

EXHIBIT A
SCOPE OF SERVICES

Scope of Services

Rincon understands the value of becoming an extension of City staff in our approach to assignments. We will provide the City with regular progress reports and budgeting status updates. Our approach ensures that the City has direct access to strong technical expertise, while our local experience provides background understanding of community issues and local concerns.

CEQA and NEPA are core business areas for Rincon, and our firm has provided environmental consulting services for over 30 years. Rincon project managers and analysts are skilled at assisting agencies in not only meeting the legal requirements of the CEQA and NEPA processes, but also ensuring a project is consistent with the City's ordinances and codes and the relevant standards of other local and state agencies (e.g., County of San Leandro, California Department of Transportation, Regional Water Quality Control Board, California Department of Fish and Wildlife, and United States Army Corps of Engineers).



At Rincon, our teamwork approach will ensure that the City has direct access to strong technical expertise, and our local experience helps to ensure understanding of community issues and local political concerns. Our firm has successfully prepared hundreds of CEQA and NEPA documents for agencies throughout California. We can assist the City with preparation and processing of environmental review documents, including the following:

- Statutory and Categorical Exemptions, including new exemptions recently signed into law
- Initial studies addressing the *CEQA Guidelines* Environmental Checklist with a focus on resources specific to the City
- Notices of Preparation (NOP)
- Notices of Intent
- Notices of Availability
- Notices of Determination (NOD) or Exemption
- Negative Declarations
- Mitigated Negative Declarations (MNDs)
- EIRs, including Program, Focused, Master, and Staged EIRs
- Sustainable Communities Environmental Assessments and Exemptions
- Mitigation Monitoring and Reporting Programs (MMRPs)
- Response to Comments
- Statement of Overriding Considerations
- NEPA compliance documents
- Statutory worksheets
- Technical studies for air quality, biological and cultural resources studies, GHG emissions, noise, and water supplies
- Phase I and II Environmental Site Assessments
- Sustainability services, including climate action planning, GHG inventories and reduction strategies, and LEED consulting services
- Facilitation and leading scoping meetings and public hearings

Our work products will meet the requirements of *CEQA Guidelines*, California planning and zoning law, and other relevant statutes, such as the National Historic Preservation Act.

The preparation of CEQA and NEPA documentation commonly involves review of documents, attending meetings with the lead agency and project applicant, interaction with regulatory agencies, preparation of reports, and attendance at public meetings and hearings. For the CEQA process, this task normally starts with a review of the *CEQA Guidelines* to assess whether a project is exempt from more detailed environmental review.

Upon receiving an inquiry from the City on a particular project, an early step will be determining what level of CEQA review will be required. Rincon's project manager will obtain a detailed project description from City staff and consider the location, scale, and implementation time frame. Preliminary site research will be conducted, and technical studies and environmental documentation will be evaluated relative to the *CEQA Guidelines*. The following are the typical procedures for peer reviews, MNDs, EIRs, and NEPA and mitigation monitoring.

Peer Review of Applicant Assessments

Rincon provides technical peer review services for public agencies throughout California. Our team of technical experts supports City staff by ensuring applicant-prepared technical reports are thorough, accurate, and defensible. When Rincon is not preparing technical studies directly, we provide independent review of applicant-submitted documentation to confirm regulatory compliance, identify potential deficiencies, and strengthen the overall CEQA record.

These reviews often include assessments related to air quality/GHG emissions, health risk, biological and cultural resources, Phase I environmental site assessments, and noise, among other specialized areas. Rincon's review emphasizes appropriate methodologies and assumptions, adherence to regulatory standards, accuracy and completeness of findings, and the appropriateness of recommended mitigation. We also flag issues of internal inconsistency and potential bias, ensuring that technical studies withstand the high level of scrutiny CEQA documents often receive.

Our approach supports early identification of technical disagreements, additional data needs, and critical path items, leading to smoother project delivery and more defensible environmental documents.

Tasks

- **Task 1: Technical Study Review.** Rincon's subject-matter experts will review applicant-prepared technical studies (e.g., air quality, biological resources, cultural resources, noise, Phase I environmental site assessments) for accuracy, methodology, adherence to standards, and appropriateness of conclusions and mitigation.
- **Task 2: Peer Review Memorandum.** For each technical study reviewed, Rincon will prepare a memorandum summarizing our methodology, identifying issues requiring resolution, outlining data gaps, and listing critical path items for completion of CEQA documentation.
- **Task 3: Coordination with City Staff.** Following preparation of the memorandum, Rincon's project manager will meet with City staff to discuss findings, confirm key issues, and develop a plan to resolve outstanding items efficiently.
- **Task 4: CEQA Pathway Determination.** Rincon will assist in evaluating potential applicability of statutory or categorical exemptions, including new exemptions recently approved by the legislature. Where exemptions do not apply, we will support the City in determining whether the project requires an Initial Study leading to a Negative Declaration, MND, or EIR.
- **Task 5: Documentation and Resolution.** Rincon will work with City staff to finalize peer review findings, resolve outstanding issues, and ensure technical studies provide a complete, accurate, and defensible basis for CEQA determinations.

Initial Study and Negative Declaration or Mitigated Negative Declaration Process

The preparation of a Negative Declaration or MND requires a structured, transparent process to ensure compliance with CEQA and to provide the City with a legally defensible environmental document. Rincon follows a systematic approach that emphasizes early coordination, clear documentation, and timely delivery. Our process includes close collaboration with City staff, careful evaluation of project details, thorough preparation of administrative and public review drafts, and clear, well-supported responses to comments. This approach ensures that the MND accurately reflects the project, incorporates appropriate mitigation measures, and withstands public and regulatory scrutiny.

Tasks

- **Task 1: Kickoff Meeting.** A kickoff meeting will be held with City staff to confirm study objectives and approaches, communication protocol, and schedule.
- **Task 2: Project Description.** The project description will be submitted within approximately two weeks of the kickoff meeting and receipt of information regarding the project.

- **Task 3: Administrative Draft MND.** The Administrative Draft MND will be prepared typically between four and six weeks, depending on the complexity of the project and the types of accompanying technical studies required.
- **Task 4: Public Review Draft MND.** Rincon will typically deliver the Public Review Draft MND within one to two weeks of receipt of comments on the Administrative Draft MND. Rincon will file the Notice of Intent with the County Clerk and State Clearinghouse, and the Public Review Draft MND will circulate for a period of 20 to 30 days.
- **Task 5: Final MND.** Rincon will prepare written responses and submit to staff for review within one to two weeks of receipt of all comments received during the public review period. Revisions will be made as necessary, and a final set of responses will be provided with the Final MND to be considered as part of project approval. The Final MND will typically be provided within one week of receipt of all City comments regarding the responses. The Final MND will be in the form of a single document that includes the Draft MND (with final revisions in track changes), mitigation measures, and MMRP, as well as all agency and public comments and responses to comments. If desired, we can also prepare CEQA findings for the project in conjunction with the Final MND. Within five days of project approval (if any), Rincon will file the NOD with the County Clerk and/or State Clearinghouse.

Environmental Impact Report Process

The EIR process provides a comprehensive evaluation of a project’s potential environmental effects and is the most rigorous level of review under CEQA. Rincon approaches EIR preparation with a focus on transparency, defensibility, and efficiency, ensuring that each step of the process, from early scoping to Final EIR certification, supports informed decision-making and withstands public and legal scrutiny. Our process emphasizes early coordination with City staff, clear project description development, thorough analysis of potential environmental impacts, and meaningful opportunities for public and agency input. By systematically addressing potential impacts, alternatives, and required mitigation, Rincon ensures that the EIR provides the City with a complete and reliable foundation for project approval.

Tasks

- **Task 1: Kickoff Meeting.** A kickoff meeting will be held with City staff to confirm study objectives and approaches, communication protocol, and schedule.
- **Task 2: Initial Study-NOP.** Rincon will prepare an Initial Study Checklist with supporting discussion, typically within three to four weeks. The Initial Study will cover all items on the City’s environmental checklist and will include facts and analysis to support all conclusions. Upon City approval of the Initial Study, we will circulate an NOP of a Draft EIR.
- **Task 3: EIR Scoping Meeting.** If required, a scoping meeting will be held during the 30-day NOP period to introduce the community to the proposed project and obtain input on the EIR scope of work. (Note: scoping meetings are required only for regionally significant projects.)
- **Task 4: EIR Project Description.** Rincon will prepare a description of the proposal being analyzed in the EIR, including descriptions of the site and its location, project characteristics relevant to the EIR analysis, project objectives, and required discretionary approvals. This typically includes textual, tabular, and graphic presentation.
- **Task 5: Administrative Draft EIR.** Rincon will prepare an Administrative Draft EIR within six to eight weeks of release of the NOP. The EIR will include the following:
 - o **Executive Summary.** Summary of the proposed project and associated environmental consequences presented in tabular format to simplify review by decision-makers and the public.
 - o **Introduction and Environmental Setting.** Introductory sections (required by CEQA) lay the groundwork for and summarize the substantive analysis to follow; the introduction describes the purpose and legal authority of the study and provides a discussion of lead, responsible, and trustee agencies; the environmental setting provides a general description of the existing urban geographic character of the city and the site vicinity.
 - o **Environmental Impact Analysis.** Analysis of impacts determined in the Initial Study to be potentially significant includes four main components:

- **Setting.** Description of current conditions with respect to the issue in question, including the existing regulatory environment
 - **Impact Analysis.** Discussion of potentially significant effects of the proposed project, impacts are typically compared to established thresholds of significance
 - **Mitigation Measures.** Methods by which significant effects can be reduced or eliminated
 - **Level of Significance after Mitigation.** Discussion of whether proposed mitigation measures reduce impacts to below the adopted significance threshold
 - **Other CEQA-Required Discussions.** EIRs also include other discussions required by the *CEQA Guidelines*, including an analysis of potential growth-inducing impacts, a listing of significant irreversible changes, and a discussion of areas of public controversy.
 - **Alternatives.** See discussion below under *Approach to NEPA Document Preparation*.
- **Task 6: Draft EIR.** Rincon will incorporate City comments on the Draft EIR and complete the Draft EIR, typically within two to three weeks. Rincon will file the Notice of Availability and circulate the Draft EIR for a period of 30 to 45 days.
 - **Task 7: Final EIR.** Rincon will complete the Final EIR after the receipt of all written comments received during the review period. The Final EIR will consist of the comments, responses, and revisions to the Draft EIR (if warranted), and the MMRP. If desired and required, we will also prepare CEQA Findings of Fact and a Statement of Overriding Consideration for the project.
 - o **Response to Comments.** Within two to three weeks of receipt of all comment letters on the Draft EIR, Rincon will submit a draft Responses to Comments. Within one week of receipt of City comments on the draft report, Rincon will prepare the final Responses to Comments.
 - o **MMRP.** Concurrent with the Responses to Comments, Rincon will prepare an MMRP, which will be included in the Final EIR.
 - o **CEQA Findings of Fact.** If requested by City staff, Rincon will prepare the CEQA Findings of Fact as part of the Staff Report.
 - o **NOD.** Within five days of EIR certification and project approval (if any), Rincon will file the NOD with the County Clerk and/or State Clearinghouse.

Approach to NEPA Document Preparation

Upon receiving an inquiry from the City on a particular project with federal agency involvement, an early step will be determining what level of NEPA review will be required specific to the federal lead’s requirements. Rincon’s project manager will obtain a detailed project description from City staff and consider the location, scale, and implementation time frame. Preliminary research on the site will be conducted, and existing technical studies and environmental documentation will be reviewed. The following is a typical set of steps we would employ for an Environmental Assessment/Finding of No Significant Impact (EA/FONSI) or an Environmental Impact Statement (EIS) process.

For current NEPA projects under other on-calls, we have submitted projects through the United States Department of Housing and Urban Development’s online portal and Environmental Review Online System. As such, our team has been trained to use the Environmental Review Online System platform and will be able to execute this task as a Partner User for City staff when necessary.

Environmental Assessment/Finding of No Significant Impact Process

The EA/FONSI process is a critical component of compliance with NEPA. Rincon approaches EA/FONSI preparation with the same rigor and attention to detail as CEQA documentation, while ensuring that federal requirements are fully met. Our process emphasizes early coordination with City staff, efficient preparation of administrative and public review drafts, and thorough responses to public and agency comments. When applicable, this effort also includes preparation of supporting technical documentation, such as Section 106 reports for cultural resources compliance. By following this structured approach, Rincon ensures that the EA/FONSI provides a complete, defensible, and timely foundation for federal environmental review and project approval.

Tasks

- **Task 1: Kickoff Meeting.** Similar to the MND process
- **Task 2: Administrative Draft EA/FONSI.** The Administrative Draft EA/FONSI will be provided within six to eight weeks of receipt of notice to proceed and approval of the project description. This process typically involves preparation of a Section 106 report for compliance with the National Historic Preservation Act.
- **Task 3: Public Review Draft EA/FONSI.** Rincon will deliver the Public Review Draft EA/FONSI within one to two weeks of receipt of comments on the Administrative Draft EA/FONSI.
- **Task 4: Final EA/FONSI.** Rincon will prepare written responses and submit them to City staff for review within seven days of receipt of all comments received after the closing of the public review period. The Final EA/FONSI will be provided within one week of receipt of all comments regarding the responses.

Environmental Impact Statement Process

The EIS process represents the most comprehensive level of environmental review under NEPA. Rincon approaches EIS preparation with a focus on transparency, defensibility, and compliance with federal standards, ensuring that all reasonable project alternatives are described and analyzed at an equal level of detail, as required by NEPA. Our process emphasizes early coordination through scoping, thorough evaluation of potential impacts, meaningful consideration of alternatives, and robust opportunities for agency and public input. By following this structured and federally compliant approach, Rincon provides decision-makers with a clear, well-supported basis for selecting a preferred alternative and issuing a Record of Decision.

Tasks

- **Task 1: Notice of Intent and Scoping Process.** Similar to the EIR process
- **Task 2: Scoping Meeting.** Similar to EIR process
- **Task 3: Description of Project Alternatives.** Similar to the EIR process, except that all potential alternatives will be described in an equal level of detail, as required by NEPA
- **Task 4: Administrative Draft EIS.** Similar to the EIR process, except that all potential alternatives will be analyzed at an equal level of detail, as required by NEPA
- **Task 5: Draft EIS.** Similar to the EIR process
- **Task 6: Final EIS.** Similar to the EIR process
 - **Responses to Comments/Preliminary Final EIS.** Similar to the EIR process
 - **Final EIS Publication.** NEPA requires a 30-day wait period for a Final EIS. The Final EIS will need to be made available for 30 days before the federal agency can make a final decision on the project. A formal comment period is not required for the Final EIS; however, the federal agency may choose to accept comments on the Final EIS, and such comments may be considered by the federal agency in developing the Record of Decision.
- **Task 7: Record of Decision.** The Record of Decision will be issued no sooner than 30 days after the approved Final EIS is distributed or 90 days after the Draft EIS is circulated.

Mitigation Monitoring

Once projects receive planning entitlements, mitigation monitoring and conditions compliance review is critical in ensuring that compliance with conditions of approval. When conducting mitigation and conditions compliance monitoring, Rincon planners conduct a thorough comparison of submitted construction plans, including subdivision, grading, architectural, and landscape plans with approved project plans, conditions of approval, MMRPs, and related planning entitlement approval documents.

Tasks

- **Task 1: Document Review.** Rincon will review all relevant project approval documents, including conditions of approval, MMRPs, and related entitlement records, to establish the compliance framework.

- **Task 2: Plan Comparison.** Rincon planners will conduct a detailed comparison of submitted construction plans—such as subdivision, grading, architectural, and landscape plans—against approved project plans and conditions of approval to identify any inconsistencies or areas requiring clarification.
- **Task 3: Compliance Tracking.** Rincon will develop a compliance tracking system to monitor fulfillment of each condition and mitigation measure, ensuring clear documentation of responsibilities, timelines, and completion status.
- **Task 4: Coordination with Project Team.** Rincon will work closely with City staff, project applicants, and construction teams to clarify requirements, resolve discrepancies, and confirm that implementation aligns with approved conditions and mitigation measures.
- **Task 5: Monitoring Reports.** Rincon will prepare regular compliance monitoring reports summarizing findings, documenting the status of each condition and mitigation measure, and providing recommendations for corrective actions, if necessary.
- **Task 6: Final Compliance Verification.** At project milestones or completion, Rincon will conduct a final compliance review to verify that all conditions of approval and mitigation measures have been satisfied, providing the City with a defensible record of compliance.

EXHIBIT B
COMPENSATION SCHEDULE

Cost Schedule

Rincon's Standard Fee Schedule

Professional, Technical and Support Personnel*	Hourly Rate			
	January 1 – December 31, 2025	January 1 – December 31, 2026	January 1 – December 31, 2027	January 1 – December 31, 2028
Senior Principal	\$330	\$342	\$354	\$366
Principal	\$318	\$329	\$341	\$353
Director	\$318	\$329	\$341	\$353
Senior Supervisor II	\$302	\$313	\$324	\$335
Supervisor I	\$282	\$292	\$302	\$313
Senior Professional II	\$264	\$273	\$283	\$293
Senior Professional I	\$246	\$255	\$264	\$273
Professional IV	\$218	\$226	\$234	\$242
Professional III	\$203	\$210	\$217	\$225
Professional II	\$180	\$186	\$193	\$200
Professional I	\$160	\$166	\$172	\$178
Associate III	\$135	\$140	\$145	\$150
Associate II	\$121	\$125	\$129	\$134
Associate I	\$113	\$117	\$121	\$125
Field Technician	\$97	\$100	\$104	\$108
Technical Editor	\$152	\$157	\$162	\$168
Project Accountant	\$129	\$134	\$139	\$144
Billing Specialist	\$111	\$115	\$119	\$123
Publishing Specialist	\$124	\$128	\$132	\$137
Clerical	\$111	\$115	\$119	\$123

* Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, data technology experts, and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$400.

Reimbursable Expenses

Direct Cost	Rates
Photocopies – B/W	\$0.25 (single-sided), \$0.45 (double-sided)
Photocopies – Color	\$1.55 (single-sided), \$3.10 (double-sided)
Photocopies – 11" by 17"	\$0.55 (B/W), \$3.40 (color)
Oversized Maps	\$8.50/square foot
Digital Production	\$15/CD, \$20/flash drive
Light-Duty and Passenger Vehicles*	\$90/day
4WD and Off-Road Vehicles*	\$150/day

*Current IRS mileage rate for mileage over 50 and for all miles incurred in employee-owned vehicles.

Other Direct Costs. Other direct costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 16%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment, and vehicles other than covered by the above charges.

Annual Escalation. Standard rates subject to 3.5% annual escalation, on January 1.

Payment Terms. All fees will be billed to Client monthly and shall be due and payable upon receipt or as indicated in the contract provisions for the assignment. Invoices are delinquent if not paid within 10 days from receipt or per the contractually required payment terms.

Equipment	Rate
Environmental Site Assessment	
Soil Vapor Extraction Monitoring Equipment	\$160
Four Gas Monitor	\$137
Flame Ionization Detector	\$110
Photo Ionization Detector	\$82
Hand Auger Sampler	\$62
Water Level Indicator, DC Purge Pump	\$46
CAPDash	\$7,500
Natural Resources Field Equipment	
UAS Drone	\$300
Spotting or Fiberoptic Scope	\$170
Petterson Bat Ultrasound Detector/Recording Equipment	\$170
Sound Level Metering Field Package (Anemometer, Tripod and Digital Camera)	\$113
GPS (Submeter Accuracy)	\$67
Infrared Sensor Digital Camera or Computer Field Equipment	\$57
Scent Station	\$23
Laser Rangefinder/Altitude	\$11
Pit-fall Traps, Spotlights, Anemometer, GPS Units, Sterilized Sample Jar	\$9
Mammal Trap, Large/Small	\$1.55/\$0.55
Water and Marine Resources Equipment	
Boat (20-foot Boston Whaler or Similar)	\$800
Multi Parameter Sonde (Temp, Cond, Turbidity, DO, pH) with GPS	\$170
Water Quality Equipment (DO, pH, Turbidity, Refractometer, Temperature)	\$62
Refractometer (Salinity) or Turbidity Meter	\$38
Large Block Nets	\$114
Minnow Trap	\$98
Net, Hand/Large Seine	\$57
Field Equipment Packages	
Standard Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet, Safety Equipment, and Botanic Collecting Equipment)	\$114
Remote Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet and Mifi, Delorme Satellite Beacon, 24-Hour Safety Phone)	\$144
Amphibian/Vernal Pool Field Package (Digital Camera, GPS, Thermometer, Decon Chlorine, Waders, Float Tube, Hand Net, Field Microscope)	\$170
Fisheries Equipment Package (Waders, Wetsuits, Dip Nets, Seine Nets, Bubblers, Buckets)	\$57
Underwater and Marine Sampling Gear (Photo/Video Camera, Scuba Equipment [Tanks, BCD, Regulators, Wetsuits, etc.])	\$57/diver
Marine Field Package (Personal Flotation Devices, 100-foot Reel Tapes with Stainless Carabiners, Pelican Floats, Underwater Slates, Thermometer, Refractometer, Anemometer, Various Field Guides)	\$100
Insurance, Hazard, and Fees	
Historic Research Fees	\$55
L&H Dive Insurance	\$57/diver
Level C Health and Safety	\$70/person

Kittelson & Associates Standard Fee Schedule



KITTELSON & ASSOCIATES, INC. BILLING RATE SCHEDULE

Effective July 1, 2025

The current billing rates for Kittelson & Associates, Inc., staff are as follows and are subject to change:

Staff	Billing Rate
Senior Principal Engineer/Planner	\$340
Principal Engineer/Planner	\$305
Associate Engineer/Planner	\$265
Senior Engineer/Planner	\$230
Engineer/Planner	\$195
Transportation Analyst	\$175
Principal Data Scientist/Developer	\$275
Senior Data Scientist/Developer	\$255
Data Scientist/Developer	\$235
Data Analyst/Software Developer	\$180
Software Technician	\$125
Associate Technician	\$205
Senior Technician	\$185
Technician II	\$160
Technician I	\$135
Office Support	\$115
Service & Other Direct Costs	Billing Rate
Mileage	Current IRS mileage rate
Travel & Other Direct Costs	Actual Costs
Subconsultants	Actual Costs