review all project submittals to ensure consistency with other project documents (including those not created by the Consultant) in terms of content, titles, terminology, conclusions,

recommendations, data, and policies.

iv. Review all project submittals to ensure all contract requirements are satisfied.

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