

Multi-Jurisdictional Safety Element Update

for the County of San Mateo



February 9, 2023 | **Revised Proposal for Services**

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Prepared By: PlaceWorks

2040 Bancroft Way, Suite 400
Berkeley, California 94704
t 510.848.3815

In Association with:

**Atlas Planning Solutions
Nexus Planning & Research
Climate Resilient Communities**

Technical Proposal



TECHNICAL PROPOSAL

Understanding and Approach

California residents understand that natural hazards are an inescapable and inherent character of our state, and San Mateo County is no exception. Lakes and streams regularly shrink and swell in cycles of drought and downpours, hills and forests turn dry and burn, and the ground occasionally shakes and rumbles. As a background of all of this, the consequences of global climate change alter our expectations of normality, changing the frequency and intensity of many of our natural hazards, often with increasingly severe effects.

We cannot ignore these hazardous conditions, nor can we completely eliminate the risk they pose. The continued success of San Mateo County, as with the rest of our region and state, depends on finding ways to adapt to these conditions and increase our resilience to their harmful effects. We can reduce the chance of these hazards occurring, design our physical and social systems to resist their effects, and plan for rapid, effective responses and recovery when they do inevitably happen. The Safety Element of each jurisdiction's General Plan serves as a comprehensive framework and foundation for community resilience with goals, policies, and programs that address safety issues in the community, providing opportunities to build community resilience throughout all phases of the emergency management cycle.



The emergency management cycle

The PlaceWorks team understands that nine jurisdictions in San Mateo County have formed a Safety Element Collaborative (Collaborative) for a coordinated update of their Safety Elements (or in the case of Brisbane and Pacifica, selected aspects of the Safety Element). The Collaborative includes the County of San Mateo and the Cities of Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, and San Bruno (also referred to as Participating Agencies or Participating Jurisdictions). The updated Safety Elements should be responsive to all applicable State laws and pertinent public safety issues, including climate change, the intersection between risks and equity, and evacuation access. For many of these communities, there is a significant amount of overlap in the types of hazard conditions they must address (refer to Table 1). In addition, they should integrate with other safety-related planning efforts, including the recently updated Multijurisdictional Local Hazard Mitigation Plan, local emergency operation plans, and climate adaptation plans, and comprehensively address both short-term and long-term safety and resilience issues.

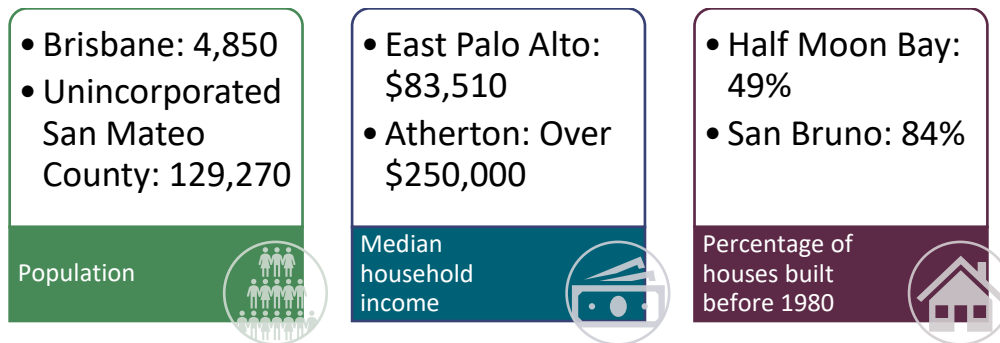
Table 1. Participating Jurisdictions and Hazards of Concern

Jurisdiction	Scope Participation	Hazards of Concern							
		Dam Inundation	Evacuation Concerns	Flooding	Geologic-Landslides	Geologic-Liquefaction	Sea Level Rise	Tsunami	Wildfire CAL FIRE review
San Mateo County	Full	✓	✓	✓	✓	✓	✓	✓	✓
Atherton	Full	✓	✓		✓	✓			
Belmont	Full ex. SB 99	✓	✓	✓	✓	✓	✓	✓	✓
Brisbane	VA & Maps		✓	✓	✓	✓	✓	✓	
Burlingame	Full	✓	✓	✓		✓	✓	✓	
East Palo Alto	Full	✓	✓	✓		✓	✓	✓	
Half Moon Bay	Full	✓	✓	✓	✓	✓	✓	✓	✓
Pacifica	VA & Maps		✓	✓	✓	✓	✓	✓	
San Bruno	Full	✓	✓	✓	✓	✓	✓		

Tailored Holistic Planning

While recognizing the importance of having safety elements that are tailored to each community, the PlaceWorks team understands that these elements must mesh and sync up with each other to create a unified framework to public safety and resilience as much as possible. The successful efforts of OneShoreline illustrate how effective a county-wide approach can be when it comes to policy frameworks, capital projects, educational efforts, and data sharing, among others. Although not all jurisdictions in San Mateo County are participating in this project, we still intend to pursue cross-boundary analyses and solutions that can help inform surrounding communities and which other communities may be able to join later. For example, unincorporated San Mateo County, Half Moon Bay, and Belmont include very high fire hazard severity zones. As feasible, a unified approach to reduce the risks to new and existing development in these zones can help ensure increased protection across community limits and make sure these Participating Jurisdictions are prepared for any future fires.

The PlaceWorks team understands that despite the relatively close proximity of the nine Participating Jurisdictions, there are substantial differences between these communities. These differences include physical distinctions, such as terrain and distribution of land uses; socioeconomic differences among community residents, such as income; a range of community characteristics, including quality and age of housing stock; exposure to different hazards and safety issues; and numerous other factors.



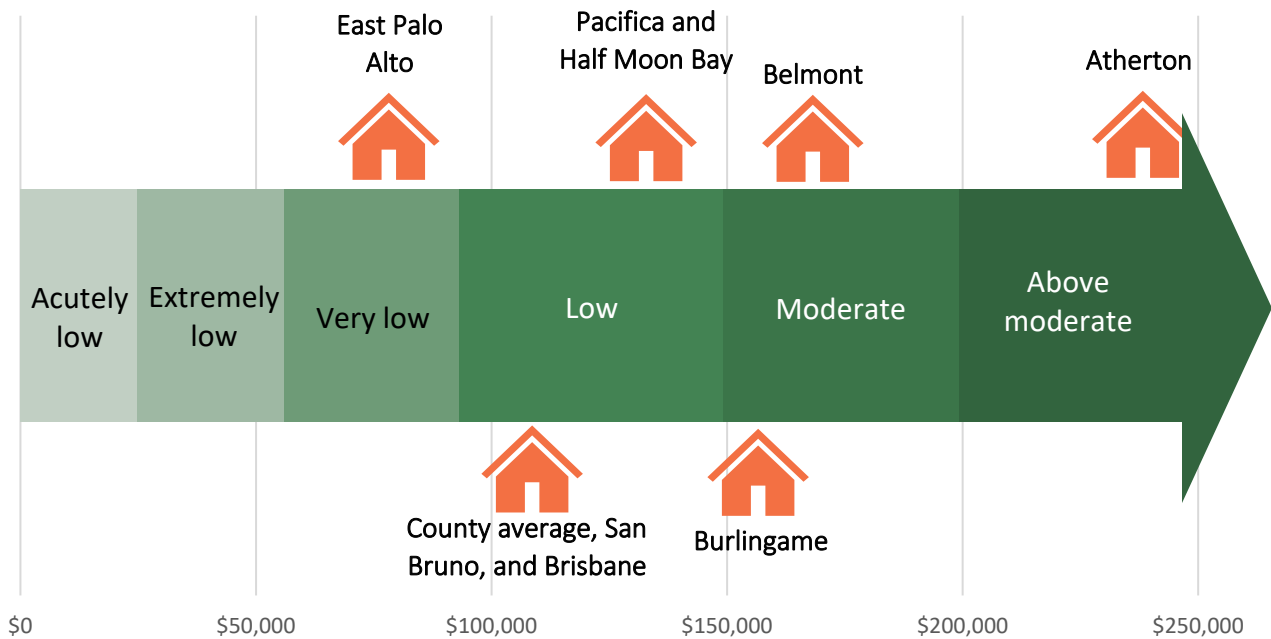
We know that this project cannot be approached as a single Safety Element distributed to each community. Each community must receive analyses, policies, community engagement strategies, and other resources as part of their Safety Element that is uniquely prepared for that community’s needs. Pacifica’s vulnerabilities are different from Belmont’s, and many policy solutions that work for East Palo Alto are not likely to be applicable to Atherton. We pride ourselves on working with municipal agency staff, community-based organizations (CBOs), and other local experts to better understand the unique challenges and opportunities facing each community, allowing us to prepare plans that are specifically suited to each jurisdiction and not cookie-cutter “one-size-fits-all” documents.

Assessing Vulnerability Through an Equity Lens

The PlaceWorks team is aware that acknowledging and helping to correct inequities is a key principle of this planning effort, and this is a topic we are eager to address. Our team understands the nexus between equity and resilience, recognizing that lack of access to secure housing, financial resources, healthcare and education, decision-making, and numerous other consequences of systemic injustices and marginalization make an individual or a group more likely to be harmed by natural hazards and their consequences, both directly and indirectly. Many populations in the Participating Jurisdictions have experienced such discrimination and vulnerability, and we see a key part of our role as learning from their experiences and using our understanding of equity issues to elevate their needs and priorities.

Part of our understanding of equity, disproportionate impacts, and vulnerability is knowing the different forms that these issues take. There are numerous factors that contribute to vulnerability, and we want to make sure that the updated Safety Elements comprehensively address these issues. For example, it is well known that income and other financial resources are one of the biggest determinants of resilience. Higher-income persons can more easily afford to rehabilitate and harden their homes, pay for protective resources, absorb temporary loss of income from hazard-related impacts, relocate to less vulnerable areas, and take many other steps to reduce their vulnerability. However, this does not mean that wealthy individuals may not also be vulnerable to the effects of natural hazards. In a county where the median income for a family of four is \$166,000, factors such as overpaying for housing, overcoming obstacles to home ownership (e.g., lack of affordable homes, saving for down payment), and overcrowding can contribute substantially to vulnerability. Social isolation, access and functional needs, chronic health conditions, and many other factors also make an individual more sensitive to natural hazards regardless of their financial resources. A key goal of these Safety Element updates will focus on working with community members, CBOs, and jurisdiction staff to ensure that these plans include a comprehensive understanding of vulnerability that accurately reflects

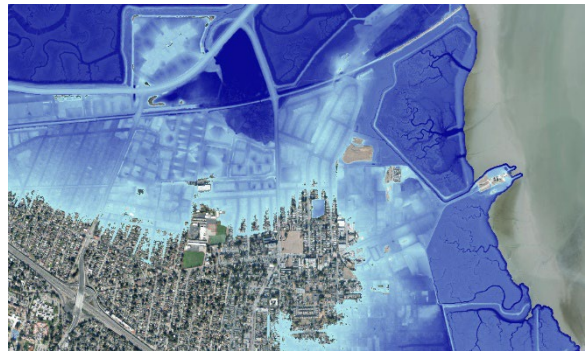
the very real needs and priorities of the most at-risk groups, while also not excluding those who may not be considered “traditionally” vulnerable but who may still suffer disproportionate impacts.



County-wide income limits for a household of four and median household income.

Taking the Long View

Under recent changes to State law, safety elements must be reviewed and updated (as needed) at least every eight years. Despite this, safety elements must continue to provide a framework for long-term safety and resilience. While they can (and should) include relevant short-term actions, as a part of the General Plan, a safety element should traditionally support community action for 15 to 30 years. However, the PlaceWorks team understands that this historic horizon is no longer sufficient in the era of climate change, and that our communities should be planning for conditions decades in the future. We know that a building or piece of critical infrastructure constructed during the eight-year active period of these safety elements may still be operational by 2100. For example, Census data shows that approximately 11 percent of the houses in San Mateo County were constructed before 1940, long before the advent of modern building codes, safety standards, or many of the other land use planning tools that inform today’s development. Meanwhile, consider that State guidance recommends planning for at least 84 inches of sea level rise by 2100, a level that would cause significant inundation in parts of Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and the unincorporated county, and would likely create impacts in



2100 sea level rise projections in East Palo Alto, according to Adapting to Rising Tides modeling.



all other communities. We understand the importance of planning our communities now to account for long-term future conditions, helping to ensure that future generations, including the infrastructure and critical facilities that they rely on, are out of harm's way as much as possible and are prepared for hazard events.

Inclusive Community Engagement

Any plan must have support from the community, or its success is in jeopardy. The PlaceWorks team understands the importance of building community backing for the Safety Element updates. Our approach to community engagement for comprehensive planning and resilience projects ensures that community member concerns, goals, priorities, and values are elevated in the Safety Element updates and made central to their intent. Our approach to public engagement emphasizes the importance of conducting outreach to as broad a segment of the community as possible, including to people who historically have not participated in community planning efforts. This includes using a range of in-person and virtual engagement approaches and tools, using interactive and compelling ways to gather community feedback, and making information available to community members in plain, easy-to-understand ways to help support informed participation. Critically, we intend to collaborate very closely with CBOs and jurisdictions' staff to understand how best to reach out to community members, to learn what strategies have been successful in the past, as well as what's working well now in similar projects in Participating Jurisdictions, and to improve the engagement process. We also intend to collaborate with CBOs and jurisdiction staff to conduct outreach in other languages, as necessary.

Feasible Implementation

We cannot overstate the importance of implementation, and as many of our staff are former public jurisdiction staff themselves, the PlaceWorks team understands that a plan that only sits on the shelf is of no value to anyone regardless of how nicely it reads or how well it was put together. It is critical that the strategies in the Safety Elements be appropriate and feasible for the communities, including that they can be implemented with available staff time, funding levels, and other resources. Right now, there are numerous opportunities to fund safety, resilience, and adaptation work coming from regional, state, and federal sources, as well as private organizations. We plan to prepare Safety Elements that help to best position the Participating Jurisdictions to secure these funds and take advantage of other emerging resources that can support these efforts.

Scope of Work

PlaceWorks supports the work program presented in the Request for Proposals (RFP) with minor modifications. The work program described in this section includes all tasks identified in the RFP plus an additional sub task for project management and coordination with the Community Planning Collaborative (CPC) Project Manager in Task 1 and small modifications to combine sub tasks. Task 1, project coordination and communication, is an ongoing task. Task 2, community engagement and equity approach, will occur throughout the process with targeted outreach or touchpoints at key points in the process. Tasks 3 through 10 will occur sequentially as each task builds up to the final review and approval of the Safety Element.

Our Scope of Work presents our proposed approach to the project; however, we look forward to discussing the approach with the Collaborative and adjusting it as needed to support achievement of the project goals. We recognize that not all Participating Agencies will participate in all tasks. Our understanding of agency participation by task is shown in Table 2.

Table 2. Participating Agency Participation by Task

Participating Agency	Participation by Task									
	1	2	3	4	5	6	7	8	9	10
Atherton	✓	✓	✓	✓	✓	✓	✓	✓		✓
Belmont	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Brisbane	✓		✓	✓						✓
Burlingame	✓	✓	✓	✓	✓	✓	✓	✓		✓
East Palo Alto	✓	✓	✓	✓	✓	✓	✓	✓		✓
Half Moon Bay	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pacifica	✓		✓							✓
San Bruno	✓	✓	✓	✓	✓	✓	✓	✓		✓
Unincorporated San Mateo County	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Task 1. Project Coordination and Communication

1.1 Collaborative Steering Committee

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Collaborative Steering Committee Members
Project Manager:
Community Planning Collaborative (CPC)/21 Elements
Representatives from 8 Participating Cities and County of San Mateo Dept. of Planning & Building and Office of Sustainability
Consultant Team

The PlaceWorks team will participate in meetings with the Collaborative Steering Committee throughout the project. As noted in the RFP, we anticipate this Collaborative will include participation by at least one representative from each Participating City and San Mateo County, in addition to the CPC Project Manager and staff the PlaceWorks team. Meetings of the Collaborative Steering Committee will be opportunities to share information, provide feedback at key points in the process, discuss options and opportunities for community engagement, and review approaches to addressing key hazards of concern.

As part of the project kick-off meeting, we propose to review the project schedule and identify topics, key project milestones, and opportunities to engage the Collaborative Steering Committee. Some topics, like community engagement, will likely occur on each meeting agenda, though the time needed will vary by phase of the project. For scoping purposes, we anticipate up to nine (9) meetings by video conference with the Steering Committee.

PlaceWorks will develop the meeting approach and draft agenda in collaboration with the CPC Project Manager and prepare deliverables and presentation materials for each meeting. PlaceWorks and the CPC Project Manager will identify key decisions and discussion items for each agenda. PlaceWorks will review meeting materials with the CPC Project Manager before distribution to the Committee members. After each meeting, the CPC Project Manager will prepare and distribute a high-level summary of key points, action items, decisions, and next steps. PlaceWorks understands the CPC Project Manager will facilitate each meeting and that the PlaceWorks team will lead presentation and discussion of our work products during the meeting. All meetings will be held online through Zoom.

Our scope for this task assumes the CPC Project Manager will lead the formation and overall coordination of this Committee and serve as the Committee's primary point of contact. At the time of project initiation, the Committee and PlaceWorks will confirm the preferred option(s) for sharing files, either through email or through a file-sharing site that is accessible by all Committee members.

1.2 Participating Agency Technical Advisory Committees and 1x1 Support

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Each Participating Agency has the option to create a Technical Advisory Committee (TAC) to provide topic-specific feedback and guidance on the development of their jurisdiction's Safety Element. TACs may include staff representatives from planning, building, public works, emergency management, parks, police/sheriff,

fire, city manager/county executive's office, and other departments as identified by the Participating Agency. Each TAC will be coordinated by the key staff from the Participating Agency who will use materials prepared by PlaceWorks to support their discussions and decisions.

The role of the TAC is to support preparation of the Safety Element Update and to provide community-specific expertise and background to the project team. We recommend TACs review interim and draft project deliverables and provide important feedback to the PlaceWorks team. An example of an interim deliverable is the review of draft lists of populations, hazards, and assets and confirmation of mapped data that will be used to inform the key task of vulnerability scoring. This interim deliverable leads to the main task of conducting a Vulnerability Assessment. It will be important to the success of the Safety Element for Participating Agency staff with direct knowledge and local expertise to contribute to the project. Most meetings will be to ensure key tasks are moving forward and producing locally appropriate results, although some meetings might need to be reserved for focused issue-specific discussions, like wildfire or flooding. Some of the work of the TAC can be done through email and may not require an in-person or virtual meeting of all members. We recommend a brief kick-off for each TAC that includes a review of the project schedule and roles and responsibilities to set expectations. The formation and role of TAC will vary by Participating Agency. For budgeting purposes, we will provide the following support for each Participating Agency per their request:

- » Cities of Atherton, Brisbane, and Pacifica: No formal TAC meetings; all coordination will occur by email. PlaceWorks will support informal communication and coordination appropriate to key deliverables.
- » Cities of Belmont, Burlingame, East Palo Alto, Half Moon Bay, and San Bruno: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in TAC meetings (virtual attendance).
- » County of San Mateo: Meeting support and attendance in up to eight (8) TAC meetings. Our budget assumes 6 hours of PlaceWorks team time to prepare for, attend, and summarize each meeting, assuming average TAC meeting duration is 90 minutes.

For each meeting, the PlaceWorks team will provide a briefing packet that includes draft project deliverables and project updates that each agency can share with their own internal jurisdiction-specific TAC. The timing of the meetings will align with key product deliverables and milestones. In our experience, we have found it helpful to agency staff and the project when the consultant team is available to meet with interdepartmental teams, like TACs, to review materials, questions, and comments in a timely manner and ensuring an efficient and consistent process. Our participation is at the discretion of the project team and the budget.

In addition to TACs, one-on-one meetings with the key staff from the Participating Agencies will be helpful throughout the project, in addition to the Collaborative Steering Committee and TAC meetings. These one-on-one meetings will allow time for more detailed review and discussion of key issues or deliverables for one community. Between scheduled meetings, PlaceWorks will be available to coordinate and communicate with Participating Agencies by email or by phone if that is easier.

Our budget assumes time for at least three one-on-one meetings (up to 1-hour meeting time per meeting) by video conference for each Participating Agency. As part of this task, we will also offer all Participating Jurisdictions up to four (4), shared drop-in sessions or "office hours" as an additional opportunity for Participating Agency staff to sign-up or drop-in with a question. Office hours will be hosted through Zoom with the option for small breakout rooms based on a topic or deliverable.



1.4 Ongoing Project Management

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Consistent and regular communication between the CPC Project Manager and the PlaceWorks team throughout the project will provide the opportunity for the project team to coordinate and keep the project moving forward on time and within budget. This task includes a project kick-off meeting and regular project check-ins of the project management team. At the project kick-off meeting, we will establish a schedule for project check-ins with the CPC Project Manager.

Our budget assumes one monthly 1-hour meeting during most of the project or one 30-minute check-in meeting twice a month, throughout the 24-month project. During these progress meetings, the PlaceWorks project management team and CPC Project Manager will discuss deliverables and active tasks for the Safety Element Update, identify any issues of concern and potential solutions, and generally review the progress of the project. Other staff may join occasional meetings as needed. Prior to each meeting, we will work with staff to draft an agenda and identify the necessary participants to best meet the needs of each meeting. The status meetings will be in addition to regular email and phone communication between project team members.

This task includes project management activities, such as monitoring and tracking the budget, preparing and reviewing monthly invoices, maintaining the schedule, and managing the overall team throughout the process. The monthly invoice will detail PlaceWorks' labor and expenses by task.

Deliverables:

- » Monthly invoices and progress memos (electronic).
- » Regular check-in meetings with the CPC Project Manager, including agenda preparation and action item summaries (by email).
- » Regular email communication and coordination with the CPC Project Manager and leads for each Participating Agency.
- » Preparation for and participation of the project management team in up to nine (9) meetings of the Collaborative Steering Committee (online/virtual).
- » Preparation for and participation in Technical Advisory Committee meetings as follows:
 - » Town of Atherton: No TAC meetings; email coordination/communication only.
 - » City of Belmont: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in one or more TAC meetings (virtual attendance).
 - » City of Brisbane: No TAC meetings; email coordination/communication only.
 - » City of Burlingame: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in one or more TAC meetings (virtual attendance).
 - » City of East Palo Alto: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in one or more TAC meetings (virtual attendance).
 - » City of Half Moon Bay: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in one or more TAC meetings (virtual attendance).
 - » City of Pacifica: No TAC meetings; email coordination/communication only.
 - » City of San Bruno: Support for up to six (6) virtual TAC meetings and up to eight (8) hours reserved for PlaceWorks staff to participate in one or more TAC meeting (virtual attendance).

- » County of San Mateo: Full support, including attendance, for up to eight (8) TAC meetings.
- » Participation in up to three (3) one-on-one meetings with Participating Agencies (online/virtual). Participating Jurisdictions can use their contingency budget if additional meeting time is needed.
- » Up to four (4) virtual, shared office hour sessions (1 hour per session).


Task 2. Community Engagement and Equity Approach

Project success depends on successful community engagement. PlaceWorks ensures this by working with clients to create a solid yet flexible community engagement plan that will guide engagement efforts throughout the project. We strive for a community engagement process that invites participation, provides a safe and inclusive collaborative space, builds capacity, and strengthens community relationships and ensures the end product reflects the community's experience and goals.

Our team offers the San Mateo County Collaborative expertise in community engagement and how community engagement can inform and improve the technical tasks, like the Vulnerability Assessment and policy development. Our team has recently worked in communities, like Butte County, Santa Rosa, and Santa Barbara County that experienced devastating hazard events and has developed engagement plans that are sensitive to and create space for the emotional, social, and physical disruption and loss, and trauma, caused by these events and supportive techniques to reflect and improve the community's public safety and hazard mitigation framework to support recovery and resiliency in the face of likely future events. We also have worked in Bay Area and Peninsula communities to integrate equity and environmental justice into comprehensive plans. We look forward to the opportunity to partner with the Participating Agencies and CBOs to engage with stakeholders in the Participating Jurisdictions. We recognize that many communities have started conversations around climate change, adaptation, and resilience, and our team will work diligently to get up-to-speed with recent and ongoing work to ensure it is incorporated into the project and the outreach approach.

We support the Community Engagement tasks presented in the RFP and offer the following approach to these tasks. In some instances, we found the RFP approach to be similar to our recommendation. We recognize these are minimum levels of outreach; however, we have followed many of the same tasks in similar projects and find them to be successful for a Safety Element Update as scoped in Tasks 3-10. As noted in the RFP, we recognize the following assumptions for this task:

- PlaceWorks will lead the development and implementation of certain tasks and defer to CBO partners and/or Participating Agency staff to lead other tasks, with support from the PlaceWorks team, as noted in the sub-task descriptions.
- PlaceWorks commits to designing outreach materials to be easily accessible to non-technical audiences and include the use of graphics and illustrations.
- PlaceWorks and CRC will provide language translation as identified in this Scope of Work. Language translation will be limited to public outreach and communication items identified in Task 2. The contingency budget is available to support additional translation and/or interpretation if requested by the Participating Jurisdictions. PlaceWorks will ensure that there is sufficient time to review and translate materials and ensure they meet equity and inclusion goals.

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- PlaceWorks will attend only online outreach events, while most in-person events will be attended by agency staff or contracted CBOs. In our task descriptions, we have noted opportunities for PlaceWorks to support in-person events if needed.
 - Each Participating Agency will use their communication channels (social media, web) to publicize the outreach initiatives. PlaceWorks will provide marketing content to support these tools.

2.1 Community Engagement Plan

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

We begin our community engagement planning process for every project with preparation of an outreach and engagement approach or Community Engagement Plan (CEP). The engagement plan is the foundation for the engagement process and provides transparency to all participants throughout the process. We follow the International Association for Public Participation (IAP2)'s core values and code of ethics in our approach and design our strategies with IAP2's [Spectrum of Public Participation](#) in mind, with flexibility to support community-driven processes. PlaceWorks is a member of IAP2 and supports ongoing training of our staff to ensure we are responsive to best practices and techniques.

For each phase of the planning process, we collaborate with staff to identify the desired level of engagement on the spectrum (inform, consult, involve, collaborate, and empower), who should be involved, why they should be involved, what their involvement will mean to the process and project, how they should be involved, and how we will use their input in the process and project. We work with our clients to develop goals and their commitment to the public for the outreach and planning process, and to ensure those goals and objectives are shared with all stakeholders throughout the process.

Developing and implementing a strong community engagement process is a cornerstone of our work. As a result, PlaceWorks' projects reflect the interests and concerns of community members and decision makers. We employ a variety of in-person and online outreach tools—including workshops, open houses, stakeholder discussion groups, listening sessions, pop-up events, intercept surveys, phone calls, online surveys, and special events—to elicit creative input and participation from all stakeholders. By successfully opening dialogue and building support, we help move projects from vision to final approval. We are also able to support translation and interpretation in a variety of languages.

At the kick-off meeting with the Collaborative Steering Committee, we will facilitate an outreach assessment and discussion with Participating Agency staff to learn about previous, ongoing, and planned community engagement approaches and strategies for similar projects, begin to identify key stakeholders and opportunities for engagement, and discuss goals and objectives for the engagement process. Following the kick-off meeting, PlaceWorks will prepare a draft Community Engagement Plan (CEP) integrating the feedback and guidance from Participating Agencies. We anticipate the draft CEP that will be shared with the Collaborative Steering Committee and the prospective CBO(s) for review and input. Following their review, PlaceWorks will revise the CEP, discuss revisions with staff, and prepare a working draft CEP. This version will guide the outreach and engagement activities, with the option to modify as needed to respond to unexpected information or changes in conditions.

For scoping purposes, we anticipate that the CEP will include the following:

- The purpose and desired outcomes for community engagement throughout the planning process and for the project overall.
- Identify target audiences and include a list of community stakeholders with identification of their networks and areas of expertise, preferred outreach and engagement opportunities for stakeholder types, and key questions and information for stakeholders.
- Public information items, including the project timeline, a process chart showing the relationship of community engagement activities to the plan preparation process, deliverables, and similar materials.
- Protocol for documenting engagement activities and sharing the results with the project team and members of the public.
- Indicators of assessing effectiveness of community engagement and a process to collect information.
- A protocol for communication, including how the project will be branded and messaged.
- Protocol for marketing in-person and online engagement events. Promotion of the project and related community engagement opportunities will be through a mix of techniques to reach residents and stakeholders, including articles in agency newsletters, inclusion in newsletters or e-blasts from Council or Board members, social media postings, newspaper advertisements, postings on online community calendars, email blasts, word of mouth, and other techniques found successful by agency and CBO staff for similar projects.
- Protocol for interpretation and translation of English to Spanish for events and materials.
- A description of community engagement activities, including targeted stakeholders, purposes, costs, timing, and approach for each activity based on the activities included in Task 2. This will include general community engagement and strategies for inclusive and equity-focused engagement to engage communities that are traditionally under-represented in planning processes.
- A schedule of outreach activities, including the responsible team members, location, format, and needs for each event.
- Roles and responsibilities of the PlaceWorks team, Participating Agencies, the CPC project manager, CBOs, community members and stakeholders, and supporting agencies.

2.2 Equity Approach

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

As noted in the RFP, we've retained the Equity Approach as a stand-alone task; however, we anticipate preparation of this approach as part of the Community Engagement Plan though it will be identified separately. The intention of this task is to clearly identify how equity will be incorporated into public engagement and all aspects of project development and execution. As part of our approach to integrating equity into project development, we will review best practices and case studies used in the region to assess goals, policies, and actions with equity considerations. In addition, we will ensure the community and



stakeholder engagement approach is sensitive to community characteristics. We support the Collaborative's acknowledgement that communities of color, low-income communities, persons with disabilities, and other historically underrepresented groups bear a disproportionately high-risk burden in relation to natural hazards and face higher exposure to hazards with fewer resources to withstand and recover from them. We fully support and commit to meaningful engagement of these groups throughout this project to ensure that their lived experiences with hazard risk and priorities for policies and implementation strategies are reflected in the updated Safety Elements.

2.3 Community-Based Organizations Partnerships

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

In most of our recent comprehensive planning and community-scale design projects, PlaceWorks has partnered with one or more CBOs to support general and focused community outreach and engagement. We highlighted two examples of these partnerships in our discussion of our firm's cultural competence. In addition to PlaceWorks' experience with CBOs in the county and the Bay Area, our teaming partners Atlas Planning Solutions and Nexus Planning are currently contracting with CBO partners to support outreach for the Santa Clara County Safety Element Update. We anticipate some CBOs supporting the Santa Clara County project that are based in San Mateo County will also have an interest in the San Mateo County Collaborative Safety Element Update project.

Our goal is to continue successful partnerships in previous efforts to conduct targeted outreach with small group meetings, pop-up events, and other engagement efforts. We agree that CBOs are trusted voices within their communities and can provide targeted outreach to groups based on hazard issues, geography, special needs, or equitable engagement.

This task will be led by Climate Resilient Communities (CRC), a local CBO that is well established in the county with trusted partnerships and a successful track record with engagement and community-driven planning for climate resilience. CRC is part of the PlaceWorks outreach and engagement team and will have a leading role in the identification and engagement of San Mateo County-based CBOs in this process and the targeted outreach and engagement for hard-to-reach community members. Their work to identify, include, and engage local CBOs is integrated into multiple outreach and engagement sub-tasks. CRC will also provide equity-focused reviews of select project deliverables to ensure goals, policies, and implementation programs reflect the input and expertise received during community and stakeholder engagement.

This task is primarily dedicated to coordination with and compensation for the local CBO participation. CRC will be a collaborator in the preparation of the overall Community Engagement Plan, during which time their role in supporting multiple outreach tasks will be defined. CRC will lead identification of and outreach to key CBO partners as well as representatives of hard-to-reach and vulnerable populations that might not be represented by a formal CBO. CRC's work on this project will build from lessons learned and successes in similar outreach and engagement supporting the LHMP and adaptation planning work in the county.

The budget for this task assumes compensation of targeted stakeholders up to \$25 per hour, assuming an average of 2 hours per meeting, activity, or event. During preparation of the engagement plan, the project team will detail the terms of eligibility for compensation. Priority use of the compensation will be to support engagement of hard-to-reach community groups, vulnerability populations, and others as outline in Task 2.5

with funds also being available for participation in community workshops and review of draft materials if supported by the Collaborative. The approach to compensation will be transparent, accountable, and equitable.

2.4 Community Workshops

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

As part of a community engagement plan, we anticipate community workshops serving as one key opportunity for broad community engagement. The purpose of the community workshops will be to provide agency-wide and county-wide opportunities for the public to provide input and engage with the Safety Element process. We support the use of virtual community workshops to provide opportunities for broad access. As we have worked with our clients to provide meaningful engagement opportunities throughout the COVID-19 pandemic and changing conditions, PlaceWorks developed guiding principles and best practices for virtual engagement and developed expertise in using various online meeting and collaboration tools. The agenda and activities used for each workshop will reflect the desired outcomes and expected participants for the workshop. During virtual meetings, we use a mix of presentations, polls, small group discussions with dedicated facilitators and notetakers, transparent and live notetaking using Google Docs (or similar online tool), and a variety of online activities using Mentimeter, Jamboard, or similar tools to receive input and feedback.

We ensure our virtual meetings are accessible during and after the event. During the meeting, we enable the chat feature, provide closed captioning and an option for interpretation to other languages as appropriate to our projects and clients. Before the meeting, we provide workshop registrants and participants with pre-meeting materials and emails. We supplement our virtual meetings with online content, usually through a project website, online surveys, and social media posts. These materials will be provided in English and translated to Spanish as noted in the list of deliverables for this task. After the meeting, we will send a post-event survey and provide a recording that can be posted on the project website for viewing at the convenience of stakeholders. We prefer to use the Zoom platform to host virtual workshops or events, but we are comfortable and able to use other software if preferred by Participating Agencies.

For each workshop series, PlaceWorks will provide the workshop approach, agenda, marketing materials (e.g. flyer, e-blast/newsletter content, social media content), a PowerPoint presentation with speaking notes, facilitator training, appropriate digital engagement tools, a meeting summary, meeting recording, and a summary for each phase. We will coordinate and collaborate with partner CBOs on workshop design and materials to ensure that the workshops are accessible to a wide range of community members. For each workshop, the PlaceWorks team will provide a facilitator/moderator and a key staff member to present technical or project details. We can provide additional staff on a time-and-materials basis. As noted in the RFP, workshop approaches that use breakout rooms will be supported by Participating Agency staff and/or partner CBOs following facilitator training provided by PlaceWorks. PlaceWorks will manage logistics.

For scoping purposes, we assume two series of workshops with two workshops in each round for a total of four virtual community workshops for the project. During development of the Community Engagement Plan, we will further develop the timing and content of the workshop; though as noted in the RFP, we anticipate



one round of workshops during Task 3, preparation of the vulnerability assessment, and one round during Tasks 5 and 6, during development of goals, policies, and implementation actions.

All community workshops will be facilitated in English. Simultaneous interpretation from English to Spanish or other languages can be provided on a time-and-materials basis upon request. The contingency budget can be used to accommodate these costs at the request of a Participating Agency.

2.5 Hard-to-Reach / Community Group Meetings

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The Community Engagement Plan will provide options and recommendations for smaller community group meetings or activities to complement the larger community workshops and allow outreach to specific groups that are often hard-to-reach, historically underrepresented in community engagement, identified as vulnerable to the impacts of climate change, and/or offer focused expertise on a certain hazard, population, hazard, or other component of the project. We've found in-person, small group meetings to be excellent opportunities to have meaningful discussions and receive helpful input for climate adaptation and resilience projects. Through preparation of the Community Engagement Plan, we will determine the locations and target participants for these meetings. They could address specific geographic areas, topics, vulnerable populations and communities, and/or historically underrepresented groups.

PlaceWorks, in partnership with our CBO partner Climate Resilient Communities (CRC), will create a Toolkit for these small group meetings. The Toolkit could include a PowerPoint presentation with discussion questions and/or live polling exercises and promotional flyer and text for promotion through various networks. As noted in the RFP, Agency Staff and/or CRC will use the Toolkits to present Safety Element information and lead discussions with community groups. The groups will be identified during preparation of the Engagement Plan (Task 2.1).

CRC staff will organize, promote, and attend a minimum of seven in-person Hard-to-reach/Community Group Meetings to provide technical expertise, answer questions, and take notes on community input.

Simultaneous interpretation from English to Spanish or other languages can be provided on a time-and-materials basis upon request. CRC will identify language needs during preparation of the meeting approaches and invitation lists for these meetings.

2.6 Stakeholder Meetings

In addition to engagement of community organizations, the Safety Element updates will benefit from engagement of other key stakeholders, such as service providers and partners in emergency preparedness, risk reduction, response, and management. This task targets private and public sector service providers like utilities (PG&E, water/wastewater providers, Caltrans, OneShoreline, etc.). Engaging service providers (including public, non-profit, and for-profit providers of energy, water, transportation, and communication services), agency partners, business owners, employers, public land managers, and other community partners early in the process supports preparation of the vulnerability assessment and safety elements. This focused engagement supports preparation of goals, policies, and strategies that build upon the successes and lessons learned, leverage existing and potential programs that share resilience goals and/or co-benefits,

reflects shared values, and ensures a collaborative and equitable approach to implementation. The PlaceWorks team will coordinate with the Collaborative to prepare a stakeholder list during preparation of the engagement plans, recognizing the Participating Agencies have several stakeholder groups with which to coordinate and leverage for guidance, input, and feedback.

The approach to engagement will be small, facilitated group meetings or conversations hosted through Zoom. Each group can be organized by location, stakeholder type, hazard, asset, or population group. PlaceWorks will lead preparation of meeting logistics, agenda, discussion questions, facilitation, and a summary for each meeting. The full series will include up to six meetings of 8-12 participants (no more than 15 per group) and will occur during Task 3, preparation of mapping and the vulnerability assessment. The PlaceWorks team will provide a facilitator and notetaker for each meeting. At the completion of all stakeholder meetings, PlaceWorks will prepare a memo summarizing what we heard during the discussions.

2.7 Develop Project Website

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

PlaceWorks will create and maintain an accessible and engaging website for the Safety Element Update. The website will contain information about the project, including an explanation of the project, its key steps and products, and what it means to stakeholders; a description of the Safety Element preparation process; project schedule and updates as major milestones are achieved; links to each Participating Jurisdiction's website for review of existing safety elements and related materials; a document library; links to other relevant resources; frequently asked questions (and answers); contact information; and an opportunity to submit comments and questions, if desired. The website can be organized to allow viewing by geographic area as well as by key topics and hazards.

The website will also provide information about upcoming events and activities, including community events, online engagement opportunities, and Planning Commission and City Council/Board of Supervisors meetings on the Safety Element Updates. Activities may include online surveys and interactive exercises. Public review draft documents will be posted on the website when available, and links to other online engagement or interactive products developed for the project, such as Esri-based maps, will also be provided if desired.

PlaceWorks staff will be responsible for creating, managing, and updating the website for the duration of the project. PlaceWorks will prepare a mock-up of the website for the Collaborative's review and approval prior to building it. PlaceWorks will share a draft build of the website for the Collaborative's review and incorporate staff comments prior to launching the website. This scope does not assume significant redesign or restructuring of the website once it is launched. Upon completion of the project, PlaceWorks can transfer management of the website to the County if desired.

2.8 Mapped Survey Tool

Participating Jurisdictions: Belmont, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Leveraging Survey123 for ArcGIS, PlaceWorks will create an interactive, map-based online survey that stakeholders can access with any device with an internet connection (i.e., computer, tablet, smartphone, or similar devices). Survey123 allows for web-based survey forms and for the creation of interactive activities that incorporate the online surveys with interactive activities that allow the user to place location-based comments, attach images, and incorporate other geographic information in their responses. (This feature is optimized when using a smart phone with location services enabled.)

This tool will connect residents with information, decision makers, and other residents in a professionally facilitated community discussion that builds public awareness of and trust in the project process, without constraints on the time, place, or method of public input. We propose to use this mapped survey tool to support community outreach and engagement related to identification of hazards, impacts, and adaptive capacity as part of the Vulnerability Assessment. Based on recent storm events, we anticipate receiving valuable information related to experiences with wildfire and flooding in particular.

PlaceWorks will prepare one survey activity during Task 3 related to hazard mapping and vulnerability assessment. The survey will be available in English and Spanish.

2.9 Story Map

Interested agencies: Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

PlaceWorks will design and format the results of the mapping, vulnerability assessment, and safety element goals and policies using Esri's Story Map application. A Story Map will complement the traditional hard-copy materials and provide a way for the public to interact with the maps and data more closely. This interactive platform could be used to help promote the project as well as provide a dynamic and accessible platform where users can explore the data and gain deeper insights into the key hazard and climate issues affecting their community. This Story Map will be available beginning with the public review of the vulnerability assessment results. We will add more information about the draft goals, policies, and objectives to the Story Map in advance of the public review of draft safety elements.

Story Maps provide a platform that is highly suited for Safety Element engagement and allows for the combination of dynamic and interactive maps with narrative text, diagrams, images, and a full range of multimedia content. While most planning processes strive to create a "living, breathing, document," the Story Map application empowers agencies to truly achieve this goal. The digital platform allows for regular and seamless updates to the content prior to adoption and into implementation.

2.10 Community Input Report

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

In addition to providing summaries of outreach and engagement events and activities for each touchpoint, PlaceWorks will lead preparation of a consolidated report that summarizes all outreach efforts for this project, the input received, and how input was included or not included in the Vulnerability Assessment, mapping, or Safety Elements. The Community Input Report will include feedback from all public outreach led by PlaceWorks, CBO partners, or Participating Agency staff, including engagement with hard-to-reach and underrepresented communities. In support of this report, PlaceWorks will provide a data collection and summary template to all project teammates leading outreach to ensure consistency in assessment and presentation of information. The report will include graphics, images, tables, and charts as appropriate to share results and summaries of key takeaways. In the presentation of outreach and engagement results in this report, PlaceWorks will not attribute comments to specific stakeholders or organizations to protect privacy and ensure open engagement in the process, unless specifically requested by a stakeholder or organization; however, we will provide a list of types of stakeholders and organizations engaged in each touchpoint.

Deliverables:

- » Public Engagement Plan (draft and final, electronic)
- » Equity Approach (draft and final, electronic)
- » Community Based Organization Partnership, including compensation for up to 400 participants at \$50 per 2-hour meeting.
- » Two series Virtual Community Workshops (two workshops per series) with the following materials for each series:
 - » Agenda, meeting approach, agenda, facilitation, and small group facilitator training..
 - » Workshop promotional flyer and text for Collaborative member announcements/e-blasts in English and Spanish
 - » Content for posting by Participating Agencies to their social media accounts, including suggested text for posts and supporting graphics. Text will be provided in English and Spanish.
 - » PowerPoint presentation and use of break-out rooms, surveys, and/or live polling exercises available in English and Spanish.
 - » Summary notes from all workshops, including easy segmentation for each Participating Jurisdiction.
 - » Two members of PlaceWorks team for each workshop. Additional staff can be provided with authorization of the contingency budget.
- » Community Group Meetings Support and Toolkits and in-person facilitation and notetaking with up to 7 meetings lead by CRC.
- » Six stakeholder meetings (virtual), including an agenda, discussion questions, facilitation, and note taking for each meeting.
- » Project Website design, hosting, and content updates (English) during project.
- » Community Input Report (draft and final, electronic, English only)
- » Mapped Survey Tool (draft and final, English and Spanish)
- » Story Map includes draft outline, template, and content and final Story Map (English with option to provide Spanish with contingency funds).



TASK 3. Vulnerability Assessment and Hazard Maps

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

The vulnerability assessment and hazard mapping are core parts of the technical work needed to update the Safety Element. The vulnerability assessment helps community members, agency staff, and decision makers understand how community hazards may alter conditions due to climate change and what parts of the community (people and places) are most at risk. Not only is the vulnerability assessment required by State law, but it helps each community clearly understand the potential and far-reaching effects of climate change.

The vulnerability assessment incorporates hazard mapping that translates technical reports and data into an easy-to-understand visual that drives home the threats posed by natural hazards. Understanding the extent of wildfire hazard zones, projected flood inundation areas for sea level rise, how hazard areas overlap with critical infrastructure, and other key facts illustrated by hazard mapping helps the community clearly grasp the potential effects on their well-being.

The PlaceWorks team has unrivaled experience preparing vulnerability assessments and has worked closely with State agencies to write this guidance. Our GIS experts have prepared both static and dynamic mapping for hundreds of communities and are well versed in using the latest interactive visualization tools to communicate hazard issues to members of the public and agency decision makers.

3.1 GIS Database for Hazards

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Spatial data is at the heart of understanding current hazard conditions and potential future risks caused by the effects of climate change. The PlaceWorks team understands that precise, accurate, and up-to-date data play a critical role in the planning process and are necessary to garner support and incorporate ideas from community members. PlaceWorks' team of GIS experts have an intimate knowledge of the available datasets, including a deep understanding of the key components and underlying data that define each layer. Building on work done on past studies in the region, the PlaceWorks GIS team will start by gathering GIS datasets that speak to existing hazards and future climate conditions, including the potential effects of climate change. These datasets include, but are not limited to the following natural hazards:

- Seismic hazards
 - » Faults (on and offshore)
 - » Shaking potential
 - » Liquefaction potential
 - » Level of earthquake hazard
- Water hazards
 - » Federal Emergency Management Agency (FEMA) Special Flood Hazard Area
 - » Department of Water Resources (DWR) Awareness zones
 - » Dam inundation areas
 - » Sea level rise and coastal flooding
 - » Coastal erosion due to sea level rise

- » Tsunami inundation zones (including any State mapping updates)
- » Levees
- Fire Hazards
 - » Fire hazard severity zones
 - » Future fire risk projections
 - » Historic wildfire perimeters
 - » Wildland-urban interface
 - » Tree mortality
- Other Hazards
 - » Landslides and debris flows
 - » Smoke and air quality
 - » Heat islands tree equity score
- Future Climate Projections
 - » Extreme precipitation events and drought
 - » Extreme heat and cold

PlaceWorks will ask Participating Jurisdictions that include human-made/caused hazards in their existing safety elements to confirm if those hazards should be retained and updated. These hazards could include hazardous materials, airport operation-related hazards, or others requested by the community or decisionmakers. This scope of work does not include updates to noise modeling and contours or noise-related goals, policies, and implementation programs.

Deliverables:

- » Geodatabase of hazard data (electronic, draft and final)
- » Memo summarizing GIS database and any associated methods (electronic, draft and final)

3.2 GIS Database for Asset Layers

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Along with the comprehensive set of hazards data, the PlaceWorks team will prepare a GIS database of community assets that may be affected by climate change and so should be analyzed in the vulnerability assessment. These assets will include aspects of the built environment, including public and private buildings, infrastructure, habitats, and natural resources. Community assets will include assets that span jurisdictions, such as freeways, the Caltrain line, and natural ecosystems, as well as assets that are fully within each community. Preparation of this database will be done in consultation and collaboration with Participating Jurisdictions through Steering Committee and TAC meetings and with community members and stakeholders through Task 2.

These datasets include, but are not limited to:

- Bicycles and pedestrian trails
- Communication towers
- Commercial centers
- Electricity transmission lines and substations
- Forest and woodland habitat



- Government administrative buildings
- Grassland and chaparral habitat
- Historic buildings
- Highways and major roadways
- Medical facilities
- Natural gas pipelines
- Parks and other recreation facilities
- Public transit infrastructure, including bus stops, Caltrain stations, and BART stations.
- Police and fire stations
- Railway lines
- Residential structures
- Road and rail bridges
- Schools
- Water and wastewater infrastructure
- Wetland and riparian habitat

Deliverables:

- » List of assets for each community (electronic, draft and final)
- » Memo summarizing GIS database and any associated methods (electronic, draft and final)

3.3 Identify Sensitive Populations

Participating Jurisdictions: Atherton, Belmont, Brisbane, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Although everyone is likely to be affected by climate change, not everyone is likely to be affected to the same degree. We know that certain populations are likely to be disproportionately affected, including many groups that already face systemic inequities, marginalization, and environmental racism. Climate change is already exacerbating many of the challenges faced by these populations, and in the absence of robust action to correct these issues, such inequities are likely to only get worse. The vulnerability assessment will help identify these sensitive populations and describe the threats they face, forming a foundation for necessary action to reduce these challenges and move to a more equitable future.

The PlaceWorks team will collaborate with Participating Jurisdiction staff, key stakeholders, and the broader community through the engagement and equity approach discussed in Task 2, to identify sensitive populations in the Participating Jurisdictions. We anticipate using as refined and detailed data as possible from the US Census Bureau, the California Office of Environmental Health Hazard Assessment, the California Healthy Places Index, and other sources. After developing an initial list, we will consult and collaborate with Participating Jurisdictions through Steering Committee and TAC meetings and with community members and stakeholders through Task 2 to ensure this list is accurate and comprehensive before beginning the vulnerability assessment. We expect that this effort will occur in parallel with conversations about the connection between climate change and inequity, which may be part of community engagement efforts or stand-alone small group discussions. Our past experiences in the county and working in other jurisdictions throughout the state informs our methodical, yet flexible approach to collaboration. We believe the engagement process is iterative, whereby information is revealed, analyzed, and validated through continuous, transparent engagement with the public. Our team anticipates developing strong, trusting

connections from the start of the project, ensuring that as we begin analytical tasks, we don't rely solely on external data sources to tell the community's story.

We want to ensure that the list of sensitive populations reflects the full range of groups who may be disproportionately affected by climate change hazards. This includes people who are socially and physically isolated, have limited financial resources, face elevated exposure to hazards, have underlying behavioral or physical health issues, and other groups. We understand that the harm posed by natural hazards, especially those driven or influenced by climate change, can lead to physical injuries, impacts to mental health, economic damages, and reduced well-being and quality of life.

We will identify sensitive populations unique to each Participating Jurisdiction. While there are likely to be similarities across the communities in San Mateo County, the different histories and socioeconomic characteristics of each community necessitates tailored responses driven by individual community needs. This will let us create vulnerability assessments with a continuous framework and format, but that reflect the unique conditions in each Participating Jurisdiction.

Deliverables:

- » List of sensitive populations for each community (electronic, draft and final)

3.4 Prepare Asset Lists

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

Along with the list of sensitive populations, the PlaceWorks team will also work with Participating Jurisdiction staff, stakeholders, and community members to prepare a list of for inclusion in the vulnerability assessment. This list will be based on the assets included in the GIS database discussed in Task 3.2, along with some additional assets, such as key community services and economic drivers, which may not be able to be easily mapped but are still a critical component of their communities. This approach allows for a vulnerability assessment that more accurately reflects the breadth of climate change effects and can identify potential vulnerabilities that might not show up in a more limited analysis.

After preparing an initial list of assets for each Participating Jurisdiction, the PlaceWorks team will vet this list with Participating Jurisdiction staff, key stakeholders, and community members through engagement activities presented in Task 2. Through CBO engagement described in Task 2, CRC will ensure CBOs are involved in this review, even if the assets are not directly related to their missions, since many such organizations could rely on these assets for their daily operations and have a detailed understanding of how such assets may be affected. After this review, we will prepare a final list of assets for inclusion in the vulnerability assessment.

***WHY ANALYZE SERVICES
SEPARATE FROM
INFRASTRUCTURE?***

Often, climate change can affect an important service without damaging the underlying infrastructure that the service depends on. For example, droughts can threaten a community's reliable water supply without damaging water pipelines, pumps, or treatment plants. Analyzing services and infrastructure separately lets the vulnerability assessment more accurately consider a fuller range of effects that climate change may have.



Deliverables:

- » List of assets for each Participating Jurisdiction (electronic, draft and final)

3.5 Identify Flood and Fire Hazard Data

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

State law requires that safety elements address flood and fire hazards in the jurisdiction, as well as develop specific policy language to help protect communities against these hazards. The PlaceWorks team has already secured many of the necessary pieces of data as part of our work on safety elements and related documents across the state, but we will work with jurisdiction staff to secure the remaining data and to confirm the relevance of the files we have already obtained.

We expect that we will collect or confirm the following datasets, consistent with the list in the RFP and our understanding of Sections 65302(g)(2) and 65302(g)(3) of the California Government Code:

- Flood hazard maps as prepared by FEMA. This will cover all areas identified as 100-year (including all Zone A designations) and 500-year floodplains. At the time of writing, these maps appear to have been updated between 2012 and 2019, but we will incorporate any new mapping as it becomes available.
- DWR 100-year Flood Awareness zones.
- Levees and the areas they protect, along with identification of areas that have a reduced flood risk as a result and areas that may be subjected to flooding in the event of levee failure and overtopping. We expect this will include areas at risk of overtopping as a result of sea level rise, as identified in the Adapting to Rising Tides modeling or other relevant datasets.
- Dam failure inundation maps that are available from DWR, as well as any other inundation mapping that may be available from the California Office of Emergency Services or other resources.
- Sea level rise datasets available from the San Mateo County Sea Level Rise Mapping Tool, the Sea Level Rise Risk Assessment for County-owned and operated assets and leased facilities, and the shallow/emergent groundwater data from the San Francisco Estuary Institute. Additional datasets may include the San Mateo County Sea Level Rise Project Database of major existing and planned sea level rise adaptation projects. Finally, detailed information can be extracted and analyzed from the United States Geological Survey's Coastal Storm Modeling System (CoSMoS) of storm-induced coastal flooding and erosion for both current and future sea-level rise scenarios for San Mateo County (CoSMoS V3.1).
- Fire Hazard Severity Zones, as prepared by CAL FIRE. We will identify the areas in the unincorporated county designated as Moderate, High, or Very High, as well as the areas in incorporated communities designated as Very High. Our team is aware that these maps currently date to 2007, and that CAL FIRE is in the process of updating them, with the expectation that updated mapping will be available over the timeframe of this project. We will use the most up-to-date mapping in all circumstances.
- Wildland-urban interface zone mapping, based on regional, state, and federal studies.
- Public and other critical facilities in mapped flood and wildfire hazard zones. Such facilities may include roads and highways, power lines, public safety buildings, community centers, schools, hospitals, and others to be determined in coordination with jurisdiction staff and CBOs.
- Current and future land uses in mapped flood and wildfire hazard zones.
- Records of past flood and wildfire events in Participating Jurisdictions and the region, including information on any injuries or death, extent and cost of damage, and other disruptions as available.

- The local, regional, state, and federal agencies responsible for flood and wildfire protection in the Participating Jurisdictions.

We will collect this data for all Participating Jurisdictions, which will inform the hazard mapping, vulnerability assessment, and background information sections. They will also be integrated into the online map viewer. As part of these tasks, the data will help identify areas of greatest exposure to flood and wildfire hazards, as well as the people, buildings, infrastructure, and other key assets in these areas who are most at risk. Based on these findings, we expect that these data will inform policies in the Safety Elements intended to help increase resilience to these hazards, prioritizing the areas, people, and assets who face the greatest potential for harm.

Based on our initial survey of available data, we are not aware of any flood hazard mapping from the US Army Corps of Engineers, or of any 200-year floodplains, in San Mateo County. However, we will conduct a more thorough review of the available data and will include any new information as it becomes available.

Deliverables:

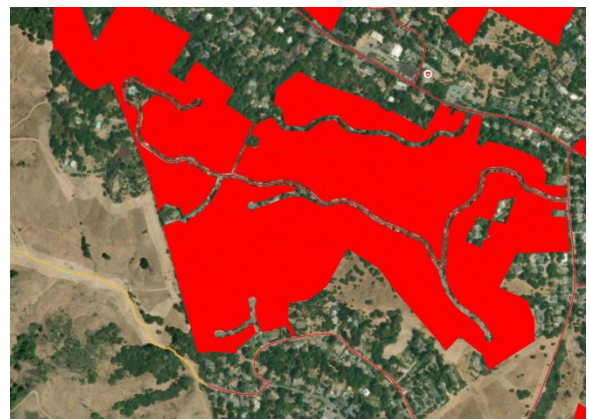
- » Geodatabase of hazard mapping (electronic, draft and final)
- » List of other relevant data sources (electronic, draft and final)

3.6 Evacuation Constraints Analysis

Participating Jurisdictions: Atherton, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

In 2019, the State adopted Senate Bill (SB) 99, requiring that Safety Elements identify residential areas in any hazard area that lack at least two emergency evacuation routes. This law is intended to help identify evacuation-constrained areas and to indicate where any additional resources may be necessary to facilitate a smooth and effective evacuation if there is ever such a need for it. The PlaceWorks team has developed an approach to identifying these areas that we have vetted with CAL FIRE and used in numerous communities across the state.

Given the widespread potential of some hazard issues across San Mateo County (such as seismic hazards), and the fact that hazards may occur outside of mapped hazard zones (such as recent wildfires, which have burned in areas not officially identified as fire hazard zones), we recommend that the SB 99 analysis apply to all residential properties in the Participating Jurisdictions. We will identify the roads that can function as likely evacuation routes, including highways, arterials, and relevant neighborhood roads, in coordination with jurisdiction staff. We then assess the distance between residential parcels and likely evacuation routes, as measured along the road network. Parcels that lack convenient access to multiple evacuation routes, or to a single evacuation route that would allow them to evacuate in multiple directions, are flagged as potentially evacuation constrained. We



Screenshot from an evacuation constraints analysis, identifying residential parcels that lack convenient access to multiple evacuation routes or options. Properties on roadways with a single access point are particularly at risk of evacuation constraints.



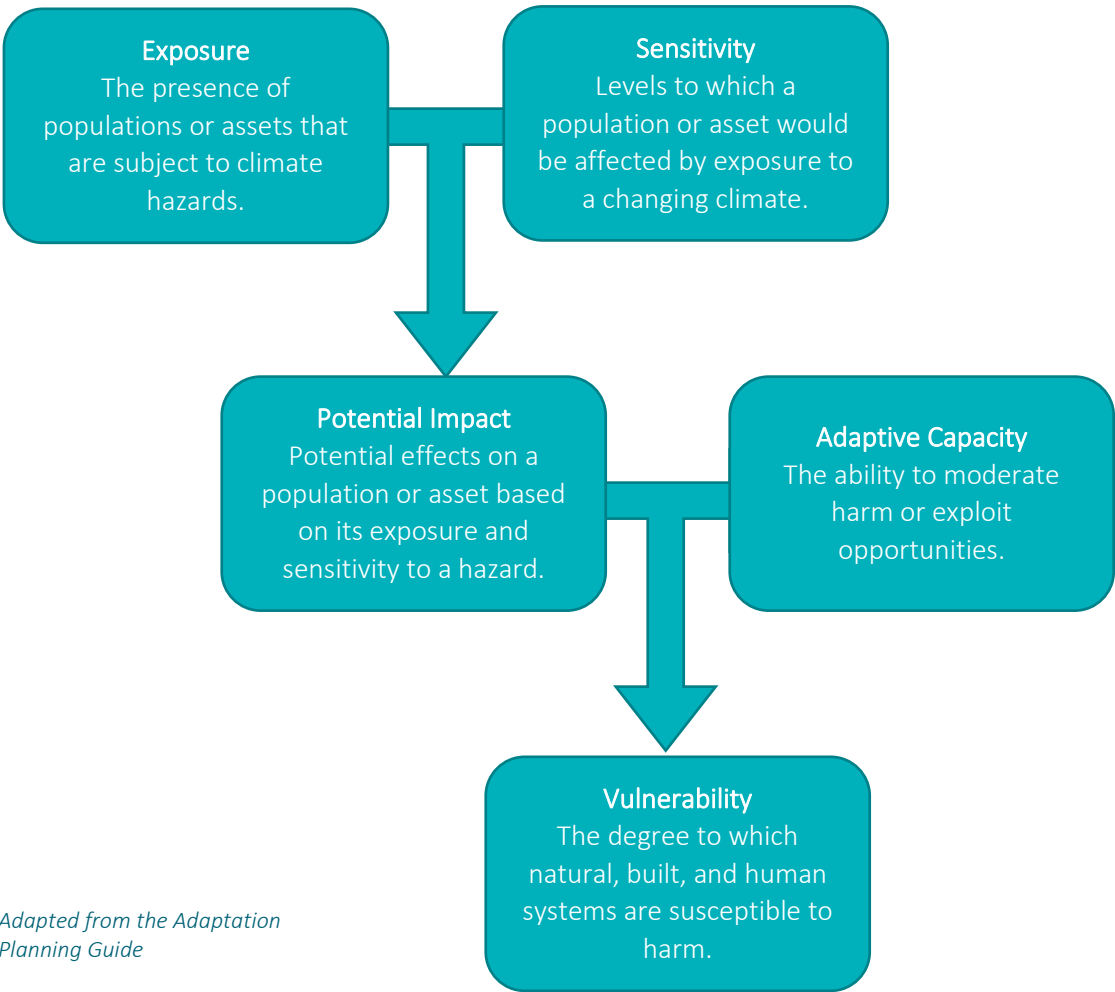
then vet these parcels with Participating Jurisdiction staff, community members, and local emergency responders to confirm their accuracy.

We understand that the California Governor’s Office of Planning and Research is developing guidance to support evacuation analysis. We are prepared to modify our approach as necessary to comply with any guidance from the State that may be released prior to the completion of this project, or to better meet the needs of Participating Jurisdictions. We can review our method with staff before beginning work to make sure it is suitable and appropriate for all communities. We also understand that an Assembly Bill (AB) 747 analysis will be conducted separately and is not part of this project. To the extent possible, we will sync our efforts with that analysis to use the same datasets and other fundamental assumptions.

Deliverables:

- » GIS layers of evacuation constraints analysis results (electronic, draft and final)
- » Memo summarizing method for evacuation constraints analysis (electronic, draft and final)

3.7 Vulnerability Assessment



Adapted from the Adaptation Planning Guide

After we confirm the lists of sensitive populations and assets, identify the hazard zones and supporting data, and prepare hazard mapping, the PlaceWorks team will prepare vulnerability assessments for all Participating Jurisdictions. We will prepare this in accordance with the recommendations in the Adaptation Planning Guide.

San Mateo County has already performed a substantial vulnerability assessment of sea level rise on community, built, and natural assets. Through the Sea Change program, the County has a strong understanding as to how rising seas pose risks to its people and places. The PlaceWorks team does not intend to redo the sea level rise vulnerability assessment, but rather extract information to (1) Inform policies and actions in the Safety Element related to flooding and coastal hazards; and (2) Inform the development of policies and actions for hazards or vulnerabilities that may be exacerbated or influenced by sea level rise impacts.

We will begin by identifying the current risk posed by these hazards and how these hazards are likely to change in the future given climate change projections and other considerations. We will assess which of the populations and assets are likely to be harmed, given their locations, degree of connection, and other factors, collectively known as the **exposure**. We will next determine how susceptible each population and asset is to each relevant hazard (the **sensitivity**). This will allow us to identify the **impact**, or the anticipated effects that a population or asset may experience as a result of climate change-related hazards on future conditions. We will then assess the **adaptive capacity** of all populations and assets for each relevant hazard, determining their ability to resist or respond to these impacts. Based on the combined impact and adaptive capacity score, we can assign a draft vulnerability score.

	Low Impact	Medium Impact	High Impact
Low Adaptive Capacity	V3 (medium vulnerability)	V4 (high vulnerability)	V5 (severe vulnerability)
Medium Adaptive Capacity	V2 (low vulnerability)	V3 (medium vulnerability)	V4 (high vulnerability)
High Adaptive Capacity	V1 (minimal vulnerability)	V2 (low vulnerability)	V3 (medium vulnerability)

An illustration of how impact and adaptive capacity scores can translate to vulnerability, on a five-point scale from Minimal to Severe.



The impact and adaptive capacity analyses and the resulting vulnerability score will draw on data from numerous sources. We will look at published reports and studies that describe the impacts and adaptive capacities of relevant populations and hazards, tailoring these findings to ensure they are applicable to the Participating Jurisdictions. These sources include academic papers, State and regional reports, and publications from nonprofits, CBOs, and other groups. We will use the GIS data layers identified in earlier tasks to inform the findings of the vulnerability assessment. For example, we will look at where sensitive populations are concentrated to see if they may be more exposed to a hazard than other groups or if they are farther away from facilities that can provide resources during emergencies. Where relevant, we will split populations or assets by jurisdiction or region, recognizing that the vulnerability of the same population or asset may vary depending on location.

We will make sure that the vulnerability assessment also considers cascading and indirect impacts. This involves identifying instances in which one hazard situation may lead to another (such as a severe wind event that contributes to a significant wildfire), or in instances where a population or asset is not directly harmed by a hazard but is ultimately susceptible to the effects of other direct damage (such as a flood that damages an important business and forces it to close, creating economic harm for employees, even if they were not physically harmed). Consideration of these factors allows us to conduct a more holistic vulnerability assessment, taking a much wider range of potential effects of climate change into account. By extension, this supports greater opportunities for resilience in the updated Safety Elements.

We will prepare an individual vulnerability assessment for each Participating Jurisdiction, but we will prepare these sets of scores in coordination with each other, drawing on common datasets and studies to the extent they are relevant. This approach will allow us to make sure that the findings of the vulnerability assessment are tailored to the unique conditions present in each Participating Jurisdiction, but also that they have a common background and foundation. This balance will help identify appropriate responses to the issues facing each Participating Jurisdiction, as well as common vulnerabilities across San Mateo County that support regional collaboration and resilience efforts.

It is critical that we vet the findings of the vulnerability assessment with the community and Participating Jurisdiction staff. While the PlaceWorks team is proud of our expertise on this subject, we recognize that we do not have the on-the-ground experience of people and organizations who have been living and working in these communities for years. We plan to submit all potential data sources for staff and the community to confirm through the activities identified in the Community Engagement Plan (see Task 2). All draft vulnerability assessment scores will be released for public review following review by Participating Jurisdiction. This approach allows us to incorporate the lived experience of the community and staff thoroughly into the assessment process, creating a vulnerability assessment that is more accurate and better representative of local understanding. Based on our experience with other communities, we expect this to be a conversation between all involved to refine the scores and get to a set of results that satisfy both the legal requirements and the needs of the participants.

CASCADING EFFECTS

Instances where one climate change-related hazard results in another.

INDIRECT EFFECTS

When a population or asset is not directly harmed by hazardous conditions, but experiences impacts as a result of other damage.

Deliverables:

- » Summary of vulnerability assessment methods and relevant hazards (electronic, draft and final)
- » Vulnerability assessment scoring results for review (electronic, for each Participating Jurisdiction)

3.8 Summarize Results of Vulnerability Assessment

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

An important part of the Safety Element Update will be helping members of the community and other involved stakeholders understand the risks present in their community and what can be done to improve resilience. The PlaceWorks team will prepare vulnerability assessment summaries to support this goal and to help build a foundation of key findings that can be used to inform the development of resilience policies. We will prepare these written summaries after Participating Jurisdiction staff review the findings of the vulnerability assessment and we revise the scores accordingly to respond to these comments. We will draft one summary for each Participating Jurisdiction. These summaries can function as stand-alone reports but can also act as appendices to the Safety Elements or other resilience documents as appropriate. We will submit a proposed outline of the written reports to Participating Jurisdiction staff to ensure that the approach meets expectations before drafting the summaries.

These summaries will highlight the primary hazards of concern, along with the populations and assets who are most vulnerable and why. The summaries will include a brief methodological description, explaining the process that the team used to prepare the vulnerability assessment. We will write these summaries to be easily accessible to community members without over-simplifying the content or omitting important details. We will also make use of mapping and GIS files, including any already-prepared mapping, to help explain key issues.

As with the vulnerability assessment scores themselves, we will submit the drafts of the vulnerability assessment summaries to members of the public, jurisdiction staff, key CBOs and other stakeholders, the Technical Advisory Committees and Collaborative Steering Committee, and other groups, consistent with the approach laid out in the Public Engagement Plan. We expect that these reviewers will provide feedback on the written summaries to make sure that they are highlighting important issues, presenting findings in a way that is consistent with community experiences, and meeting all other expectations. We will revise the written reports to incorporate these comments and ensure that the reports serve community needs.

Deliverables:

- » Outline of vulnerability assessment summaries (electronic, draft and final)
- » Vulnerability assessment summaries for each Participating Agency (electronic, draft and final, for each Participating Jurisdiction)

3.9 Online Map Viewer

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

The goal of the online data viewer is to provide the project team, Technical Advisory Committee members, stakeholder groups, and community members with a comprehensive repository of the GIS data layers used for the vulnerability assessment along with the results of our analysis. Metadata will be included for each



layer presented through the online map viewer, which will provide details on the source data and analysis methodology where applicable. PlaceWorks will use the latest web mapping technology available through ArcGIS Online to create a user-friendly streamlined application that will provide users with deep understanding of each of the included datasets and how they work together to answer key questions and shed light on current and future conditions.

PlaceWorks team will use this task to supplement and enhance the County's existing map viewer that was created for the 2021 Multi-Jurisdictional Hazard Mitigation Plan. If this is desired, we can modify our process above to ensure our efforts expand on this existing resource and further enhances the outcomes. This allows the Collaborative to capitalize on efficiencies from past work and enhancements that expand both the knowledge base and usability of this information for all agencies participating in the process.

Deliverables:

- » Online map viewer (electronic, draft and final)

3.10 Hazard Maps for Inclusion in Safety Element

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, Pacifica, San Bruno, and San Mateo County.

PlaceWorks understands the importance of communicating technical information to a broad audience using well-designed maps. PlaceWorks staff has the unique ability to understand complex planning issues and distill them in an accessible, graphically-rich way. The California Government Code requires that the Safety Element includes up-to-date maps. The PlaceWorks GIS team will prepare a comprehensive set of maps for the Safety Element that will include data gathered in Tasks 3.1, GIS Database for Hazards, and 3.2, GIS Database for Asset Layers. We will prepare a base map with community facilities and infrastructure and once reviewed and approved by City staff, we will use the base map to create the hazard maps for the Background Report.

Deliverables:

- » A set of PDF maps (electronic, draft and final)

Task 4. Background Information on Hazards

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The background reports of the updated Safety Elements provide important context and other information that helps describe the issues present in the community. This information serves as a foundation for the updated policies, along with the results of the vulnerability assessment, hazard mapping, and other analyses. When written well, these documents help explain relevant issues to members of the public, jurisdiction staff and officials, and other engaged stakeholders.

We know the importance of preparing these background reports to be thorough and complete, while still ensuring that they are engaging and interesting. Despite their often-technical nature, we pride ourselves in writing background reports that can be easily understood, allowing them to serve as valuable educational materials in the Safety Element process. We will prepare a stand-alone background report for each Participating Jurisdiction.

4.1 Update Hazard Background Information

Participating Jurisdictions: Atherton, Belmont, Brisbane, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The PlaceWorks team will prepare a background report for each participating jurisdiction, complying with all State laws and guidance regarding what must be included in this document. We expect that these background reports will discuss the regulatory context that informs the Safety Element, the purpose of the Safety Element and the reason for updating them, and each of the key issue areas. For issues that relate to a specific hazard, such as wildfire or floods, we will introduce the hazard and why it is a community concern; discuss past events in the Participating Jurisdiction or region; review the agency or agencies responsible for protecting against it; and the future risk posed by it, including changes as a result of climate change. For issues not related to a specific hazard, such as evacuations or emergency preparation, we will discuss other relevant topics as needed to give the reader a good understanding of the issue and include mapping and graphics, where relevant.

We plan to draft the background reports as stand-alone documents that can function as appendices to the main Safety Element, along with the vulnerability assessment summaries discussed in Task 3.8. We recommend this approach, as it allows us to incorporate sections of the background report into the main Safety Element document, providing context to the policies while keeping much of the detailed information in the appendix. However, if desired by Participating Jurisdictions, we can draft the background reports to be part of the main document.

For all the background reports, we intend to follow the same basic format, although we recognize that the issues discussed will vary from community to community, and some communities may wish to organize topics differently. We will prepare an outline of the background report for review by jurisdiction staff and other interested stakeholders before drafting the reports themselves. We will provide the final background reports in the same formatted template for the draft Safety Elements themselves discussed in Task 7.

Deliverables:

- » Outline of background reports (electronic, draft and final, for each Participating Jurisdiction)
- » Background reports for each Participating Agency (electronic, draft and final, for each Participating Jurisdiction)

Task 5. Goals, Objectives, and Policies

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Developing goals, objectives, and policies into a framework is a major step in element development for a jurisdiction. The previous tasks help set a strong foundation that this framework builds upon to ensure future development and activities within a community are safer and more resilient. For many jurisdictions, policies can take many forms depending on the issues that need to be addressed. For that reason, this task will work with each jurisdiction to understand their needs and the types of policies that work best.



Programmatic: Strategies to expand or create new programs, activities, and initiatives.



Plans, regulations, and policy development: Strategies to revise policies, plans, regulations, and guidelines.



Capital improvement projects: Strategies to address physical and functional needs in the built and natural environment, or to secure funding for these projects.



Education, outreach, and coordination: Strategies to begin or expand partnerships and relationships, communication, and expanding awareness.



Evaluation: Strategies to improve feedback, input, and data and information to conduct further or new analyses.

Examples of the types of policies that can be included in the updated Safety Elements.

5.1 Regional Best Practices Summary

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The diversity of jurisdictions involved in this project requires a thorough review of best practice examples from across the region, including a review of plans, policies, and programs prepared and implemented by cities and partner agencies in San Mateo County that are not participating in this collaborative. Based on the results of the Vulnerability Assessment (Task 3) and the review of the existing plans discussed in Task 5.2 the PlaceWorks team will work to identify the policy needs for each jurisdiction. While we know there are cross-cutting issues that all Participating Jurisdictions may face, there are a number of ways to address these issues to better accommodate individual community needs. This summary will focus on key factors such as:

- Methods for monitoring and evaluating progress towards risk-reduction goals.
- Applicable guidance pertaining to resilience.
- Equity-focused climate change policies.
- Cross-cutting issues that may affect many jurisdictions.
- Regional initiatives and collaboration that promote and enhance resilience at the local level.

We will identify potential solutions that take advantage of best practices and successful efforts in the county and nearby communities, informed by jurisdiction staff and key stakeholders, input from members of the community, and emerging opportunities in San Mateo County and the region. Following our review of best practices appropriate to the project, PlaceWorks will prepare a Best Practices Summary Memo tailored to the specific conditions in the Participating. We will build from and complement existing and planned efforts whenever possible, allowing for a more efficient use of time and resources that avoid unnecessary



duplication. At the same time, we plan to recommend entirely new programs where appropriate. This will include actions that San Mateo County and Participating Jurisdictions can launch in partnership with other agencies and CBOs.

Deliverables:

- » Regional Best Practices Summary Memorandum (electronic, draft and final)

5.2 Review of Existing Plans, Requirements, and Gaps

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The PlaceWorks team will prepare a review of each participating jurisdiction’s existing Safety Element (or comparable document), along with other relevant sections of the General Plan and other supporting documents, such as the Multijurisdictional Local Hazard Mitigation Plan, climate action/adaptation or sustainability plans, and emergency operations plans. We will check each existing Safety Element for consistency with current State requirements and identify any content that can be incorporated from supporting documents or other technical documents to help meet these requirements.

While consistency with State laws is an important objective for Safety Elements, it is not the only standard that they have to meet. We expect that the vulnerability assessments will identify key gaps in each community’s adaptation and resilience approach that are critical to community well-being, but which may not be explicitly required by the State. Similarly, we expect that community members, CBOs, and other stakeholders who participate in the public engagement process will raise other issues that the updated Safety Elements should address but are not mandated to do so. There may also be other best practices or emerging opportunities that will be helpful to the updated Safety Elements. We will prepare a gap analysis memo identifying these additional issues that we recommend the updated Safety Elements address.

As part of this review, we will also consider the policies in the existing Safety Elements and provide recommendations for whether to keep policies as-is, modify them, or remove them. We will use current State requirements and the results of the gap analysis to inform these recommendations. As a part of this work, we will coordinate with local jurisdiction staff to understand which policies have already been implemented, what policies have been effective, and where policies can be revised or improved to better meet the needs of the community.

We understand that the adoption dates of the existing Safety Elements vary widely across the Participating Jurisdictions. Some were adopted within the past few years, while others are a few decades old. We expect that compliance with current State laws and other community needs will be at least partly a function of age and are prepared to make more substantial recommendations as needed.

RECENT STATE REQUIREMENTS

- Include detailed information about flood and wildfire risks.
- Include specific policies related to reducing the threat from floods and wildfires.
- Prepare a climate change vulnerability assessment.
- Include policies to improve adaptation and resilience to climate-related hazards.
- Assess evacuation constraints of residential areas.



Deliverables:

- » Review matrix for consistency with State laws (electronic, draft and final, for each Participating Jurisdiction)
- » Review matrix of existing policies and recommendations (electronic, draft and final, for each Participating Jurisdiction)
- » Gap analysis memo (electronic, draft and final, for each Participating Jurisdiction)

5.3 Draft Goals, Policies, and Objectives

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The PlaceWorks team will work with local jurisdiction staff, CRC, and other key stakeholders to prepare a set of draft goals, policies, and objectives for each of the updated Safety Elements. These goals, policies, and objectives will respond to State requirements, findings in the vulnerability assessment, results from the gap assessment, and input from the public engagement process. The overarching goal will be to provide increased protection for all populations, buildings and infrastructure, and other assets in the community, with a specific focus on populations and assets that are uniquely susceptible.

The PlaceWorks team, in partnership with CRC, will ensure the draft goals, policies, and objectives incorporate the equity approach prepared as part of Task 2. As part of this commitment, when drafting and reviewing the goals, policies, and objectives, the PlaceWorks team will use the County's equity assessment tool, or other tool as directed by the Participating Jurisdiction or recommended through best practice. As part of the equity review, CRC will ensure the draft goals, policies, and objectives fairly incorporate comments, suggestions, and requests received through the engagement and outreach activities conducted as part of Task 2.

We will draft the goals, policies, and objectives to take advantage of the full range of strategies available for local communities to improve public safety, adapt to changing conditions, and grow their community resilience. These may include new regulatory standards or development review processes, educational efforts, community partnerships, specific capital improvement projects, and more involved planning processes. We will also recommend goals, policies, and objectives that support monitoring and reporting of Safety Element strategies to determine their effectiveness and to allow them to be revised in future updates.

We will incorporate recommendations from the Adaptation Planning Guide, California Climate Adaptation Strategy, and other reports and guidance documents where appropriate. We will include strategies from existing local plans, such as policies in the Multijurisdictional Hazard Mitigation Plan and OneShoreline's priority projects, where it makes sense to have a clear linkage between the documents. State law also requires including certain strategies in the draft elements, such as policies around siting new critical facilities outside of hazard-prone areas and using natural infrastructure systems to support resilience efforts.

Deliverables:

- » Draft Goals, Policies, and Objectives Memorandum (electronic, for each Participating Jurisdiction)
- » Equity Assessment of draft goals, policies, and objectives.

5.4 Revise Goals, Policies, and Objectives

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Upon completion of Task 5.3, the Goals, Policies, and Objectives will be shared with the Technical Advisory Committees, stakeholder groups, and members of the public for review and feedback. Based on this feedback, which will be integrated with engagement and outreach opportunities in Task 2, the PlaceWorks team will gather input received and identify the changes and recommendations necessary and what content was removed or not included in the final draft. In our experience, many goals, policies, and objectives that do not make it into a Safety Element are usually out of scope from what a Safety Element is intended to accomplish or may be infeasible because of political or financial constraints. However, as part of this task, any goals, policies, and objectives that aren't taken forward will be documented to ensure decision makers understand how the process informed the final element development.

Deliverables:

- » Final Goals, Policies, and Objectives Memorandum (electronic, for each Participating Jurisdiction)

Task 6. Implementation Measures

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The implementation measures will build upon the data collection efforts, vulnerability assessment, and community and stakeholder feedback to detail the specific steps required to implement the Safety Element policies. Collectively, the measures will also serve as a guidance and reference document for the jurisdictional staff from each city. The PlaceWorks team will develop a framework with the full list of the implementation measures to include which agencies, partners, or departments are responsible for implementation; agency, department, or partner implementation costs based on a scale of low to medium to high (i.e., \$, \$\$, \$\$\$); timeframe for implementation on a scale of near-term or long-term; and potential funding opportunities. These metrics will be used to prioritize implementation of the Safety Element policies and actions. Our team's standard planning and analytical process already includes collecting a variety of these variables. Therefore, our team will provide efficiencies for the cities and County in development of the measures.

6.1 Develop Draft Implementation Measures

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

We will develop draft implementation measures designed to carry out the updated goals, policies, and objectives of each jurisdiction. As part of the implementation measure development, the team will review state and federal guidance, including guidance for equitable climate planning from sources such as the California Adaptation Planning Guide, the Urban Sustainability Directors Network (USDN), and the Governor's Office of Planning and Research (OPR). We will also review examples of best practices from other relevant local jurisdictions throughout the state to identify resilience and adaptation projects and programs that may be advantageous for the Participating Jurisdictions to consider and incorporate. We will identify needed updates to zoning regulations, subdivision regulations, Local Coastal Programs, building regulations, and



similar to inform the creation or revision of goals, policies, and objectives. Implementation measures from SB 379 (Government Code Section 65302(g)(4)(I)) and SB 1241 (Government Code Section 65302(g)(3)(C)) will be incorporated as appropriate to comply with state law. In keeping with our team's holistic integration of equity in our planning processes, we will objectively evaluate the placement of projects, benefits and burdens, and cumulative risks to historically underserved communities from the implementation measures.

The PlaceWorks team, in partnership with CRC, will ensure the draft implementation measures incorporate the equity approach prepared as part of Task 2. As part of this commitment, when drafting and reviewing the implementation measures the PlaceWorks team will use an equity assessment tool, either prepared by the Participating Jurisdiction or recommended through best practice. As part of the equity review, CRC will ensure the draft implementation measures fairly incorporate comments, suggestions, and requests received through the engagement and outreach activities conducted as part of Task 2.

6.2 Revise Implementation Measures

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The project team will share draft implementation measures, and any prioritization as determined by Participating Jurisdictions, with the Technical Advisory Committees, stakeholder groups, and members of the public, as determined by the Public Engagement Plan to gather feedback and input. We will revise draft implementation measures based on that feedback and input, and then will use the Community Input Report to communicate what implementation measures were or were not incorporated. This subtask should incorporate with Task 2.

6.3 Implementation Recommendations

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The team will offer recommendations for critical next steps to implement the mitigation measures, including strategies for the: (1) monitoring and evaluation of implementation of measures; (2) bundling of measures to optimize efficiencies in funding, planning, and implementation; and (3) incorporation of new, best available science and best management practices. This document will also include any recommendations on prioritization as made by Participating Jurisdictions.

Deliverables

- » Implementation Measures Document (electronic, draft and final, for each Participating Jurisdiction)
- » Recommended Next Steps: Implementation Memorandum (electronic, draft and final, for each Participating Jurisdiction)

Task 7. Safety Elements Drafted for Jurisdictions

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

After all the individual segments of the Safety Element updates are ready, we will assemble the results into a complete Safety Element. These documents will incorporate all the content and analyses prepared to date. As a part of this stage of the work, we anticipate preparing two drafts of each Safety Element: an administrative draft for jurisdiction staff, and a public review draft for widespread review that includes staff revisions.

The PlaceWorks team, in partnership with CRC, will ensure the draft safety elements incorporate the equity approach prepared as part of Task 2. As part of this commitment, when drafting and reviewing the safety elements the PlaceWorks team will use an equity assessment tool, either prepared by the Participating Jurisdiction or recommended through best practice. As part of the equity review, CRC will ensure the draft safety elements fairly incorporate comments, suggestions, and requests received through the engagement and outreach activities conducted as part of Task 2.

7.1 Administrative Draft Safety Elements for Jurisdictions

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

The PlaceWorks team will prepare a stand-alone administrative draft Safety Element for each of the Participating Jurisdictions. These Safety Elements will compile all the previously prepared content. We expect that the Safety Elements will include the goals, objectives, and policies from Task 5, the implementation measures from Task 6, and all relevant mapping. We recommend incorporating short sections of text from the background reports and vulnerability assessment summaries to help provide important context while keeping the elements short and streamlined. However, if desired, we can fully include the content from these documents to create a much larger element. We will confirm preferences with jurisdiction staff before preparing the combined element.

We will include the final Community Input Report prepared as part of Task 2.8 along with the administrative draft Safety Element. This will illustrate how we incorporated feedback and comments from the public engagement process into the element. If requested, we can also include a section in the main body of the element to discuss how public comments have informed the preparation of the document.

Prior to preparing the administrative draft Safety Elements, we will prepare a template for the document. These templates may be the same across all jurisdictions or may be unique to each Participating Jurisdiction, depending on staff preferences. We can also use an existing General Plan template or prepare the new template to match existing styles.

Deliverables:

- » Safety Element template (electronic, draft and final, for each Participating Jurisdiction)
- » Administrative draft Safety Element (electronic, for each Participating Jurisdiction)
- » Community Input Report (electronic, for each Participating Jurisdiction)



7.2 Public Review Draft Safety Elements

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

After each jurisdiction's staff provide us with a compiled set of comments on the administrative draft Safety Element, we will make revisions in response to the feedback. This will include a discussion with jurisdiction staff to review potential changes and confirm the revisions. We will return the revised draft Safety Elements to jurisdiction staff for review by members of the public.

Deliverables:

- » Public review draft Safety Element (electronic, for each Participating Jurisdiction)

TASK 8. CEQA Analysis

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

PlaceWorks will prepare the required environmental review for each of the seven proposed Safety Elements pursuant to the California Environmental Quality Act (CEQA). Over the years, PlaceWorks has prepared a variety of CEQA documents for Safety Elements, including making use of CEQA streamlining mechanisms such as the Common Sense Exemptions (CEQA Guidelines Section 15061(b)(3)) and General Plan Environmental Impact Report (EIR) Addenda (CEQA Guidelines Section 15164). In some cases, PlaceWorks has also prepared Negative Declarations or Mitigated Negative Declarations (CEQA Guidelines Section 15071) and Focused EIRs (CEQA Guidelines Section 15168).

PlaceWorks understands that each of the six proposed Safety Elements will come with their own unique circumstances and proposed changes. However, the proposed action for each jurisdiction, the adoption of an updated Safety Element, in general would have no effect on the environment because they do not commit the County or City to any particular development project. In addition, the updated Safety Elements, as we understand them to date, would consist of County/City conditions of approval, existing regulatory requirements, and other best practices that are adopted for the purpose of reducing the effects of land use development and infrastructure projects on the environment. For these reasons and based on our previous work preparing Safety Element updates, we believe that the preparation of either a CEQA Exemption pursuant to CEQA Guidelines Section 15061(b)(3) or a General Plan EIR Addendum pursuant to CEQA Guidelines Section 15164 will be appropriate for the proposed Safety Elements.

However, if the proposed Safety Elements require changes to the project or mitigation measures to reduce impacts to a less-than-significant level, this scope of work also includes the preparation of Negative Declaration (ND) as a contingency. If impacts cannot be mitigated to a less-than-significant level and an EIR is required, then PlaceWorks will collaborate with staff to discuss next steps and modify scope of work, budget, and schedule as appropriate.

Additionally, because each Safety Element update constitutes an amendment to the General Plan for each jurisdiction, our scope of work under this task also includes assisting the County and each City with Native American tribal consultation pursuant to Senate Bill (SB) 18.

The following Tasks 8.1 through 8.4 describe the scope of work for the preparation of the CEQA streamlining documents and Native American tribal consultation that PlaceWorks will complete for each Safety Element Update. Task 8.5 is an optional, add-on task for Participating Jurisdictions that determine, after preparation of the Environmental Checklist Memo in Task 8.2, to prepare an Initial Study and Negative Declaration, which will also include tribal consultation as directed by AB 52.

8.1 CEQA Project Management and Initiation

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Terri McCracken will serve as the Principal-in-Charge. Vivian Kha and Miles Barker will serve as the Project Managers for each participating jurisdiction. Terri will be responsible for overseeing the preparation and final review of the CEQA document, as well as overseeing the budget and schedule. Vivian and Miles will serve as the day-to-day contact and will oversee the coordination of data needs and conference calls. Vivian and Miles will also be responsible for overall team coordination throughout the preparation of the CEQA document.

For the initiation of each CEQA process, the CEQA management team will begin by reviewing all relevant documents pertaining to proposed Safety Elements for baseline information and any certified/approved CEQA documents to be used for tiering. PlaceWorks will then schedule and participate in a kick-off meeting with staff to discuss expectations and concerns, and to review key issues, information needs, work products, and delivery schedule. The data to be used for environmental impact analysis will also be reviewed at this meeting to ensure it is fully aligned with that used on other CEQA documents in the jurisdiction.

8.2 Environmental Checklist Memo

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Making use of the CEQA Guidelines Appendix G, Environmental Checklist Form, PlaceWorks will prepare a qualitative memo (i.e., no technical modeling will be conducted) following the environmental checklist topics to support the preparation of a notice of exemption (NOE) or General Plan EIR Addendum for the proposed Safety Elements depending on the appropriateness and the preference of the jurisdiction as discussed at the kick-off meeting in Task 8.1. Given the Safety Element is a required part of the General Plan, the memo will address each environmental topic at a programmatic level. PlaceWorks will make maximum use of existing information from each jurisdiction and other governmental agencies.

Deliverable(s):

- » Administrative and Final Draft Environmental Checklist Memo (Word and PDF formats)



8.3 Prepare CEQA Document – Notice of Exemption or Addendum

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Based on the outcome of the environmental checklist memo and preferences of the jurisdiction as described in Task 8.2, PlaceWorks will prepare either a NOE pursuant to CEQA Guidelines Section 15062, an Addendum to the General Plan EIR, pursuant to CEQA Guidelines Section 15164, or a Negative Declaration (refer to Task 8.5). This task presents the approach to preparation of an Exemption or Addendum. If a Participating Jurisdiction selects a Negative Declaration, that work is described in Optional Task 8.5. The CEQA document will include a brief project description and through the preparation of the environmental checklist memo in Task 8.2 and will provide the substantial evidence to demonstrate how the proposed projects would not result in any significant effects. The CEQA document will be submitted to the jurisdiction for review, as follows:

- » One electronic copy of an Administrative Draft to the jurisdiction for review. Staff will provide PlaceWorks with a single set of consolidated comments on the Administrative Draft.
- » One electronic copy of a revised, second draft as an electronic “Screencheck.” PlaceWorks assumes that a minimal level of effort, not exceeding four hours, would be required to respond to a single set of consolidated comments from the jurisdiction on the Screencheck Draft.

Following approval of the Screencheck, PlaceWorks will provide the jurisdiction with one electronic copy of the Final document for inclusion in the staff reports and approval by the decision-making body.

If it is determined that potential impacts from the proposed Safety Elements require changes to the project or mitigation measures to reduce impacts to a less-than-significant level, then Task 8.5 would be implemented based on collaboration with staff.

Following the approval of the Safety Elements, PlaceWorks will prepare the Notice of Determination (NOD). Our scope of work assumes that staff will be responsible for overseeing the filing of the NOE (if the selected document) and NOD with the County Clerk following the approval of the proposed projects and PlaceWorks will post the NOE/NOD with the State Clearinghouse.

Deliverable(s):

- » Administrative, Screencheck, and Final Draft NOD/NOE (Word and PDF formats)
- » Administrative and Final Draft NOE/NOD (Word and PDF formats)

Our proposed schedule for the environmental review includes two-week review periods for the jurisdiction at each submittal phase. Applying these assumptions and depending on the receipt of all the project materials, we anticipate that each CEQA document can be completed within 60 days.

8.4 Native American Tribal Consultation (SB 18)

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

PlaceWorks will complete the Native American Heritage Commission (NAHC) form requesting a tribal contact list for each jurisdiction. Using the addresses on the list from NAHC, PlaceWorks will draft letters (on the letterhead of each jurisdiction) to each of the tribes on the NAHC list inquiring whether they want consultation. As consultation is a government-to-government process, it must be initiated by the local government agency, and counties are usually represented at the consultation(s). PlaceWorks can facilitate and attend the consultation(s); however, each jurisdiction must be represented. Following the consultation meetings (or conference calls), PlaceWorks will provide a record for the environmental documentation showing that consultation has been completed. Completion of the SB 18 process is needed prior to acting on the project.

Deliverable(s):

- » Draft letter to the NAHC
- » Draft letters to the identified tribes
- » Facilitation, attendance, and documentation of requested consultations

8.5 Optional Add-on: Prepare Initial Study/Mitigated Negative Declaration and Conduct AB 52 Tribal Consultation

Potential Participating Jurisdictions: Belmont, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Based on the outcome of the environmental checklist memo and preferences of the Participating Jurisdiction as described in Task 8.2, PlaceWorks will complete a Negative Declaration form in accordance with CEQA Guidelines Section 15071. PlaceWorks will prepare a Screencheck of the environmental checklist memo as an Initial Study, responding to staff comments on the Administrative Draft document described in Task 8.2. If mitigation measures are required, PlaceWorks will prepare a Mitigation Monitoring or Reporting Program (MMRP) for the mitigation measures pursuant to the jurisdiction's policies and procedures. The MMRP, shown in tabular form, will identify responsibility for implementing and monitoring each mitigation measure, along with monitoring triggers and reporting frequencies.

PlaceWorks will draft a Notice of Intent (NOI) of a Negative Declaration pursuant to CEQA Guidelines Section 15072. PlaceWorks will work together with agency staff to prepare a master distribution list. PlaceWorks will be responsible for circulation to the State Clearinghouse, and mailings to local, regional, and state agencies. Agency staff will be responsible for local noticing.

A maximum 30-day public review period will be required under CEQA if the notification of a State Agency(s) is determined to be necessary, pursuant to CEQA Guidelines Section 15073. This scope does not include participation in any public hearings conducted during the 30-day review period.

While not required under CEQA, following the close of the public review period, PlaceWorks will respond to substantive comments received on the Initial Study/Negative Declaration in a memorandum form. This scope of work includes 8 hours of PlaceWorks time to respond to comments in an Administrative Draft Response to Comments Memorandum. If public comments exceed assumptions and more than 8 hours is required to



address comments received on the Initial Study/Negative Declaration, we will request use of contingency funds or a contract amendment to complete Response to Comments. We will prepare an Administrative Draft Response to Comments Memorandum for review by staff. Based on staff comments, we will complete revisions and deliver a Final Response to Comments Memorandum.

If it is determined that the preparation of a CEQA document requires public circulation (Negative Declaration, Mitigated Negative Declaration, or an EIR), consultation with any Native American tribes that have requested consultation pursuant to AB 52 would be required, which can be combined with outreach efforts described in Task 8.4.

Deliverables:

- » Screencheck and Public Review Drafts of the IS/ND (Word and PDF formats)
- » Administrative and Public Review Draft of the MMRP (Word and PDF formats)
- » Administrative and Final Draft of the NOI (Word and PDF formats)
- » Administrative and Final Draft of the Response to Comments Memorandum (Word and PDF formats)
- » Draft letters to the identified tribes
- » Facilitation, attendance, and documentation of requested consultations

Task 9: Board of Forestry Review

Participating Jurisdictions: Belmont, Half Moon Bay, and San Mateo County.

Any Participating Jurisdiction that includes State Responsibility Areas or Very High Fire Hazard Severity Zones must submit its updated Safety Element to the California Board of Forestry and Fire Protection (Board of Forestry) at least 90 days prior to adoption, per State law. The PlaceWorks team has collaborated extensively with staff from CAL FIRE's Land Use Planning Program, who review the Safety Elements and present them to the Board of Forestry and has established very good working relationships with them. We work closely with CAL FIRE staff to address any recommended revisions to the Safety Element informally, before submitting them to the Board of Forestry. Many of our Safety Elements require no revisions before going to the Board of Forestry, and all others need only minor changes. We have never had the Board of Forestry recommend changes for any Safety Element that we have submitted.

Per California Government Code 51178, the State Fire Marshal is required to provide local agencies with the areas within their jurisdiction that meet Fire Hazard Severity Zone criteria for their local adoption and implementation, including inclusion in the Safety Element of the General Plan. Cal FIRE has been working to review, update, identify, and map Fire Hazard Severity Zones in Local Responsibility Areas. We anticipate CAL FIRE - Office of the State Fire Marshal will begin providing local governments updated draft Fire Hazard Severity Zone maps for Local Responsibility Areas in mid to late 2023 or possibly early 2024. These updated maps could change High Fire Severity Areas within the incorporated cities, which could result in the requirement for CAL FIRE/Board of Forestry review for additional cities than currently identified in this task. The PlaceWorks team can provide Task 9 services to additional Participating Jurisdictions upon Participating Jurisdiction approval through the use of the contingency budget.

9.1 CAL FIRE/Board of Forestry Safety Element Review

Participating Jurisdictions: Belmont, Half Moon Bay, and San Mateo County.

As required by State law, PlaceWorks will submit draft Safety Elements to CAL FIRE's Land Use Planning Program for all applicable jurisdictions. CAL FIRE staff will review the draft Safety Elements and make recommendations. We will discuss any recommendations with jurisdiction staff and will either revise the Safety Element in response or will provide a written explanation for why the revision has not been made. We will make all appropriate revisions to the Safety Element before CAL FIRE staff pass the element on to the Board of Forestry. We recommend that we submit the Safety Elements to CAL FIRE staff at the beginning of the public review process.

State law requires that any jurisdiction containing State Responsibility Areas or Very High Fire Hazard Severity Zones must submit their Safety Element to CAL FIRE/Board of Forestry. Currently, this applies to Belmont, Half Moon Bay, and unincorporated San Mateo County. However, we are aware that CAL FIRE is currently revising their hazard severity zone mapping, and it is possible that additional communities may include Very High Fire Hazard Severity Zones in this updated mapping. The updated mapping is expected to be released sometime in 2023.

Deliverables:

- » CAL FIRE Safety Element review checklist (electronic, for each relevant Participating Jurisdiction) and submittal to CAL FIRE.
- » Coordination, and meetings if needed, with CAL FIRE staff during review of Safety Element.
- » Participation in Board of Forestry Resource Protection Committee meeting during review of Safety Element (1 virtual meeting per participating jurisdiction).

Task 10: Public Agency Boards – Review and Approval

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Each Participating Agency's Planning Commission and City Council/Board of Supervisors must formally review the draft Safety Element and its associated environmental review document. To support a successful review and adoption of each Safety Element, we will support staff to provide regular updates to their Planning Commission and City Council/Board of Supervisors as informational items or as Commission/Council/Board workshops or study sessions at key points during the process. At the end of the process, after all public and external agency comments are incorporated into the draft Safety Elements, they will be ready for final review and adoption by each jurisdiction through public hearings. These hearings will be the culmination of the Safety Element Update process and will allow members of the public to provide additional input prior to adoption. The PlaceWorks team will work with Participating Jurisdiction staff materials in support of these hearings.



10.1 Prepare Planning Commission and City Council/Board of Supervisor Materials

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

During the planning process, the PlaceWorks team will prepare a Planning Commission/City Council/Board of Supervisors Briefing Packet for Participating Jurisdiction staff at three points in the process: (1) project initiation/vulnerability assessment, (2) draft goals, policies, and action preparation, and (3) draft element review. These Briefing Packets will provide an overview of the project status in a brief memo and set of slides that will highlight work completed to-date, opportunities for public engagement, and next steps. Participating Jurisdiction staff will be responsible for putting this content into agency specific templates or formats, modifying it if needed to include jurisdiction specific details, and for presenting it to their Planning Commission/City Council/Board of Supervisors.

Following completion of Tasks 2-9, the PlaceWorks team will prepare drafts of the Safety Elements incorporating all relevant comments from members of the public, CAL FIRE/Board of Forestry and other public agencies, and other stakeholders as relevant. These drafts will serve as the “public hearing drafts” that will be brought forward to the Planning Commission and City Council/Board of Supervisors for review and adoption. Additionally, we will work with jurisdiction staff to support preparation of materials for the Planning Commission and City Council/Board of Supervisors public hearings. This support may include preparing drafts of materials and reviewing content prepared by Participating Jurisdiction staff. We anticipate that such materials may be staff reports, presentations, resolutions, or other items that may be helpful for hearings. We will prepare all materials using consistent graphics, branding, and other design features as requested.

Deliverables:

- » Public hearing draft Safety Element (electronic, for each Participating Jurisdiction)
- » Briefing packets (three, electronic, draft and final)
- » Staff report content and PowerPoint slides to support on study session during the final public review phase and two public hearings (electronic, for each Participating Jurisdiction, draft and final)

10.2 Attend Planning Commission and City Council/Board of Supervisor Meetings

Participating Jurisdictions: Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County.

Staff from the PlaceWorks team will attend one study session of the Planning Commission or City Council (or a joint meeting) at the initial release of the draft Safety Element, and one Planning Commission, and one City Council/Board of Supervisor meeting for each participating jurisdiction at the adoption stage. We expect that these meetings will be in-person, although we are able to participate virtually if preferred. PlaceWorks will be prepared to support staff with presentations, respond to questions from officials, and fill other roles as needed.

If any Planning Commissions or City Councils/Board of Supervisors direct changes to the draft Safety Elements prior to recommendation/adoption, we will incorporate these changes into a separate final draft

following adoption. Otherwise, the public hearing drafts will serve as final drafts, with any necessary changes to reflect their adopted state.

Deliverables:

- » Final draft Safety Element (electronic, for each Participating Jurisdiction)
- » Attendance at one study session and two public hearings (one Planning Commission meeting and one City Council/Board of Supervisors meeting) for Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, and San Mateo County. Meeting attendance is assumed to be in person and includes travel time from the office location of the lead staff person assigned to the agency plus travel costs. Participating Jurisdictions can elect for virtual participation of the PlaceWorks team to reduce costs.

10.3 Add-on: Attend Additional Public Meetings

Participating Jurisdictions: East Palo Alto, San Bruno, and San Mateo County.

We recognize that the preferences and processes for review of General Plan Amendments can vary by jurisdiction and that some Participating Jurisdictions may need additional meeting support beyond the three public meetings scoped in Task 10.2. Members of the PlaceWorks team can participate in additional meetings of the Planning Commission and/or City Council/Board of Supervisors if requested by Participating Jurisdiction staff. Participation in additional meetings may be virtual or in-person as desired. We can support Participating Jurisdiction staff to prepare or review any additional meeting materials as may be needed. This task assumes additional meeting support as noted below by jurisdiction; however, if additional meeting is requested, it can be available on a time-and-materials basis through the contingency budget. Meeting attendance is assumed to be in person and includes travel time from the office location of the lead staff person assigned to the agency plus travel costs. Jurisdictions can elect for virtual participation of the PlaceWorks team to reduce costs.

- » East Palo Alto: One additional public meeting, hearing, or study session with Planning Commission and/or City Council.
- » San Bruno: One additional public meeting, hearing, or study session with Planning Commission and/or City Council.
- » San Mateo County: Three additional public meetings, hearings, or study sessions with the Planning Commission and/or Board of Supervisors.

Deliverables:

- » Attendance at additional public hearings as noted.
- » Support with meeting materials for additional meetings. (electronic, draft and final)



Project Schedule

PlaceWorks' proposed schedule for completion of the Safety Element Multi-Agency Collaborative is shown in Figure 1. In our experience, Safety Element preparation with the tasks included in the proposed scope of work can average 18 to 24 months to allow for robust stakeholder engagement, potential delays with receipt of data from external agencies, and environmental review. We have prepared a 24-month schedule.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with its clients as part of our approach to quality project management. Our project management process allows for potential project delays to be revealed early and to identify options to keep the project on-track or to adjust the schedule if needed. We recommend reviewing and confirming a detailed schedule during contract negotiations or as part of project initiation. Over years of managing projects, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times.

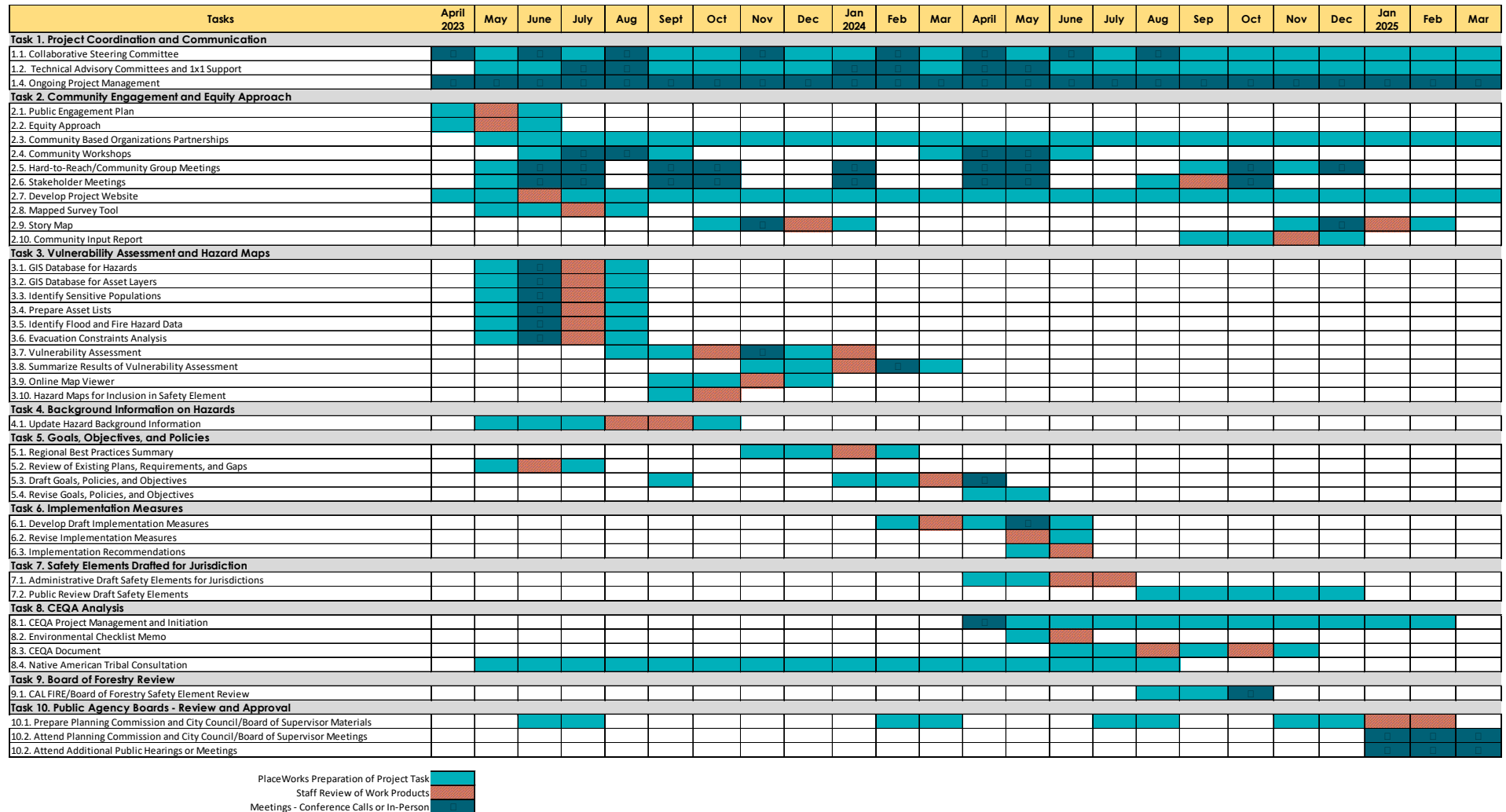
- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and our community partners and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff with adequate time for editing and formatting into finished reports.

Our team takes a project management approach that focuses on providing a quality process and product in sync with the budget and schedule while enjoying our work and collaborating as a team to ensure that everyone's strength and input are well-integrated. We approach project management as a dynamic process and one that is critical to the process. This starts during the preparation of the proposal and continues through the project initiation, execution, and completion. Our project manager maintains regular coordination and check-ins with the project team, including our teaming partners and clients. We use tools such as Deltek, Asana, MS Project, and others as needed to support our projects.

In addition to our overall project kick-off meeting, we begin each task by reviewing objectives, budget, schedule, roles, and workflows with all members of our team so that everyone knows both their individual roles and the big picture. We also review each task at completion to assess the work, identify any issues of concern for the project team, identify any lessons learned that should be applied to later tasks, and consider any potential scope or budget considerations. Our project managers assess financial project performance monthly as part of invoice preparation.

Our team uses ongoing quality assurance and quality control (QA/QC) processes throughout the project development process as an integral component of our project management approach. We deliver work that is scientifically accurate, consistent with all legal requirements, and meets all needs of our clients. This not only includes plan documents and memos, but technical analyses, data workbooks, outreach materials, and all other work products prepared for our projects. All work is reviewed by the project manager and other senior PlaceWorks staff to ensure that it meets this rigorous set of criteria. A technical editor reviews all work to ensure accurate spelling and grammar, consistent tone, and proper sourcing. Our Word processing staff and graphic designers also review work products for consistent formatting and readability.

Figure 1 Project Schedule





PRICE PROPOSAL

As shown in Table 3, the estimated cost to complete the scope of work described in this proposal is \$1,224,016 for the baseline scope of work plus add-on tasks, expenses, and a contingency budget.

Table 4 shows the fee proposal broken down by agency. Tables 3 and 4 are included as separate files.

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

Assumptions

In addition to the assumptions for the scope of work, this cost estimate assumes that:

- PlaceWorks bills its work on a time-and-materials basis with monthly invoices.
- Our cost estimate includes the meetings as scoped. Additional meetings will be billed on a time-and-materials basis at the direction of the CPC Project Manager. At least one member of the project management team will attend project meetings, public workshops, and other public meetings identified in the scope.
- All products will be submitted to the City in electronic format, which includes Microsoft Word, Microsoft Excel, and Adobe Acrobat.
- Participating Jurisdiction staff will be responsible for TAC, planning commission, City Council/Board of Supervisors, and advisory body meeting logistics, including coordination, document production, applicable public noticing, mailing costs, room reservations, room set-up and take-down, refreshments, and final preparation and posting of staff reports.

Price Proposal

Table 3 – PlaceWorks Fee Proposal - Detailed by Task

	PLACEWORKS														SUBCONSULTANTS							Total Labor Budget		
	Seale	Krispi	Rohr	Jansen	McCracken	Mazur	Guy/Giffin	Barker/Kha	Lau	DiPierro	Robbins/ Miller	GRAPHICS	TECH. EDITOR	WP/ CLERICAL	PlaceWorks Hours	PlaceWorks 2% Office Expenses	PlaceWorks Total	Atlas Planning Solutions	Nexus Planning	CRC	10% Subconsultant Markup		Subconsultant Total	
	Principal-in-Charge	Project Manager	Asst. Project Manager	Principal Advisor	CEQA Lead	GIS Principal	GIS Associate	Associate	Website & Outreach	GIS Analyst	Project Planner							Safety Element Planning	SLR/VA	Community Outreach				
Hourly Rate:	\$250	\$210	\$175	\$260	\$245	\$225	\$155	\$155	\$165	\$125	\$140	\$135	\$135	\$125										
TASK 1. TASK 1. PROJECT COORDINATION AND COMMUNICATION (9 agencies)																								
1	Collaborative Steering Committee	27	36	45	4						36				148	\$565	\$28,830	\$3,150	\$0	\$0	\$315	\$3,465	\$32,295	
2	Participating Agency Support: Technical Advisory Committees and 1x1 Support	18	56	56							24		12	6	172	\$636	\$32,426	\$9,440	\$0	\$0	\$944	\$10,384	\$42,810	
3	Ongoing project management	44	56	48							60				148	\$623	\$31,783	\$0	\$0	\$0	\$0	\$31,783		
	Task 1. Subtotal	89	148	149	4	0	0	0	0	0	60	0	12	6	468	\$1,824	\$93,039	\$12,590	\$0	\$0	\$1,259	\$13,849	\$106,888	
TASK 2. COMMUNITY ENGAGEMENT AND EQUITY APPROACH (8 agencies)																								
1	Public Engagement Plan (PEP)	8	8	8	8						16	2			50	\$193	\$9,863	\$700	\$0	\$2,275	\$298	\$3,273	\$13,136	
2	Equity Approach	6	8	8	8	4				4					40	\$154	\$7,834	\$350	\$0	\$2,020	\$237	\$2,607	\$10,441	
3	Community Based Organizations (CBOs) Partnerships	8	4	4											16	\$71	\$3,611	\$0	\$0	\$21,275	\$2,128	\$23,403	\$27,014	
4	Community Workshops (4)	20	20	32							40	4		4	156	\$540	\$27,560	\$700	\$0	\$3,650	\$435	\$4,785	\$32,345	
5	Hard-to-Reach / Community Group Meetings	2	4	4							12	6	2	2	32	\$101	\$5,151	\$0	\$0	\$14,250	\$1,425	\$15,675	\$20,826	
6	Stakeholder Meetings	6	18	24							18				84	\$296	\$15,086	\$2,100	\$0	\$0	\$2,310	\$2,310	\$17,396	
7	Develop Project Website	8	8	24						40	32	40	8		160	\$509	\$25,949	\$1,180	\$0	\$0	\$118	\$1,298	\$27,247	
8	Mapped Survey Tool	4	4	8			2	4	16		50	12			100	\$294	\$15,014	\$2,360	\$0	\$0	\$236	\$2,596	\$17,610	
9	Story Map	4	4	8			4	8			50	16	6		100	\$294	\$14,974	\$1,180	\$0	\$0	\$118	\$1,298	\$16,272	
10	Community Input Report	6	8	16							40	2	4	4	80	\$258	\$13,148	\$1,660	\$0	\$3,550	\$221	\$5,731	\$18,879	
	Task 2. Subtotal	72	86	136	12	0	6	12	70	44	100	196	60	14	818	\$2,710	\$138,190	\$10,230	\$0	\$47,020	\$5,726	\$62,976	\$201,166	
TASK 3. VULNERABILITY ASSESSMENT AND HAZARD MAPS (9 agencies)																								
1	GIS Database for Hazards	1	2	2			1	1			27				34	\$96	\$4,871	\$700	\$0	\$840	\$154	\$1,694	\$6,565	
2	GIS Database for Asset Layers	1	2	9			1	1			27				41	\$120	\$6,120	\$700	\$0	\$840	\$154	\$1,694	\$7,814	
3	Identify Sensitive Populations	2	9	18	4				1	16	18	16	4		88	\$285	\$14,530	\$700	\$0	\$840	\$154	\$1,694	\$16,224	
4	Prepare Asset Lists	2	9	9					32	32	18	40			111	\$339	\$17,269	\$700	\$0	\$840	\$154	\$1,694	\$18,963	
5	Identify Flood and Fire Hazard Data	2	9	9			2	2			32				56	\$175	\$8,900	\$1,400	\$0	\$0	\$140	\$1,540	\$10,440	
6	Evacuation Constraints Analysis	8	8	16			2	16			96				146	\$428	\$21,838	\$2,800	\$0	\$420	\$322	\$3,542	\$25,380	
7	Vulnerability Assessment	8	18	54						70		70			220	\$718	\$36,598	\$2,800	\$4,680	\$1,180	\$866	\$9,526	\$46,124	
8	Summarize Results of Vulnerability Assessment	10	18	54						40		40		24	210	\$675	\$34,445	\$2,800	\$3,120	\$1,180	\$710	\$7,810	\$42,255	
9	Online Map Viewer	2	8	16			2	9			60				97	\$187	\$14,612	\$3,060	\$0	\$840	\$390	\$4,250	\$18,902	
10	Hazard Maps for Inclusion in Safety Element	2	9	18			2	9			72				112	\$328	\$16,713	\$0	\$0	\$0	\$0	\$0	\$16,713	
	Task 3. Subtotal	38	92	205	4	0	10	40	158	0	350	166	4	24	1115	\$3,451	\$175,896	\$15,660	\$7,800	\$6,980	\$3,044	\$33,484	\$209,380	
TASK 4. BACKGROUND INFORMATION ON HAZARDS (8 agencies)																								
1	Update Hazard Background Information	8	24	32						60		68		30	24	246	\$770	\$39,280	\$8,560	\$1,560	\$0	\$1,012	\$11,132	\$50,412
	Task 4. Subtotal	8	24	32	0	0	0	0	0	60	0	68	0	30	24	246	\$770	\$39,280	\$8,560	\$1,560	\$0	\$1,012	\$11,132	\$50,412
TASK 5. GOALS, OBJECTIVES, AND POLICIES (7 agencies)																								
1	Regional Best Practices Summary	4	6	12						12		12	2		48	\$163	\$8,333	\$1,530	\$0	\$0	\$153	\$9,108	\$10,016	
2	Review of Existing Plans, Requirements, and Gaps	7	12	14						40		48	8	8	137	\$434	\$22,154	\$5,940	\$2,340	\$0	\$428	\$6,908	\$31,262	
3	Draft Goals, Policies, and Objectives	14	16	16						40		48		32	16	182	\$578	\$29,478	\$11,800	\$4,680	\$4,650	\$2,113	\$23,243	\$52,721
4	Revise Goals, Policies, and Objectives	7	12	12						20		24	16	8	99	\$320	\$16,310	\$5,200	\$3,120	\$0	\$832	\$9,152	\$25,462	
	Task 5. Subtotal	32	46	54	0	0	0	0	0	112	0	132	0	58	32	466	\$1,495	\$76,275	\$24,470	\$10,140	\$4,650	\$3,926	\$43,186	\$119,461
TASK 6. IMPLEMENTATION MEASURES (7 agencies)																								
1	Develop Draft Implementation Measures	8	14	24	4					24		24		14	8	120	\$403	\$20,553	\$9,440	\$3,120	\$4,650	\$1,721	\$18,931	\$39,484
2	Revise Implementation Measures	4	4	24						16		16		4		68	\$225	\$11,485	\$4,720	\$1,560	\$0	\$428	\$6,908	\$18,393
3	Implementation Recommendations	8	14	24						16		16		4		82	\$287	\$14,647	\$4,720	\$1,560	\$0	\$628	\$6,908	\$21,555
	Task 6. Subtotal	20	32	72	4	0	0	0	0	56	0	56	0	14	16	270	\$915	\$46,685	\$18,880	\$6,240	\$4,650	\$2,977	\$32,747	\$79,432
TASK 7. SAFETY ELEMENTS DRAFTED FOR JURISDICTION (7 agencies)																								
1	Administrative Draft Safety Elements for Jurisdictions	14	32	32						32		60		60	60	290	\$896	\$45,676	\$9,960	\$3,120	\$4,225	\$1,731	\$19,036	\$64,712
2	Public Review Draft Safety Elements	8	24	24						24		32		28	32	172	\$544	\$27,764	\$7,820	\$1,170	\$0	\$899	\$9,889	\$37,653
	Task 7. Subtotal	22	56	56	0	0	0	0	0	56	0	92	0	88	92	462	\$1,440	\$73,440	\$17,780	\$4,290	\$4,225	\$2,630	\$28,925	\$102,365
TASK 8. CEQA ANALYSIS (7 agencies)																								
1	CEQA Project Management and Initiation					36				24					60	\$251	\$12,791	\$0	\$0	\$0	\$0	\$0	\$12,791	
2	Environmental Checklist Memo		2	2		24				36				12	12	136	\$441	\$22,511	\$0	\$0	\$0	\$0	\$0	\$22,511
3	CEQA Document (MCE or Addendum)	2	2	4		12				24				12	12	104	\$329	\$16,769	\$0	\$0	\$0	\$0	\$0	\$16,769
4	Native American Tribal Consultation (SB 18)					24				36					48	112	\$378	\$19,258	\$0	\$0	\$0	\$0	\$0	\$19,258
	Task 8. Subtotal	2	4	10	0	96	0	0	0	120	0	132	0	24	24	412	\$1,399	\$71,329	\$0	\$0	\$0	\$0	\$0	\$71,329
TASK 9. BOARD OF FORESTRY REVIEW (3 agencies)																								
1	CAL FIRE/Board of Forestry Safety Element Review		6	6											12	\$46	\$2,356	\$7,080	\$0	\$0	\$708	\$7,788	\$10,144	
	Task 9. Subtotal	0	6	6	0	0	0	0	0	0	0	0	0	0	12	\$46	\$2,356	\$7,080	\$0	\$0	\$708	\$7,788	\$10,144	
TASK 10. PUBLIC AGENCY BOARDS – REVIEW AND APPROVAL (7 agencies)																								
1	Prepare Planning Commission and City Council/Board of Supervisor Materials	14	58	30						40		40	8	21		211	\$733	\$37,378	\$7,600	\$0	\$0	\$760	\$8,360	\$45,738
2	Attend Planning Commission and City Council/Board of Supervisor Meetings (21)		120												120	\$504	\$25,704	\$8,400	\$0	\$0	\$840	\$9,240	\$34,944	
	Task 10. Subtotal	14	178	30	0	0	0	0	0	40	0	40	8	21	0	331	\$1,237	\$63,082	\$16,000	\$0	\$0	\$1,600	\$17,600	\$80,682
LABOR HOURS AND DOLLARS SUMMARY																								
	Labor Hours Total	297	672	750	24	96	16	52	672	44	450	942	72	285	228	4600			956	170	529			
	Labor Dollars Total	\$74,250	\$141,120	\$131,250	\$6,240	\$23,520	\$3,600	\$8,060	\$104,160	\$7,260	\$56,250	\$131,880	\$9,720	\$38,475	\$28,500		\$15,287	\$779,572	\$131,250	\$30,030	\$67,525	\$22,882	\$251,687	\$1,031,259
EXPENSES																								
	PlaceWorks Reimbursable Expenses																							\$8,487
	Subconsultants' Reimbursable Expenses																							\$2,500
	Expenses Total																							\$10,987
	Subtotal: Baseline Tasks + Expenses																							\$1,042,246
CONTINGENCY																								
	Varies by agency																							\$100,135
ADD-ON TASKS - Varies by Agency																								
8.5	CEQA Contingency Add-on Initial Study/Negative Declaration/AB 52 (per agency)		2	4		8				22			36											\$64,105
10.3	Optional Add-On: Attend Additional Public Meetings/Cost per meeting			8										4	4									\$8,570
1.2	Additional TAC Meeting Support & Attendance (County only)															8	\$34	\$1,714						\$8,960
	Add-On Task Total																							\$81,635
ALL TASKS																								
	PlaceWorks Grand Total																							\$1,224,016

Table 4 – PlaceWorks Fee Proposal - By Agency

Baseline Scope of Work	COUNTY	CITIES								ALL
	San Mateo	Atherton	Belmont	Brisbane	Burlingame	East Palo Alto	Half Moon Bay	Pacifica	San Bruno	Total
Task 1. Project Coordination and Communication	\$ 14,095	\$ 10,525	\$ 14,095	\$ 6,223	\$ 14,095	\$ 14,095	\$ 14,095	\$ 5,570	\$ 14,095	\$ 106,888
Task 2. Community Engagement and Equity Approach	\$ 102,394	\$ -	\$ 19,754		\$ 19,754	\$ 19,754	\$ 19,754		\$ 19,754	\$ 201,166
Task 3. Develop Vulnerability Assessment and Hazard Maps	\$ 67,839	\$ 15,180	\$ 15,180	\$ 18,530	\$ 18,530	\$ 18,530	\$ 18,530	\$ 18,530	\$ 18,530	\$ 209,380
Task 4. Background Information on Hazards	\$ 10,082	\$ 5,761	\$ 5,761	\$ 5,761	\$ 5,761	\$ 5,761	\$ 5,761		\$ 5,761	\$ 50,412
Task 5. Goals, Objectives, and Policies	\$ 29,865	\$ 14,933	\$ 14,933		\$ 14,933	\$ 14,933	\$ 14,933		\$ 14,933	\$ 119,461
Task 6. Implementation Measures	\$ 19,858	\$ 9,929	\$ 9,929		\$ 9,929	\$ 9,929	\$ 9,929		\$ 9,929	\$ 79,432
Task 7. Safety Elements Drafted for Jurisdictions	\$ 25,591	\$ 12,796	\$ 12,796		\$ 12,796	\$ 12,796	\$ 12,796		\$ 12,796	\$ 102,365
Task 8. CEQA Analysis (Exemption or Addendum)	\$ 10,190	\$ 10,190	\$ 10,190		\$ 10,190	\$ 10,190	\$ 10,190		\$ 10,190	\$ 71,329
Task 9. Board of Forestry Review	\$ 3,381		\$ 3,381				\$ 3,381			\$ 10,144
Task 10. Public Agency Board – Review & Approval	\$ 11,526	\$ 11,526	\$ 11,526		\$ 11,526	\$ 11,526	\$ 11,526		\$ 11,526	\$ 80,682
PW Reimbursable Expenses (Website Hosting, GIS fee, limited travel)	\$ 3,296	\$ 961	\$ 961	\$ 961	\$ 961	\$ 961	\$ 961	\$ 961	\$ 961	\$ 10,987
PlaceWorks Total	\$ 298,118	\$ 91,801	\$ 118,507	\$ 31,476	\$ 118,475	\$ 118,475	\$ 121,857	\$ 25,061	\$ 118,475	\$ 1,042,246

Add-On Tasks	San Mateo	Atherton	Belmont	Brisbane	Burlingame	East Palo Alto	Half Moon Bay	Pacifica	San Bruno	Total
Additional TAC Meeting Support & Attendance	\$ 8,960									\$ 8,960
Additional Public Agency Meetings	\$ 5,142					\$ 1,714			\$ 1,714	\$ 8,570
Contingency - CEQA (Initial Study/Negative Declaration/AB 52 consultation)	\$ 12,821		\$ 12,821			\$ 12,821	\$ 12,821	\$ -	\$ 12,821	\$ 64,105
Contingency - General (5% or 10%)	\$ 31,222	\$ 4,590	\$ 11,851	\$ 3,148	\$ 11,848	\$ 12,019	\$ 12,186	\$ 1,253	\$ 12,019	\$ 100,135
PlaceWorks Total	\$ 356,263	\$ 96,391	\$ 143,178	\$ 34,623	\$ 130,323	\$ 145,029	\$ 146,863	\$ 26,314	\$ 145,029	\$ 1,224,016