

WORK SCOPE

This section describes the scope of services to be completed by the PlaceWorks team for the Stockton General Plan Update and EIR. We recognize that it may be necessary to alter the scope as the project progresses and are happy to work with you to ensure the successful completion of the project.

TASK A. PROJECT INITIATION

In this task, PlaceWorks will begin the project, review background material, and prepare a base map of the city.

1. Kickoff Meeting and City Tour

The PlaceWorks team will meet with City staff to begin the project; identify the project goals, opportunities, and constraints; and refine roles and responsibilities and expectations for schedule, process, and work products. At this meeting, we will review existing background data and identify ways in which City staff and PlaceWorks can most effectively work together as a team, discussing possible opportunities to streamline the process and implementation. The meeting will provide an opportunity to fine-tune PlaceWorks' suggested work program and make any needed changes to our scope. We will also discuss how the General Plan Update and EIR processes will be integrated and coordinated with other relevant recent and ongoing City initiatives, such as the Housing Element Update, Climate Action Plan (CAP), and Bicycle Master Plan Update.

As part of the kick-off meeting, PlaceWorks will discuss the outreach strategy with City staff to ensure that a diverse group of community members and organizations participate in the General Plan Update process in a meaningful way through community events, an online presence, innovative graphics, and multiple means of input.

Finally, City staff and the PlaceWorks team will tour Stockton to identify and photograph existing conditions at key locations in the city. We will also examine areas of the city that will be subject to special attention in the General Plan Update, such as the Downtown and other infill opportunity areas.

Kickoff Staff Meeting:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge, Project Manager, and Project Planner; BAE; Fehr & Peers; and West Yost

2. Staff Meetings and Communications

Early in the project, PlaceWorks will work with City staff to establish and document agreements about regular check-ins, communication with team members, and staff review periods. We will memorialize these agreements in writing to ensure we remain on the same page with City staff throughout the project.

This task includes up to 24 meetings with City staff, some of which may be via conference call. PlaceWorks will provide an agenda for each meeting.

Staff Meetings:

- *Up to 24 meetings*
- *Location: Conference call or City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and/or Project Manager; others as needed*

3. Background Data

The PlaceWorks team, with the assistance of City staff, will gather and review important background documents, including the existing General Plan Policy Document, Background Report, and EIR; 2008 Settlement Agreement with the Sierra Club and California Attorney General; draft Housing Element Update materials; CAP; Master Development Plans; Master Infrastructure Plans; Development Code; Citywide Design Guidelines; draft Bicycle Master Plan Update and Citywide Safe Routes to School Plan materials; and Economic Development Strategic Plan. We will also review the previous Municipal Services Review Report for the City of Stockton, as well as the existing Master Plans for water, sewer, and storm drain systems. Finally, the PlaceWorks team will review relevant regional documents, such as the San Joaquin County General Plan and Sustainable Communities Strategy for San Joaquin County.

4. GIS Base Map

PlaceWorks will work with the City to obtain existing City GIS data and review City mapping protocol and requirements. PlaceWorks will use ArcView-compatible shapefiles and/or geodatabases from the City for the development of the project's base map and subsequent thematic maps. All maps will be produced in ArcView and exported in a PDF format and will identify relevant planning boundaries. After creating the initial base map, PlaceWorks will provide a copy to the City for review and approval prior to use for subsequent mapping work.

The focus of this task will be to:

- Obtain relevant map information from the City, such as General Plan designations, and assemble various GIS data sources into an integrated GIS platform to support the work program.
- Assemble various GIS data sources into an integrated GIS platform to support the General Plan and EIR work program.
- Identify data deficiencies and potential inaccuracies.
- Prepare an accurate parcel-level base map that includes, among other items, current City boundaries, streets and circulation system, and parcels over an aerial photograph. The transferable base map will be developed in both an electronic and physical format.

At the conclusion of the project, PlaceWorks will provide a CD to the City containing all original data as well as project-specific data layers modified or created by PlaceWorks, along with pertinent metadata documentation.

5. Project Branding

To set the foundation for the community engagement effort and project-related materials (print and digital), PlaceWorks will coordinate with the Public Information Officer develop a project logo and color palette to theme the General Plan Update and create a recognizable identity. The General Plan logo might take design cues from the Downtown waterfront, the train station, and Stockton's agricultural context; the goal of this effort is to give the General Plan Update a special identity that complements the City's brand and expresses that the General Plan will build on what is best about Stockton and provide a marketing platform for investment in the community. The General Plan logo and brand package may include a combination of symbols, text, colors, graphics, or photos. A draft package will be presented to staff for their review and comment once before the brand package is finalized.

TASK B. OUTREACH

Strong and meaningful community involvement in the process will be critical to the successful adoption and ongoing implementation of the General Plan. Stockton is a diverse community; it will take creativity and innovation to engage all facets of the community. As an initial phase of the project, we will refine the approach to outreach and engagement in close collaboration with City staff. This section, along with the meetings listed throughout the scope, presents our initial ideas for a successful outreach strategy. However, we are very open to adjusting this approach to what will work best for Stockton.

Throughout the project, we propose to take advantage of existing media like the City's Facebook page and the @StocktonUpdates Twitter feed (working in coordination with the Public Information Officer).

1. Invitation Letter to Community Leaders and Stakeholders

PlaceWorks will draft a letter inviting community leaders and stakeholders to participate in the General Plan Update and EIR process. The letter will explain what the General Plan is, why it is important to the future of the city, and how individuals and organizations can be involved. The invitation will include a form that interested individuals can complete and return to the City in order to be added to the General Plan mail/email list.

2. Project Website

PlaceWorks will create a website for the General Plan Update. The website will include basic information about the project, including a description of the process, meeting dates, and project updates as major milestones are achieved. The website will also include information about community meetings and Planning Commission and City Council Study Sessions and hearings. When documents are available to the public, we will provide the documents in PDF format on the website.

PlaceWorks' in-house webmaster will be responsible for managing and updating the website, including PDF files made available for downloading. In addition to the initial development of the website, the budget assumes approximately two hours per month in labor for monthly updates and management of the website.

3. Digital Engagement

PlaceWorks will utilize its proprietary cutting-edge tools to engage community members using digital technology. Our sophisticated online comment and discussion forum features a variety of options, such as map-based and prioritization exercises that enable residents to participate in the General Plan Update process whenever it is convenient for them. The digital engagement strategy will include online surveys that provide opportunities for the community to weigh in on priorities and comment on land use scenarios, as well as various digital tools to assist in outreach leading up to, during, and following community workshops. These tools 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 General Plan process, without constraints on the time, place, or method of public input.

4. Posters, Fliers and E-Blasts

For each public workshop, PlaceWorks will prepare a poster or flier, as well as an e-blast (sent via our own email or from a City service) advertising the workshop, explaining its purpose, and inviting participation. E-blasts will include links to the relevant documents or active surveys on the project website.

5. Spanish Translation

PlaceWorks will provide Spanish-first translation (i.e., first-language Spanish speakers that think through materials in Spanish, rather than just translate from English) at each public workshop, as appropriate. In addition, posters and fliers for each workshop will be provided in both English and Spanish.

In addition, PlaceWorks will work with key members of the Tagalog-, Cambodian-, and Hmong-speaking communities to produce appropriate written materials and arrange for on-site translation if needed.

6. Community Events

PlaceWorks will attend up to three community events, such as farmer's markets and Chamber of Commerce or church events, to solicit input from Stockton residents about the General Plan Update. The first event will occur during this initial community outreach phase; the other two will be selected during the project in consultation with City staff. During this first event, PlaceWorks will provide information about the General Plan Update process and solicit ideas about key issues and concerns that should be addressed.

Depending on the phase of the project, outreach at future events could include asking about specific topics or issues or distributing outreach material about the General Plan Update project and process. PlaceWorks will attend and be responsible for preparing outreach material for these community events. City staff will help secure access at the events, such as a booth or table space.

7. Tribal Consultation

Tom Origer & Associates will complete the State-mandated noticing to Native American tribes. We will contact the Native American Heritage Commission (NAHC) by letter to describe the General Plan Update. The letter will request that the Commission review

their Sacred Lands file for information on traditional or cultural lands within the project area and vicinity, and will include a request for a listing of local Native American representatives. We will then prepare a basic letter for each tribe to be mailed out on City letterhead. This letter will describe the project and indicate how tribal representatives can request consultation with the City if they so desire. If the tribes do request consultation, City staff will be responsible for arranging and attending any meetings that are required.

8. Technical Advisory Committee Meetings

PlaceWorks will participate in six Technical Advisory Committee (TAC) meetings throughout the course of the project. The TAC will be comprised of City staff from numerous departments for the purpose of overseeing and providing technical guidance for the General Plan Update and EIR. The meetings will be held as needed, with topics and timing identified in coordination with City staff.

For all meetings, PlaceWorks will prepare an agenda, presentation materials if needed, and a meeting summary, and will facilitate meetings as appropriate.

TAC meetings (six meetings):

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager

TASK C. EXISTING CONDITIONS

The existing conditions task will establish baseline information to highlight and inform key issues and opportunities for the General Plan Update. We will prepare a set of technical studies on relevant topics to provide a solid baseline, and then summarize that information into a graphically-rich, magazine-style briefing book. By focusing the range of topics and consolidating key information pieces into an accessible briefing book, we will offer a useful and lively document that will support strategic thinking – both for the General Plan Update and for other City initiatives like economic development and investment – and avoid collecting dust on the bookshelf.

This task also includes preparation of the Infill Opportunities Report, which will inform the Downtown revitalization and other infill strategies and approaches that are at the center of this General Plan Update.

1. Existing Conditions Memoranda

In this task, the PlaceWorks team will prepare a series of technical studies in the form of stand-alone memos to inform the community discussion of key issues. The memos will provide City staff, decision-makers, and other stakeholders with a firm understanding of opportunities and constraints in Stockton. These technical studies will also feed directly into the “Existing Setting” sections of the General Plan EIR.

Each technical study will conclude with a bulleted list of implications for the General Plan Update as a springboard for formulating land use and policy responses in subsequent tasks.

Products (all electronic) and Schedule:

- *Administrative Draft Existing Conditions Memoranda (four weeks to prepare; two weeks to review)*
- *Screencheck Existing Conditions Memoranda (two weeks to prepare; one week to review)*
- *Final Existing Conditions Memoranda*

a. Land Use

PlaceWorks will conduct an analysis of existing land uses in Stockton. The analysis will include:

- Existing land uses and estimates of existing development in Stockton
- Current General Plan land use designations
- Relevant planning boundaries (e.g., General Plan Area Boundary, Sphere of Influence, Urban Growth Area Boundary, and Urban Service Area Boundary)
- Current jobs/housing balance
- Major approved and anticipated private development projects and associated development capacities
- Public improvement projects planned or underway
- Vacant, underutilized, and blighted properties (including a map and table with basic information about each property)
- Agricultural and open space resources
- Relevant land use planning documents

b. Transportation

i. *Data Collection*

The City maintains a daily roadway segment traffic count database that is periodically updated. Fehr & Peers will supplement the available data by retaining a traffic counting firm to collect daily traffic counts on up to 15 roadway segments throughout the city over a 48-hour period. The data collection locations will be determined in consultation with City staff and the consultant team, but it is likely that key roadways that provide access to Stockton would be included in the data collection effort, and compared to available data to determine if available count data for other roadway segments in the city are sufficiently reflective of current conditions. This data will also be used in the model validation step in Task C.4. The most recent published count data from Caltrans will be used to supplement the data collection effort to establish baseline traffic volumes on State highways through Stockton.

Transportation data developed as part of other recently completed or currently underway studies will also be identified, including the Bicycle Master Plan Update, the Climate Action Plan and associated supporting documents, and recently completed transportation impact studies (to be provided by City staff). We will also request recent ridership data from San Joaquin Regional Transit District (San Joaquin RTD).

ii. *Additional Data Collection*

Fehr & Peers will collect peak period vehicular turning movement counts at up to 20 intersections within the city. Separate counts of pedestrians, bicycles, and trucks will also

be conducted at the same locations. Because the City may shift away from a peak hour Level of Service standard for intersection operations and/or reduce the planned cross-section of arterial roadways, this data can help inform policy direction of the Circulation Element update.

iii. Technical Memorandum

Fehr & Peers will prepare a baseline transportation assessment based on the information collected above; the memorandum will describe and quantify existing systems and services. We will also review the current General Plan transportation and circulation policy framework as compared to more recent planning efforts and identify potentially contradictory goals, as well as potential new policies that the project team may consider including in the updated Circulation Element.

As part of this task, Fehr & Peers will provide descriptions of the transportation metrics that could be used to evaluate the transportation system, including peak hour intersection levels of service, daily roadway segment levels of service, vehicle miles of travel, travel times, accessibility metrics such as distance to transit, mode split, and congested lane miles.

This information will be used to inform the update of the Circulation Element.

c. Community Services

PlaceWorks will identify existing conditions for each of the following community services and utilities: police, fire, schools, and libraries. The report will describe service standards, the current level of service being provided, capacity issues and constraints, and any policies on the provision of these services and utilities that must be met by future growth.

d. Hazards and Safety

PlaceWorks will summarize current conditions and regulatory information related to wildfire hazards, flood hazards, the Stockton Metropolitan Airport, and emergency response planning.

e. Community Character and Identity

PlaceWorks and Tom Origer & Associates will compile information about the character and identity of Stockton. This includes a description of Stockton's prehistory and history, as well as its urban design characteristics, neighborhoods, landmarks, gateways, scenic vistas, and public art. As part of this task, Tom Origer & Associates will examine records at the Southern San Joaquin Valley Information Center of the California Historical Resources Information System, conduct a search of records at the California Museum of Paleontology, and examine records at its own offices. In addition, Tom Origer & Associates will conduct a windshield survey of the General Plan Area to identify potentially important buildings, structures, and districts that might not have been identified in previous works.

f. Market Study

BAE will prepare a market analysis that will cover retail, office, industrial, and residential uses. For each land use type, the market analysis will document existing market conditions and will describe the existing policy framework. It will then project the total growth potential anticipated over the course of the General Plan planning period for

each broad land use type. The purpose of the market analysis will be to benchmark existing conditions and to provide the basis for estimates of the amount of land that should be allocated to address the reasonably foreseeable market demand for each land use type. While the market analysis will evaluate existing conditions throughout the city, attention will be given to documenting conditions and opportunities within the Downtown area, with the intent of using that information as the basis for development of the Downtown Element.

As part of the market analysis, BAE will interview a range of active local residential and non-residential real estate development professionals regarding recent and anticipated development trends. BAE will also review the Council-adopted Economic Development Strategic Plan and interview a range of local economic development professionals in order to identify issues and/or opportunities that could be addressed through the General Plan Update and related efforts, including positioning the City to foster economic growth, encouraging infill development and the redevelopment of underutilized commercial and industrial land, and encouraging revitalization of the City's urban core.

Included in the residential market analysis component, BAE will review the City's Housing Element Update that is underway and other relevant policy documents to determine if there are opportunities for the City to restructure its residential development policies to be more responsive to anticipated residential demand at all income levels. This will include an assessment of whether current housing programs are responsive to the full range of local needs, from entry-level affordable housing to move-up/executive housing for higher income households. It will also provide an overview of the requirements set forth in the 2008 Settlement Agreement, and discuss how it relates to anticipated growth and development in the Stockton housing market through 2040. This information will be used as the basis for the development of a Housing Strategy focused primarily on the Downtown area, but which will also address housing needs throughout the city.

2. Briefing Book

PlaceWorks will compile and summarize the information from the existing conditions memoranda in Task C.1 into a briefing book that highlights key issues and opportunities for the General Plan Update using a concise, accessible, and easy-to-read format. The briefing book will be used to inform community members and decision makers throughout the process. The briefing book will be richly illustrated with maps, tables, photographs, and other graphics in a magazine format.

Products (all electronic) and Schedule:

- *Administrative Draft Briefing Book (six weeks to prepare; two weeks to review)*
- *Screencheck Briefing Book (two weeks to prepare; one week to review)*
- *Final Briefing Book*

3. Infill Opportunities Report

The 2008 Settlement Agreement with the Sierra Club and California Attorney General directs the City to support and accommodate infill and Downtown development, including 4,400 housing units in the Downtown area and 14,000 units within the city limits as they existed in 2008. In this subtask, the PlaceWorks team will prepare a report that identifies, evaluates, and prioritizes infill development opportunities using the steps outlined below. This report will inform the Downtown Element and Housing Strategy outlined in Task G.

Products (all electronic) and Schedule:

- *Administrative Draft Infill Opportunities Report (six weeks to prepare; three weeks to review)*
- *Screencheck Infill Opportunities Report (two weeks to prepare; one week to review)*
- *Final Infill Opportunities Report*

a. Identify Infill Opportunities

Building from the land use existing conditions analysis in Task C, which will have identified vacant, underutilized, and blighted properties, PlaceWorks will identify infill development opportunities corridors, areas, and sites. Opportunities will be summarized by neighborhood/corridor.

b. Evaluate Infill Opportunities

The PlaceWorks team will evaluate the infill opportunities based on the following:

- **Infrastructure Capacity.** West Yost will assess infrastructure capacity and condition based on available information. Input will include participation by one or two utilities planning engineers in one working meeting with City staff, developing text to be included in the report, and developing tabular summaries of conceptual backbone infrastructure needs to the extent necessary to compare and contrast the various infill opportunities. A single graphic for each utility may be prepared, if necessary, depicting apparent water, sewer, and storm drain facility needs associated with the infill areas. Such graphics will be broad-brush illustrations using existing utility planning maps to indicate conceptual changes to previously planned or additional backbone infrastructure improvements necessary to serve each infill area. Qualitative comparisons of relative costs will be stated (such as “High Cost”, “Medium Cost”, “Low Cost”); however, construction and capital cost estimates will not be developed at this stage. This analysis will use the initial work conducted by West Yost for the infrastructure master plans in Task H.
- **Surrounding Land Use.** PlaceWorks will identify the land uses within ¼ mile of each infill opportunity, and assess compatibility with planned or anticipated land uses.
- **Market and Fiscal Considerations.** BAE will use the findings from the market analysis in Task C.1 to rate the infill opportunities based on their responsiveness to market opportunities and their potential to accommodate uses and activities targeted in the Economic Development Strategic Plan. In addition, BAE will include initial fiscal screening of potential annexation areas to identify areas that may raise red flags from a public services cost standpoint and/or that may present particularly attractive opportunities for fiscal benefits. The former could include locations that would require significant expansions of services in order to accommodate new growth, while the latter could include areas where there is potential for new development to utilize existing underutilized service capacity or to accommodate uses such as regional retail or lodging that have particular revenue generating potential.

As part of this analysis, BAE will conduct static pro-forma financial feasibility analyses for two different prototype mixed-use developments in the Downtown area. BAE will establish pro-forma development cost and revenue assumptions based on the market data collected, and interviews with developers conducted as part of the market analysis (Task C.1.f). This analysis will yield an estimate of the bottom line profit to the developer, which can be compared to developer profit margins typical for the local area, to assess development feasibility. BAE will also perform a

sensitivity analysis to test critical assumptions (e.g., changes to sales prices and/or rental rates, construction costs, land costs, and financing terms). This scope assumes that City staff will provide an estimate of the total City permit and fee costs that would be applicable to each prototype project.

c. Prioritize Infill Opportunities

Based on the evaluation of infill opportunities and in consultation with City staff, PlaceWorks will recommend specific opportunities that should be prioritized. As part of this task, PlaceWorks will discuss preliminary recommendations with City staff before compiling them into the draft report.

4. Traffic Model Development

The City developed a stand-alone travel demand model as part of the last General Plan Update process; it was validated to a 2003 base year. Since the development of that model, the regional model has been updated to a three-county model, including San Joaquin, Stanislaus, and Merced Counties, better reflecting the interrelated travel patterns within the northern Central Valley. The three-county model was recently used to evaluate the Sustainable Communities Strategy (SCS) as reflected in the 2014-2040 Regional Transportation Plan prepared by the San Joaquin Council of Governments (SJCOG).

Fehr & Peers has compared the model structure of both the Stockton and the three-county model, including Travel Analysis Zone structure (TAZ), network detail, and model methods. The following summarizes the comparison:

- **Travel Analysis Zones (TAZs).** Land uses within travel models are identified by TAZs that reflect existing and proposed land uses within a specific geography. The TAZ structure differs between the three-county and Stockton models. The TAZ structure of the Stockton model aligns to natural and man-made barriers and has a relatively fine TAZ structure around the fringe of the city where significant development was expected to occur under the existing General Plan. The TAZ structure of the three-county model does not align precisely with barriers, but does provide greater network detail within the Downtown area. If the Stockton model is updated for this study, we recommended modifying the TAZ structure to provide greater levels of detail in the Downtown area. If the three-county model is used, we recommend adding greater levels of TAZ detail in planned growth areas and modifying some TAZ boundaries to better reflect physical barriers.
- **Network Detail.** The roadway network represented in both models reflects all streets that are major collectors and above, with local roadways represented by centroid connectors. The three-county model also has minor collector roadways. The centroid connector placement within the three-county model is not a true representation of local roadways within a TAZ, which could lead to over- or under-assigning traffic volumes on minor streets, but would not affect the model results at a larger scale. Link attributes, such as capacity class, speed limit, and number of lanes, differs between the models. The three-county model has a greater level of detail in terms of the characteristics of each street, such as if parking is permitted. If the Stockton model is updated for this study, some additional roadway network detail would need to be added to reflect roadway improvements constructed since the current base year model was developed. If the three-county model is used,

roadway link attributes would need to be reviewed and potentially recoded in some areas and the centroid connector locations would need to be reviewed.

- **Model Methodology.** A great advantage of the current Stockton model is a run time of less than one hour. A full run of the three-county model can take between 24 and 48 hours (although specific components of the model can be applied in much less time). Another consideration is that there is no mode choice component within the Stockton model, meaning that the model only develops vehicle forecasts. By contrast, the three-county model can evaluate how different land use patterns, pricing changes, or policy modifications might cause vehicle trips to shift to other travel modes. In addition, the three-county model is consistent with other regional planning efforts and thus could streamline the forecasting process for major projects in which travel forecasts must be reviewed by other agencies (such as Caltrans).

For the purposes of estimating our level of effort to develop a model for use in crafting and evaluating the General Plan Circulation Element, we have assumed that we will refine the three-county travel demand model to better reflect existing and planned growth within the city and its Sphere of Influence (SOI). We will start with the current base year model for validation within Stockton, and will pivot from the SJCOG C+ SCS Land Use Scenario. We welcome the opportunity to discuss in more detail with City staff the pros and cons of various modeling approaches and then develop a final approach.

We propose the following steps to validate the existing model within Stockton such that the model can be used to forecast transportation conditions under various General Plan alternatives. We expect that we will coordinate with City staff and the consultant team throughout the course of this task.

a. Land Use Data Review

The three-county model was validated to year 2013 conditions, and it contains land use information for years 2025 and 2040. We suggest that the base year of the Stockton model be reflective of 2015/2016 conditions, such that we can start with the base data prepared by SJCOG and work with City staff to review and modify those inputs to be reflective of Stockton at the time of project initiation.

b. Base Year Roadway Network

Fehr & Peers will provide City staff with plots from the three-county model of roadways in Stockton; the plots will display the number of lanes, posted speeds, facility type, and other assumptions from the base year model. As part of this task, we will make adjustments to the model roadway network based on feedback from City staff as well as our own knowledge of the area. We will also compare the model roadway network to the City's current General Plan model roadway network and identify if there are arterial or collector roadways not represented in the model that should be included.

c. Data Collection

In addition to the traffic count data collected in Task C.1, Fehr & Peers will collect and review the following information:

- Socio-economic and land use data: We will start from the baseline land use data available in the new three-county model for the Stockton area. We will also compare this data to readily available socio-economic information from other sources or as otherwise gathered for the General Plan Update. We will present the data to the City

for review and comment. This scope includes up to 20 hours to adjust local land use data for a model development effort; if the effort required exceeds that estimate, we will work with the City to determine the best course of action.

- Recent travel surveys and traffic counts conducted by others.
- US Census 2010 data and American Community Survey (ACS) data.
- City roadway network in GIS format, if available. Fehr & Peers will review the network to ensure the accuracy of the number of lanes, free-flow travel speeds, and other factors.

d. Model Development

The model development effort will focus on adding TAZ and roadway network detail in the Stockton area, including representation of recent and planned developments. We anticipate subdividing some of the TAZs in the model so that development patterns in Stockton are reflected at a greater level of detail, and adjusting TAZ boundaries so that they fall on natural barriers. This effort will be coordinated with City staff. We will also add roadway network detail so that study roadways are represented in the model.

The trip generation model will be reviewed and refined to ensure that the model's estimate of daily and peak hour trips for the study area matches estimates obtained using empirical trip rates from local, regional, and national travel surveys or publications such as NCHRP Report 365 (Transportation Research Board, 1998) and Trip Generation Manual (Institute of Transportation Engineers, 2012). Note that there may be a few "special generators" used in the model to reflect trip generation from unusual land uses. We will compare the trip lengths, mode choice, and assignment results for Stockton land uses against regional Travel Survey data to check for reasonableness.

e. Model Validation

The resulting model will be validated using a series of static and dynamic validation tests. The static tests will involve comparing the base year model traffic assignment results against the traffic count data described in Task C.1, and checking to see how well the model replicates those counts using statistics such as the maximum deviation, correlation coefficient, and percent root mean squared error (RMSE) criteria contained in the 2010 Regional Transportation Plan Guidelines and Travel Forecasting Guidelines (Caltrans, 1992).

Dynamic validation tests will involve making typical changes to the model such as adding or deleting a link, or modifying land uses at various magnitudes to evaluate changes in the mode split, vehicle trip assignment, and vehicle miles traveled (VMT) results. For the dynamic tests, we will review the resulting traffic volumes to verify that they change in the appropriate direction and magnitude. This process is important for establishing a level of confidence in the future year forecasts. Without this step, the level of confidence in the forecasts would be limited and could affect the defensibility of subsequent analyses prepared using the model.

TASK D. VISIONING

The visioning task is built around a series of workshops, meetings, and interactions to explain what was learned in Tasks B and C about existing conditions, assets, and constraints in Stockton. This task will also orient participants to the overall process and

begin to form ideas of how Stockton might change and remain the same over the next 20 to 25 years.

1. Community Workshop #1: Introduction and Vision

This first public workshop will be an opportunity to introduce members of the community to the General Plan Update and City staff and consultant team. This meeting will also include a visioning component, designed to gather information regarding the community's desires for the future of Stockton and issues to be addressed in the General Plan.

As participants enter the workshop, they will be handed separate comment cards asking questions including "What's special about Stockton?" and "What's missing from Stockton?" Every comment will be posted on the wall for all to see. Following this icebreaker exercise, the Mayor or another City official can welcome participants and emphasize the importance of the General Plan to the future of the City. Then, PlaceWorks will give a concise overview of the process, emphasizing future opportunities for public involvement. After answering questions, we will ask people to break into small groups for a facilitated discussion of their vision for the future of Stockton and the most challenging issues citizens want to see the City address to achieve that vision. We will also provide table maps for each group, on which participants can identify specific issues that are geographically based and/or preliminary ideas about where changes in land use may be appropriate. After the small group discussions, we will reconvene in a large group to share reports back summarizing the vision and challenges each group identified.

If appropriate, we suggest that the workshop include a performance, for example, from a local high school musical, choral, or dance group in order to encourage attendance and generate energy and excitement.

The same workshop will be held twice on consecutive days, in two locations, to maximize accessibility for residents.

Community Workshop #1 (two workshops):

- *Locations: To be determined in consultation with City (in different parts of the city)*
- *Attendance: PlaceWorks Lead Facilitator, Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation)*

2. Youth and Young Adult Workshop

PlaceWorks will coordinate with administrators, teachers, and student government leaders at San Joaquin Delta College and local high schools to organize a workshop for Stockton's youth and young adults that mirrors the initial community workshop. The workshop will introduce students to the basic concepts of urban planning and city government, and will be centered around a hands-on art project asking them to identify through words and images what they would like Stockton to be like in 20 to 25 years, as well as the things they'd like to see and do in Stockton today. To maximize involvement by young adults, we plan to work with Delta College to hold the workshop at that location; we will also coordinate with teachers to offer extra credit to students who participate in a workshop.

Youth and Young Adult Workshop:

- *Location: San Joaquin Delta College*

- *Attendance: PlaceWorks Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation)*

3. Preliminary Vision Statement

Following the community workshops, PlaceWorks will draft a Vision Statement for the General Plan. The Vision Statement will reflect the input from the community workshop in a short statement.

4. Planning Commission Study Session #1: Introduction and Vision

PlaceWorks will facilitate the first Planning Commission study session to introduce Commissioners to the project and consultant team, report on the community workshops, review the draft Vision Statement, and receive feedback on suggested revisions. At this initial meeting, we will stress the importance of the Planning Commission's role as ambassadors to assist with word-of-mouth outreach to encourage other residents in Stockton to participate in the process.

Planning Commission Study Session #1:

- *Location: City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and Project Manager*

5. City Council Study Session #1: Introduction and Vision

PlaceWorks' Principal-in-Charge and Project Manager will attend a City Council Study Session to report on the community workshops and to review the preliminary Vision Statement that incorporates Planning Commission feedback. Decision-makers will have the opportunity to comment on the work completed to date and provide direction to the General Plan team on the contents of the Vision Statement.

City Council Study Session #1:

- *Location: City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and Project Manager*

6. Revised Vision Statement

PlaceWorks will revise the Vision Statement per Council comments. The revised vision will be used by City staff, PlaceWorks, the Planning Commission, and City Council to guide preparation of the General Plan Update and its implementation in the years to come.

TASK E. LAND USE AND CIRCULATION ALTERNATIVES

During this phase, PlaceWorks will create alternative land use and circulation scenarios for key corridors and areas in Stockton that will provide a range of options to respond to the issues identified and vision created in preceding tasks. The land use and circulation alternatives task incorporates and builds from the information and recommendations in the Infill Opportunities Report from Task C.3, and focuses on places where transformation or enhancement of existing uses is expected or desired in the next 20 to 25 years. This task will analyze up to three land use alternatives for up to six separate corridors, areas, or sites in the city.

1. Identify Study Areas

PlaceWorks will work with City staff to delineate the main study areas where land use changes should be evaluated. We expect the land use alternatives to focus on opportunities for infill development, revitalization, economic stimulation of commercial areas, and job growth. The identification of these study areas will consider input received from the community to date, additional input and direction from City staff, and the priorities identified in the Infill Opportunities Report from Task C.3. Based on this input, PlaceWorks will prepare a map of the study areas.

2. Community Workshop #2: Study Area Bus Tour

To refine the study areas and generate ideas for transformation, PlaceWorks, in collaboration with City staff, will facilitate a mobile workshop in the form of a bus tour. To add to the draw and enjoyment for participants, we plan to use a double-decker bus with an open-air top deck and microphone functionality so all can hear the narration. The mobile workshop will be open to the public. Senior-level team staff will offer narration during travel and lead interactive discussions on the ground at each site. We anticipate the tour will last about three hours.

The tour will build on key findings from the existing conditions and visioning tasks and allow participants to see first-hand the areas being considered for change. We will provide cameras and encourage participants to take photographs for uploading to a common online photo pool. As appropriate, we will use these photos as the project progresses to illustrate ideas raised by community members.

PlaceWorks will provide an online survey and tour for those who cannot attend the mobile workshop. Participants can download the tour route and take a self-guided tour to record observations at their own convenience and respond to place-based questions about land use, circulation, and character. The survey will include a map of the study areas for participants to mark specific locations.

Community Workshop #2:

- *Location: Mobile; touring study areas*
- *Attendance: PlaceWorks Lead Facilitator, Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation)*

3. Develop Alternatives

Based on input from the bus tour, insights from City staff, and the outcomes of the initial community, Planning Commission, and City Council meetings, the PlaceWorks team will develop up to three alternatives for each of the study areas. The goal of the alternatives diagrams will be to show the major land use and design concepts inherent in the alternatives and communicate the implications for the built environment in a way that can be quickly apprehended by non-planners. All alternatives will meet the housing accommodation requirements of the 2008 Settlement Agreement for both the Downtown and the city limits as they existed in 2008.

Alternatives will be illustrated not only by a two-dimensional land use map but by a conceptual illustration of potential new development and improvements for the area, portraying new buildings, parking areas, open space, circulation improvements,

streetscape enhancements, sidewalks, landscaped medians, and other elements. This scope assumes up to six visual simulations.

Fehr & Peers will work collaboratively with the City and PlaceWorks to ensure that the land use and circulation alternatives respond to the City's transportation goals. Fehr & Peers will provide guidance and advice with respect to interactions between land use and transportation systems and the potential effects of different land use configurations on transportation demand. During this phase of work, we expect that one of the alternatives may include a more compact roadway network, such as six-lane cross sections on some arterial roadways that are currently planned for eight-lanes, while another alternative may address the effects of modifying the roadway network to provide a grid system that can disperse travel on a number of smaller streets versus concentrating traffic on larger streets.

4. Incorporate Minor Land Use Changes

In our experience, in addition to study areas that demand more rigorous analysis, a General Plan Update often triggers the potential for a number of more minor land use changes, whether to bring outdated land use designations into consistency with built or approved projects, delete land use designations that are no longer used, or respond to individual landowner requests that do not require extensive public discussion. As part of our discussions with City staff to delineate land use alternative study areas, we will review the current General Plan land use map and identify any parcels for which land use designations should be updated, so that these changes can be incorporated into the final preferred scenario at the conclusion of this task.

5. Evaluate Land Use and Circulation Alternatives

The PlaceWorks team will analyze the three land use and circulation alternatives. PlaceWorks will assemble illustrations of the alternatives and the analysis into an Alternatives Evaluation Workbook. This reader-friendly workbook will be used by the public and decision-makers to review and provide input on the land use and circulation alternatives. PlaceWorks will submit two administrative drafts, a screencheck, and a final Workbook to City staff.

PlaceWorks recommends that the alternatives evaluation include the following components.

Products (all electronic) and Schedule:

- *Administrative Draft Alternatives Evaluation Workbook (six weeks to prepare; two weeks to review)*
- *Second Administrative Draft Alternatives Evaluation Workbook (two weeks to prepare; two weeks to review)*
- *Screencheck Alternatives Evaluation Workbook (one week to prepare; one week to review)*
- *Final Alternatives Evaluation Workbook*

a. Buildout

PlaceWorks will identify the amount of residential and commercial growth that would occur under each alternative. Residential growth will be expressed as the number of units for different housing types (i.e., single-family and multi-family). Non-residential growth

will be described as the total square feet for office, retail, and industrial uses. PlaceWorks will also estimate the number of new residents and jobs under each alternative.

b. Community Character

PlaceWorks will describe the overall character of each study area under each alternative and express the extent to which an alternative would represent a small, moderate, or substantial change to the present-day character of the area. We will also explain which specific components of an alternative are meant to protect desired characteristics and which would help to enhance areas that the community has identified as in need of change. This section will also assess land use compatibility and the degree to which each alternative provides residents with a variety of housing options.

c. Traffic and Circulation

Fehr & Peers will use the updated traffic model from Task C.4 to evaluate the alternative land use scenarios. For each alternative, Fehr and Peers will produce preliminary daily roadway segment traffic forecasts and identify the major transportation infrastructure, such as roadway widening or parallel facilities, necessary to address the deficiencies identified through modeling, such as new or upgraded freeway interchanges. The results will be used to determine the effectiveness of potential circulation improvement alternatives. In addition, citywide transportation metrics such as VMT and numbers of trips generated will be calculated for each of the alternatives. Alternative metrics can also be prepared as an optional task based on the feedback provided in Task C.1.

d. Utilities

West Yost will assess infrastructure capacity and condition based on available information. Input will include participation by one or two utilities planning engineers in two working meetings with City staff, developing text to be included in the Alternatives Evaluation Workbook, and developing tabular summaries of conceptual backbone infrastructure needs to the extent necessary to compare and contrast the three alternatives; infrastructure needs for each alternative will also be considered relative to the City's existing Capital Improvement Plan (CIP). A single graphic for each utility may be prepared, if necessary, showing differences between the alternatives related to water, sewer, and storm drain facility needs. Planning level estimates of the cost differentials among the alternatives will be prepared for backbone infrastructure. Qualitative comparisons of relative costs will be stated (such as "High Cost", "Medium Cost", "Low Cost") based on available information, as necessary to compare the alternatives. However, construction and capital cost estimates will not be developed at this stage.

It is anticipated that graphics related to utilities will be broad-brush illustrations using existing utility planning maps to indicate conceptual changes to previously planned or additional backbone infrastructure improvements necessary to serve each of the three alternatives.

e. Community Services

PlaceWorks will evaluate the community services needed to serve the General Plan buildout under each alternative. This analysis will identify the key differences between the alternatives in terms of demand for services, such as police, fire, and schools.

f. City Fiscal Sustainability and Market Viability

BAE will prepare a fiscal impact model to quantitatively project the net fiscal impact that the City could expect from each alternative based on projected development estimates. BAE will project annual increases in General Fund revenues and service costs based on a combination of average cost and revenue multipliers and case-study approaches, drawing upon the analysis of the City's existing budget, background information from the market analysis, and findings from the Infill Opportunities Report, as well as additional research and consultation with City staff. The findings from this analysis will assist the City in selecting and refining a land use alternative that would appropriately balance fiscal considerations with other key planning objectives. BAE will also evaluate the market viability of each alternative, referencing the findings from the market analysis and identifying the responsiveness of the various land use components to projected market conditions over the life of the General Plan.

6. Community Workshop #3: Land Use and Circulation

PlaceWorks and Fehr & Peers will plan, attend, and facilitate a public workshop to review the alternatives with the community and work toward identification of a preferred scenario. We will work with City staff to define the approach for the meeting, but we anticipate that it will include a presentation of the alternatives and the results of the analysis undertaken in the previous task. We will describe the relative benefits, trade-offs, and potential impacts of the alternatives.

Following the presentation, meeting participants will break into small groups to work with maps of each alternative. Each group will be asked to create a preferred scenario at the end of this exercise and report their findings back to the larger group. Participants may show desired changes by cutting and pasting "game pieces" that represent various types of land use, such as single-family homes, multi-family homes, neighborhood retail, regional retail, mixed-use, office, industrial, open space, and parks. The result of the exercise will be a mock-up of a preferred scenario by each group. The results of each group will then be summarized to the rest of the workshop participants by a designated group representative.

The same workshop will be held twice on consecutive days, in two locations, to maximize accessibility to residents.

Community Workshop #3 (two workshops):

- *Locations: To be determined in consultation with City (in different parts of the city, ideally near major study areas)*
- *Attendance: PlaceWorks Lead Facilitator, Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation); Fehr & Peers*

7. Preliminary Preferred Scenario

Based on input from the community workshop, PlaceWorks will work with City staff to prepare a preliminary preferred scenario. This alternative will include proposed land uses and intensities for each study area and the proposed circulation network.

8. Planning Commission Study Session #2: Land Use and Circulation

At Planning Commission Study Session #2, PlaceWorks and Fehr & Peers will present an overview of the land use and circulation alternatives, the conclusions of the evaluation, and the preliminary preferred scenario resulting from the community workshop. We will facilitate the Commission’s discussion of the preliminary preferred scenario, including any refinements or major changes that reflect Commission consensus.

Planning Commission Study Session #2:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager; Fehr & Peers

9. City Council Study Session #2: Preferred Scenario Review

PlaceWorks will attend a meeting with the City Council to present the draft preferred scenario resulting from community and Planning Commission input. Although the preferred scenario will remain “draft” until the Council adopts the General Plan at the conclusion of the project, the goal of this meeting will be to obtain Council approval to prepare the General Plan and EIR documents using the draft preferred scenario as a basis for policy-writing and environmental analysis.

City Council Study Session #2:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager

TASK F. GOALS, POLICIES, AND ACTIONS DEVELOPMENT

Although the City’s existing General Plan is less than ten years old, and many of the goals and policies are still relevant, the 2008 Settlement Agreement requires that the City consider new policies and action areas related to infill development, housing, Downtown revitalization, the jobs-housing balance, and VMT reduction. Meanwhile, much has changed in the City since the 2007 adoption of its previous General Plan. Therefore, this task will provide a fresh perspective to the City’s policy framework and ensure compliance with the Settlement Agreement while maintaining those aspects of the General Plan that are working well for the City.

1. Policy Matrix

PlaceWorks will combine the City’s existing General Plan goals, policies, and implementation measures into a consolidated matrix to assist in evaluation. Working with the evaluation matrix, we will establish a system to classify the current structure of the general plan into goals, policies, and actions that:

- Are still appropriate.
- Have been accomplished.
- Should be moved to other plans or ordinances.
- Should be modified or deleted.

City staff will then be responsible for conducting a thorough review of the policy matrix and using their familiarity with the General Plan to identify problematic or unclear policies, organization that is confusing, or other issues that the update should resolve.

After staff has reviewed the policy matrix, PlaceWorks will meet with staff for a half-day working session to outline the subjects that updated policies and actions should cover – such as “Downtown revitalization,” “jobs-housing balance,” or “growth management” – and identify existing gaps that will need to be filled with new policies and actions. This outline will be the first draft of the ultimate General Plan outline described in Task G.1.

Once the major subjects in the outline have been identified, PlaceWorks and City staff will brainstorm together those facets of the subject that policies and actions will need to address (e.g., “attract and inspire investment in the Downtown”). We will then identify which policy topics are most pressing to bring to the community for careful vetting, and which can likely be addressed at the staff and consultant level. Policy topics that are the focus of public discussion will be listed under each major subject.

Staff Meeting:

- *Location: City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and Project Manager*

2. Community Workshop #4: Policy Topics

Community Workshop #4 will be held in an open house format. Open house stations will be arranged by subject. Facilitators drawn from PlaceWorks and City staff will ask for feedback from participants on how the General Plan might approach a given policy topic (e.g., “How do you think we should attract and inspire investment in the Downtown?”). Participants might offer verbal responses, write suggestions on an easel pad at the station, or do a dot exercise to prioritize among several policy options that would address the same goal.

Although this meeting is referred to as a “policy topic” workshop, we will also actively collect ideas for specific actions the City could take related to a given subject.

As with Workshop #1, we will work to coordinate with local schools to provide entertainment while also attracting parents as a “captive audience.”

The same workshop will be held twice on consecutive days, in two locations, to maximize accessibility to residents.

Community Workshop #4 (two workshops):

- *Locations: To be determined in consultation with City (in different parts of the city)*
- *Attendance: PlaceWorks Lead Facilitator, Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation)*

3. Draft Policies and Actions

The PlaceWorks team will draft a complete set of goals, policies, and actions for all elements of the updated General Plan, drawing from the revisions identified in the policy matrix and the topic outline developed in concert with City staff and the Community Workshop. Policy writing will not take place in a vacuum; we expect to be in regular contact with staff during this intensive work period, asking questions and brainstorming

solutions so that the resulting set of draft policies and actions reflects staff knowledge and guidance. In particular, we anticipate a working meeting with BAE, PlaceWorks, and City staff to discuss the range of possibilities for the Housing Strategy and its key objectives.

We will work with City staff to identify a number and range of actions that can realistically be achieved with City staff and fiscal resources. Criteria for refining the list of actions could include need, value, and likely effectiveness in implementing the General Plan.

4. Planning Commission Study Session #3: Policies and Actions Review

PlaceWorks will attend a study session with the Planning Commission to review the draft goals, policies, and actions. Commissioners' input will be carried forward to the Council for consideration.

Planning Commission Study Session #3:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager; Fehr & Peers

5. City Council Study Session #3: Policies and Actions Review

PlaceWorks will attend a study session with the Council to review draft goals, policies, and actions and input from the Planning Commission. We anticipate that this meeting will focus on those topics that have been most important and/or most controversial over the course of the Update.

City Council Study Session #3:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager

TASK G. DRAFT GENERAL PLAN

In this task, PlaceWorks will produce and assemble the updated General Plan document.

1. Organization and Outline

The General Plan can be organized in many ways, from traditional to extremely creative, from paper to web-based, and from simple to complex forms. We will work with City staff to develop a workable, illustrative, and graphic General Plan format that is appealing, readable, and engaging and that best serves the City and community. Our graphic artists can help develop a format that not only meets the above criteria, but also serves as a branding and marketing tool for investment in Stockton.

State law requires that General Plans address the following seven mandated topics: land use, circulation, noise, open space, conservation, housing, and safety. Stockton's current General Plan is organized into four parts, and each part contains a set of related elements, for a total of eleven elements. These elements address the State-required topics, as well as "optional" topics like community design, economic development, districts and villages, and youth and education. We will work with staff to identify an

outline that fits best for Stockton. Our initial, big-picture recommendations are to unify the document rather than separating it into separate “parts,” and to consolidate some of the topic areas, as reflected in Task G.2 below.

2. Administrative Draft General Plan

The PlaceWorks team will prepare a General Plan that meets State legal requirements, is readable, easy to implement, and responds to community needs. The General Plan will provide an integrated, internally consistent statement of the City’s policies and implementation programs. Each element of the updated General Plan will include the following:

- A brief review of background information summarizing current conditions in the city.
- Clearly articulated goals that the City is attempting to attain, toward which progress can be measured and reported annually.
- Policies and actions that the City will implement to achieve its goals.
- Maps, tables, and other graphics to clarify and illustrate key concepts.

The specific contents of the sections described below may be modified, pending the publication of the OPR General Plan Guidelines and the evolution of the General Plan Update.

Products (all electronic) and Schedule:

- *Administrative Draft General Plan (ten weeks to prepare; three weeks to review)*
- *Second Administrative Draft General Plan (four weeks to prepare; two weeks to review)*

a. Vision Statement

The Vision Statement developed in Task D will preface the updated General Plan.

b. Introduction and User’s Guide

This chapter will introduce the General Plan, provide an overview of its organization and contents, including the interrelationships of the elements, and explain how the document should be used. It will provide an overview of Stockton’s regional location, landscape, history, economy, and demographics. The Introduction will also map and explain the city limits and Sphere of Influence (SOI).

c. Land Use Element

Preliminarily, we propose that the updated Land Use Element be organized into the following sections:

- General Plan land use designations, including descriptions of the range of allowed uses, densities, and intensities within each designation, and a land use diagram, created in GIS in full color, that illustrates the distribution, location, and extent of the land use designations, based on the preferred scenario created in Task E.
- Policy topics that are not tied to land use (e.g., sustainability)
- Policy topics that are relative to land use type (e.g., residential, commercial)
- Policy guidance for specific subareas of the city (e.g., Downtown)

This element will describe the City’s planning boundaries, including any revisions to the General Plan Area (GPA), SOI, Urban Growth Area (UGA), and Urban Service Area (USA), and establish a strategy for urban growth that reflects the community’s vision and supports the 2008 Settlement Agreement and CAP. Revisions to the UGA/USA boundary will be based on the revised land use map and infrastructure plans to accommodate 20 years of urban development that is coordinated with infrastructure. PlaceWorks will also assist the City in consulting with the San Joaquin Local Agency Formation Commission, which is required prior to any SOI amendments pursuant to AB 1262.

d. Housing Element

This scope does not include any revisions to the Housing Element, which is currently underway as a separate project. To avoid confusion about whether the Housing Element is being reopened for discussion, we suggest that the adopted and certified Housing Element is not incorporated into the Draft General Plan during public review. It would be incorporated into hard copies and electronic copies of the final, adopted General Plan (Task K).

e. Circulation Element

The Circulation Element will define the City’s transportation network and transportation policies to support the anticipated land use growth and to provide adequate mobility and safety. The transportation network will follow the preferred circulation scenario identified in Task E. Policy updates will reflect changes in General Plan law and the California Environmental Quality Act (CEQA), professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process.

The Circulation Element’s system plan will encompass the full range of transportation modes, including roadways, transit, and pedestrian and bicycle corridors. The evaluation of non-roadway transportation systems will be conducted at a qualitative level that will reflect the Bicycle Master Plan update. Drawing upon Fehr & Peers’ extensive experience with transit and pedestrian planning, we will include methods for incorporating transit- and pedestrian-supportive facilities and policies in the updated General Plan, and to develop a complete streets approach that meets the State requirements and that supports the City’s policies and values.

Fehr & Peers will identify the circulation system improvements needed to meet the transportation metric criteria and other relevant policies set by the City, which will be represented in the circulation diagram.

f. Economic Development Element

PlaceWorks and BAE will prepare an Economic Development Element that provides a broad policy framework to encompass and be supportive of the City’s existing Economic Development Strategic Plan, and also provides the long-term policy framework to help guide subsequent updates of the Economic Development Strategic Plan over the course of the General Plan time horizon. We will draw on our prior successes where economic goals, policies, and actions have led to economic development, and we will also create tailored strategies for Stockton based on specific opportunities available in the spectrum of economic activities that are feasible. This element will also address the City’s fiscal sustainability.

g. Downtown Element and Housing Strategy

PlaceWorks and BAE will prepare a Downtown Element and Housing Strategy that provides a foundation for the revitalization of the city's urban core. This element will build from the land use types and intensities identified for the Downtown in the Land Use Element to not only accommodate but also promote the development of at least 4,400 housing units in the Downtown, consistent with the 2008 Settlement Agreement requirement. BAE will use its market analysis from Task C.1 to ensure that the Housing Strategy is responsive to market strategies and constraints and key provisions of the Settlement Agreement, and addresses the City's supply of already entitled housing developments.

Our work on the Downtown Element will also include evaluation of the existing Downtown boundary and recommendations to City staff regarding boundary adjustments that would support the goals of the Downtown Element and Housing Strategy. We will also consult with City Public Works and other departments as needed to ensure that recent and planned public works projects are consistent with this element.

h. Community Character

As described in Task G.1, we propose that this element address the Community Design and Districts and Villages Elements in the existing General Plan. The districts and villages concept may be used as a framework for this element. Preliminarily, we anticipate that it will address:

- Site design, e.g., building placement, neighborhood context, outdoor spaces, and parking area design
- Building design, e.g., mass, proportion, façade detail, building materials and colors, fenestration, roofs
- Green building
- Signage and lighting
- Public art and museums
- Landmarks, gateways, and landscaping (including water efficient landscaping)
- Natural setting, including views and tree preservation
- Cultural resources, including historic buildings, archaeological and paleontological resources, and tribal resources

i. Open Space and Conservation Element

This element will address the conservation, development, and utilization of the range of natural resources in the city and other related environmental factors, including:

- Biological resources and habitats, both terrestrial and aquatic, including wetlands
- Water resources, water conservation, and groundwater recharge
- Agricultural lands
- Mineral resources and soils
- Open space preservation (open space for recreation will be addressed in the Public Facilities and Services Element)
- Climate change and adaptation (including support for the Stockton Climate Action Plan)
- Air quality and GHG emissions
- Energy conservation

This element will also summarize and discuss compliance with the San Joaquin County Multi-Species Habitat Conservation and Open Space Plan.

j. Public Facilities and Services

This element will identify and discuss major issues affecting the adequate provision of public facilities to meet the needs of future development, such as funding and potential constraints associated with service. Policies to address the need to coordinate growth with funding will also be included in the Public Facilities and Services Element. Topics to be addressed include:

- Fire
- Police
- Schools
- Libraries
- Health care and social services
- Senior citizen facilities and services
- Facilities and services for people with disabilities
- Parks and open space (as a community amenity rather than a natural resource)
- Public buildings
- Solid waste and recycling
- Water service and supply
- Wastewater
- Stormwater
- Street maintenance

To support this element, BAE will craft a series of public improvement funding and financing policies that will set the framework for the Infrastructure Financing Strategy in Task L.2 to assist with General Plan implementation.

k. Safety

The Safety Element will characterize and address risks in the city due to natural and human-made hazards, including:

- Geologic and seismic hazards, including earthquakes, ground failure, and subsidence and slope instability
- Sea level rise
- Flooding and dam and levee failure, including requirements of updated State floodplain legislation
- Wildland fires
- Hazardous materials and waste
- Stockton Airport operations

This Element will also provide information about emergency planning and evacuation.

l. Noise

The Noise Element will analyze and quantify current and projected noise levels for roadways, the Stockton Airport, railways, industrial facilities, and other stationary noise sources in the Planning Area. PlaceWorks will map existing and future noise contours along selected roadway segments to show the distance/contour relationship for inclusion in the Noise Element.

m. Glossary

The final section of the General Plan will be a glossary of technical terms and a list of abbreviations.

3. Draft General Plan

PlaceWorks will address staff's comments in the Screencheck and Public Review Drafts of the General Plan. The Public Review Draft General Plan will be posted on the General Plan Update website and the City's website, and we assume staff will make it available at City Hall and local libraries.

Products and Schedule:

- *Screencheck Draft General Plan (electronic; two weeks to prepare; one week to review)*
- *Public Review Draft General Plan (20 hard copies and a web-ready electronic version)*

4. Community Workshop #5: Draft General Plan

PlaceWorks will facilitate a workshop to present the Draft General Plan to the public. The workshop will be in an "open house" format echoing that of Workshop #4 on Policy Topics, where members of the public can visit stations that focus on each element of the General Plan Update. The stations will provide information about the content of the General Plan and highlight key policy and land use changes. Workshop participants may provide comments on the Draft General Plan for consideration by the Planning Commission and City Council.

Following the workshop, PlaceWorks will prepare a written summary of public comments on the Draft General Plan.

The same workshop will be held twice on consecutive days, in two locations, to maximize accessibility to residents.

Community Workshop #5 (two workshops):

- *Locations: To be determined in consultation with City (in different parts of the city)*
- *Attendance: PlaceWorks Lead Facilitator, Principal-in-Charge, Project Manager, and Project Planner (provides Spanish translation)*

5. Planning Commission Study Session #4: Draft General Plan

PlaceWorks will attend a study session with the Planning Commission to present the Public Review Draft General Plan and provide an overview of the input received at the Community Workshop. Following the meeting, PlaceWorks will summarize the direction of the Commission regarding any changes to the document for consideration by the City Council.

Planning Commission Study Session #4:

- *Location: City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and Project Manager*

6. City Council Study Session #4: Draft General Plan

PlaceWorks will facilitate a study session with the City Council to present the Public Review Draft General Plan and provide an overview of the input received at Community Workshop #5 and Planning Commission Study Session #4.

City Council Study Session #4:

- Location: City Hall
- Attendance: PlaceWorks Principal-in-Charge and Project Manager

7. Delta Plan Consistency Findings

PlaceWorks will review the Draft General Plan for consistency with the Delta Plan’s regulatory policies and priority recommendations. PlaceWorks will summarize our findings in technical memorandum that includes a matrix of General Plan policies and land use designations and their consistency or inconsistency with the Delta Plan.

PlaceWorks will also prepare the Certification of Consistency to be reviewed by the Delta Stewardship Council. Following City review of the draft, PlaceWorks will incorporate any comments into the final Certification of Consistency and submit to the Delta Stewardship Council for the 30-day review period. PlaceWorks does not anticipate a member of the public to appeal the Certification of Consistency, but in the event the Certification of Consistency is appealed, an amendment to the scope and budget will be required to address the appeal. The City will be responsible for posting the Certification of Consistency to the City website at least 10 days prior to submitting to the Delta Stewardship Council.

Products (all electronic) and Schedule:

- Draft Delta Plan Consistency Technical Memorandum (three weeks to prepare; two weeks to review)
- Final Delta Plan Consistency Technical Memorandum
- Draft Certification of Consistency (three weeks to prepare; two weeks to review)
- Final Certification of Consistency

TASK H. INFRASTRUCTURE MASTER PLANS

West Yost will lead the preparation of the infrastructure master plans. This work will leverage West Yost’s previous utility master planning work for Stockton by using our understanding of the earlier analyses to efficiently determine how the updated General Plan would modify previous planning conclusions. West Yost will also review more recent drainage, flood control, water quality, and water supply planning documents, as appropriate.

1. Staff Workshops

West Yost will conduct three half-day workshops with Utilities Department staff to review recent condition assessment work and confirm information related to capacity based on staff’s current knowledge of the water, wastewater, and storm drainage systems. In particular, water supply conditions, groundwater studies, closed circuit television (CCTV) inspections and other condition assessment work, the treatment plant improvement program, and up-to-date Capital Improvement Plans will be discussed. Notes from the workshops will be presented to Utilities Department staff for review and confirmation so the findings from these workshops can be used as a basis for assessment of the various General Plan infill opportunities and land use alternatives in Tasks C and E.

Staff Meetings (three half-day workshops):

- Location: City Hall

- *Attendance: West Yost*

2. Infrastructure Assessment

Once the preferred land use scenario is finalized for evaluation in Task E.9, West Yost will prepare infrastructure planning documents for the water, wastewater, and storm drainage utilities. It is recommended that these documents be prepared as supplements to the previous master plans. They will focus on identifying the impacts of the proposed General Plan revisions on the current backbone infrastructure plans to provide a sound basis for the environmental analysis. This scope does not include a detailed CIP update, which would require significantly more effort to update and refine infrastructure models, as well as additional analysis of available infrastructure condition information. However, we will develop preliminary, approximate cost information for new infrastructure improvements that are not in the current Master Plans or CIP that could be used to include the recommended improvements in the City's CIP. Based on identification of the timing that the new development will occur by PlaceWorks, West Yost will apportion the costs of the improvements in relation to the development timing.

To the extent they are current, operational, applicable, and readily adapted to the preferred land use scenario, existing models will be used to assist in assessing the impact of the proposed land uses on previous conclusions regarding future infrastructure capacity needs. The assessment will focus on facilities serving areas where the land use diagram has changed significantly. Significant updates or refinements of existing models (e.g., further calibration, field verification, or link/node updates) would need to be performed under a separate (or expanded) scope of work.

The utility master plan supplements prepared for the General Plan analysis and environmental and LAFCO review will not take the place of comprehensive utilities master planning. Major infrastructure impacts of the preferred land use scenario will be identified, including preliminary diameters; pumping, storage, and treatment capacities; and conceptual alignments, where appropriate. West Yost will meet twice with Utilities Department staff to review preliminary findings and conceptual facilities plans in order to capitalize on available knowledge of the utility systems and efficiently review the analysis prior to completing draft documents.

Staff Meetings (two meetings):

- *Location: To be determined in consultation with City*
- *Attendance: West Yost*

3. Utility Master Plan Supplements

West Yost will prepare a brief report comprising the Utility Master Plan Supplement for each utility; the report will summarize available information and the analysis of the General Plan land use plan. Each report will include a figure depicting the concepts identified (conceptual pipeline alignments, storage, treatment, and pumping facilities). The reports will define major differences in water demands, wastewater flows, and drainage areas as compared to previous utilities planning work, and, based on this information, will define how the future facilities identified in the previous utilities master plans will be different under the updated General Plan. Facilities depicted will be limited to major, backbone infrastructure. West Yost will meet once with Utilities Department staff to receive and discuss comments on the drafts.

Products (all electronic) and Schedule:

- Draft Utility Master Plan Supplements for water, wastewater, and storm drainage utilities (six weeks to prepare; two weeks to review)
- Final Master Plan Supplements

Staff Meeting:

- Location: To be determined in consultation with City
- Attendance: West Yost

TASK I. ENVIRONMENTAL IMPACT REPORT

In this task, PlaceWorks will analyze both the environmental and the fiscal impacts of the General Plan Update and Infrastructure Master Plans.

The EIR will comprehensively evaluate potential impacts in all of the relevant environmental issue areas. In addition, the EIR will explain, where feasible, how future development that complies with the updated General Plan will need minimal or no additional environmental review pursuant to the California Environmental Quality Act (CEQA). Through the development of General Plan policies and actions, PlaceWorks will use our thorough knowledge of CEQA and experience with other General Plan EIRs to proactively incorporate policies and actions that will mitigate potential impacts, striving for a self-mitigating General Plan. However, if, during the environmental review process, impacts that could be mitigated through new or revised policies or actions are identified, we will work with the City to incorporate such revisions into the Draft General Plan as appropriate. As shown on the graphic schedule in Figure 1, the General Plan, Infrastructure Master Plans, and EIR documents will be prepared substantially in parallel, allowing an iterative process.

Because the General Plan serves as a framework for the detailed development standards and regulations that will be in the Development Code and Zoning Map, it is anticipated that the City will use this programmatic EIR to serve as the environmental analysis for the Development Code and Zoning Map Updates following adoption of the General Plan. Future individual development projects that significantly conform to the updated General Plan may also qualify for streamlined environmental review.

1. Notice of Preparation

PlaceWorks will prepare a Notice of Preparation (NOP) of an EIR pursuant to CEQA Section 15082. The NOP will include an environmental scoping study with a brief project history and a description of the topics to be analyzed in the EIR. For any environmental issues found not to require additional analysis, source references will be provided. PlaceWorks will be responsible for circulation of the NOP to the State Clearinghouse.

Products (all electronic except for State Clearinghouse submittal) and Schedule:

- Administrative Draft NOP (two weeks to prepare; one week to review)
- Screencheck NOP (one week to prepare; one week to review)
- Final NOP

2. Scoping Meeting

During the 30-day comment period on the NOP, the Planning Commission will devote a regular meeting to receiving public comment as part of the scoping process for the EIR. PlaceWorks will attend the meeting and present an overview of the General Plan process to date, how input received during the outreach components was integrated into the Draft General Plan, and key issues for CEQA topics. PlaceWorks will prepare a written summary of the environmental issues raised at the scoping meeting for inclusion in the Draft EIR.

Planning Commission meeting:

- Location: City Hall
- Attendance: PlaceWorks Project Manager

3. Buildout Calculation

Similar to the buildout evaluation prepared in Task E for the Land Use Alternatives, PlaceWorks will calculate buildout of the project to be evaluated in the EIR. City staff will review and approve the methodology used for this calculation prior to our analysis. PlaceWorks will prepare a draft set of buildout numbers, make any changes needed, and provide staff with an opportunity for a final review before using those numbers as the basis for evaluation in the EIR.

4. Administrative Draft EIR

In this task, PlaceWorks will prepare the Administrative Draft EIR.

Products (all electronic) and Schedule:

- Administrative Draft EIR (14 weeks to prepare; three weeks to review)
- Second Administrative Draft EIR (three weeks to prepare; two weeks to review)

a. Project Description

PlaceWorks will work with City staff to draft and refine a Project Description based on the updated General Plan and Draft Infrastructure Master Plans. Upon approval by City staff, the Project Description will be distributed to the PlaceWorks team for reference.

b. Environmental Analysis

PlaceWorks will prepare an EIR that focuses on CEQA resource categories where substantial evidence of a potentially significant environmental impact exists, while scoping out environmental issues on which it can be seen with certainty that the project would have no significant negative impact on the basis of existing documentation and regulation. The existing conditions and regulatory framework information from Task C will form the basis for the environmental setting for the topic areas that were addressed in that task.

In keeping with the requirements of CEQA, environmental review of the General Plan and Infrastructure Master Plans will include a detailed analysis to determine the environmental impacts for the following resource categories:

i. Agriculture and Forest Resources

PlaceWorks will evaluate potential adverse impacts to agricultural and forest resources, including the loss of agricultural or forest land, conflicts with Williamson Act contracts, or conflicts with ongoing agricultural viability.

ii. Aesthetics

The aesthetics analysis will review the Draft General Plan land use map, policies and programs that may impact scenic vistas and other resources, such as views of the San Joaquin River. This section will describe existing visual resources within Stockton, including descriptions of scenic views and corridors within and adjacent to the city, as defined in the General Plan Update, the State Scenic Highways Program, and other documents. Based on the aesthetic resource significance criteria, PlaceWorks will assess potential significant aesthetic impacts, including impacts on scenic views and corridors, the visual character of Stockton, and light and glare.

iii. Air Quality

The air quality analysis will be based on the current methodology of the San Joaquin Valley Air Pollution Control District (SJVAPCD) and modeling files will be included as an appendix to the EIR.

To establish existing air quality conditions in the study area, the EIR will discuss the regional meteorology with emphasis on local wind patterns that affect air pollutant transport and dispersion. PlaceWorks will describe existing air quality conditions based on the most current five years of air quality data within the San Joaquin Valley Air Basin from a monitoring station operated by the SJVAPCD. The section will include a discussion of the air quality regulations (including Ambient Air Quality Standards and air quality management plans) applicable to the project.

PlaceWorks will quantify regional air pollutant emissions generated by existing land uses and the preferred General Plan land use scenario. Air pollutant emissions from stationary sources are associated with the use of natural gas for space and water heating, landscaping, and other sources. The primary source of new emissions would be from an increase in vehicle miles traveled (VMT) within the City, which will be provided by Fehr & Peers. Potential impacts from construction activities associated with implementation of the General Plan will be described qualitatively. The analysis will be based on the significance criteria and methodology for assessing air quality impacts under CEQA in the current SJVAPCD's Guide of Assessing and Mitigating Air Quality Impacts (GAMAQI). A criteria air pollutant emissions inventory and forecast will be generated from the existing inventory of land uses and future buildout statistics generated for the preferred land use plan (one scenario). PlaceWorks will identify General Plan policies that reduce criteria air pollutant emissions from mobile sources, energy use, and area sources.

a) Consistency with Air Quality Management Plans

The SJVAB is designated as nonattainment under the California and/or the National ambient air quality standards (AAQS) for ozone, PM10 (California only), and PM2.5. The SJVAPCD has prepared ozone and particulate matter attainment plan to identify programs and regulations for the SJVAB to attain the AAQS. The air quality analysis will include a consistency evaluation of the General Plan to the applicable air quality management plans prepared by SJVAPCD.

b) Air Toxics

The EIR will include a discussion of potential health risks from toxic air contaminants (TACs). Existing sources of TACs include SJVAPCD permitted sources and high volume roadways (defined by CARB as urban roadways with over 100,000 vehicles per day or rural roadways with over 50,000 vehicles per day). Recommendations to reduce risk associated with placement of new sensitive land uses associated with the General Plan adjacent to major sources of air pollution will be based on the recommended buffer distances based on CARB guidance, SJVAPCD guidance, and the California Air Pollution Control Officer's Association (CAPCOA) guidance.

c) Odors

The air quality impact analysis will describe land uses within the study area that have the potential to generate nuisance odors. Buffer distances and/or control measures for odor sources listed in the SJVAPCD's GAMAQI will be incorporated as applicable.

iv. *Biological Resources*

PlaceWorks will prepare the biological resources section of the EIR. To support this analysis, PlaceWorks will collect and review existing information on biotic resources in the planning area vicinity. Information sources will include:

- Environmental documentation for specific development applications in the area.
- Wetlands mapping prepared as part of the National Wetland Inventory.
- Records on occurrences of special-status taxa and sensitive natural communities maintained by the California Natural Diversity Data Base.
- Vegetation and habitat types mapped as part of the CALVEG program.
- Information on sensitive or special-status taxa available from the City and County, the California Department of Fish and Wildlife (CDFW), and the US Fish and Wildlife Service (USFWS).

The EIR section will describe known resources and identify proposed General Plan policies that protect sensitive natural resources. The EIR will identify vegetation types, wildlife habitats, and known occurrences of special-status species, sensitive natural communities and wetland features. The impact analysis will qualitatively evaluate the impacts of the General Plan on these biological resources, and identify proposed General Plan policies that mitigate potential impacts.

v. *Cultural Resources*

Tom Origer & Associates will prepare the cultural resources section of the EIR. The setting will utilize information prepared for the existing conditions technical memoranda in Task C. The EIR will describe the regional and local prehistoric and historical context of Stockton, summarize the results of the paleontological search, and summarize local, State, and federal policies, laws, and regulations regarding the treatment of cultural resources. The EIR will analyze potential impacts and identify mitigation measures, if necessary, from implementation of the General Plan on prehistoric and historic cultural resources, including the potential for buried resources.

vi. *Geology, Soils, and Mineral Resources*

The EIR will provide an overview of current geologic, soil, and seismic conditions throughout the plan area that is based on synthesized and clearly articulated research,

along with a description and evaluation of the regulatory framework. The EIR will evaluate the potential for the implementation of the General Plan and Infrastructure Master Plans to result in significant direct and/or indirect environmental impacts as they may relate to geology, soils, and seismicity.

This analysis will employ a variety of data sources, such as geologic and soil maps, investigations, and studies published by the California Geological Survey, the US Geological Survey, and the US Department of Agriculture's Natural Resources Conservation Service; available geotechnical studies within the plan area; and seismic and geologic hazard maps and studies prepared by the California Geological Survey, the California Office of Emergency Services, and the Northern California Earthquake Data Center. In addition, PlaceWorks' technical specialists, including a State-licensed geologist with more than 30 years of relevant experience, will review client-supplied information related to geology, soils, and seismicity, and incorporate that data within the EIR. The need, if any, for supplemental information will also be addressed as the EIR analysis progresses.

vii. Greenhouse Gas Emissions

The greenhouse gas (GHG) emissions analysis will be based on the current methodology of the San Joaquin Valley Air Pollution Control District (SJVAPCD) and modeling files will be included as an appendix to the EIR.

The City of Stockton certified a SEIR for its Climate Action Plan (CAP) and Transit Plan/Program on December 5, 2014. Adoption of the CAP satisfies several of the conditions in the Settlement Agreement with the 2008 Sierra Club and the California Attorney General's Office. The General Plan Update is intended to satisfy the additional conditions of the Settlement Agreement, including amending the General Plan with additional policies and programs that balance infill and outfill growth. Since many of the GHG reducing policies were already evaluated in the recent 2014 SEIR for the CAP, the community GHG emissions inventories and targets, as well as the GHG emissions reduction measures in the CAP will be utilized extensively in the preparation of the GHG emissions analysis for the EIR. If necessary, the emissions forecast for the General Plan buildout will be adjusted using similar methodology described in the CAP to account for differences in the population and employment forecast used for the General Plan Update. However, it is anticipated the existing emissions inventory and forecasts in the CAP will be sufficient for use in the EIR for the General Plan Update given that both the CAP and the General Plan Update is intended to satisfy the conditions of the Settlement Agreement.

The GHG analysis in the EIR will be based on the SJVAPCD's Guidance for Valley Land-Use Agencies for Addressing GHG Emissions for New Projects under CEQA. The EIR will describe the City's GHG emissions reduction target for 2020, 11 percent below 2005 levels by 2020, as well as potential long-term GHG reduction goals to align the City with the interim GHG emissions reduction target for 2030 under Executive Order B-30-15 and the long-term GHG reduction goal under Executive Order S-03-05. The GHG reduction measures identified in the CAP will be identified in the EIR. As identified in the SEIR for the CAP, the GHG measures in the CAP would reduce GHG emissions associated with buildout of the General Plan Update, but not necessarily to a less than significant level, due to the lack of current long-term state or federal planning for the period beyond 2020 up to 2050.

The GHG section will also discuss the City's commitment to reducing GHG emissions in accordance with the GHG reduction goals of Assembly Bill 32, Senate Bill 375, Executive Order S-03-05, and Executive Order B-30-15. To date there is no comprehensive statewide plan that identifies GHG reduction programs past 2020. However, the California Air Resources Board (CARB) is drafting an update to the Scoping Plan to address the new interim GHG reduction target for 2030, which is 40 percent below 1990 levels. CARB identified at the October 1, 2015 CARB workshop on the 2030 update to the Scoping Plan that the second update to the Scoping Plan is anticipated to be completed by fall 2016. The EIR will evaluate consistency of the General Plan Update with the measures in the Scoping Plan update. Project consistency with the San Joaquin Council of Governments' (SJCOG) 2014-2040 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), will also be reviewed.

viii. Hazards and Hazardous Materials

The EIR will describe hazards and hazardous materials issues within the EIR study area and evaluate the potential exposure to these hazards through future development especially in-fill housing opportunity sites, anticipated in the General Plan. The evaluation will summarize current conditions and regulatory information related to wild-fire hazards, flood hazards, the Stockton Metropolitan airport, and emergency response planning. PlaceWorks will obtain and review existing published maps and other public information that are readily available regarding the geologic setting, hydrogeological conditions, such as groundwater depth and regional flow direction, and properties where chemical releases have been documented. The Hazards and Hazardous Materials section also will include a search of government databases within the City of properties that use, store, or transport hazards waste or hazardous materials. Redevelopment of these sites may require removal and/or remediation of hazardous materials. The environmental analysis, therefore, will cite applicable regulations and code requirements that offset potential impacts, and will propose General Plan policies to mitigate significant impacts as appropriate.

ix. Hydrology and Water Quality

PlaceWorks will analyze existing hydrology and water quality conditions. This task will include identification of the regulatory framework, regional and site-specific hydrological setting of the area, stormwater drainage characteristics, water quality data (both surface and groundwater), local receiving water bodies, pollutants of concern based on changes in land use, and flooding hazards. PlaceWorks will identify pertinent local plans, laws, and regulations pertaining to hydrology and water quality, including the City of Stockton's Municipal Code 13.16, Storm Water Management and Discharge Control and Stockton's NPDES MS4 permit. This EIR section will also include a discussion of Stockton's General Plan policies with respect to consistency with the Delta Plan, compliance with SB5 for flood protection, and implementation of the City's Storm Water Quality Control Criteria Plan (SWCCP) for new development and redevelopment projects.

It is assumed that the City will advise of any constraints associated with future development within the study area and provide input for the storm drain master plans. Any hydrology studies prepared for the study area will be documented and incorporated into this section of the EIR. In addition, future planned development within the study area will be assessed in terms of the following:

- Potential increases in runoff volume with increases in impervious surfaces;
- Potential degradation of water quality associated with urban pollutant; and

- Alterations in drainage patterns resulting in erosion, siltation, or flooding.

Mitigation measures that would reduce or eliminate any of the potential impacts will be identified and the incorporation of Best Management Practices (BMPs) and Low Impact Development (LID) will be considered for future development as necessary. The section will be prepared under the direction of a Registered Engineer in the State of California.

x. Noise

PlaceWorks will prepare noise and vibration technical analyses to evaluate potential acoustical impacts associated with the General Plan Update. The EIR will discuss relevant standards and criteria for noise exposure. PlaceWorks will base the assessment of impacts on federal, State, and local ordinances, policies, and standards, including those in the City of Stockton's updated General Plan Noise Element and Municipal Code.

PlaceWorks will conduct an examination of the study area's existing conditions. We will use our experience and knowledge of similar noise environments to characterize the existing conditions for the study area. To document existing ambient noise conditions, to identify the major sources of noise in the area, and to identify potential issues, opportunities, and challenges with respect to noise and land use compatibility, an evaluation of existing ambient noise conditions will be conducted. PlaceWorks will conduct field surveys of the study area to acquire ambient noise level data. These ambient noise measurement surveys will consist of short-term (15-minute) sampling at up to ten locations and long-term (24-hour) noise monitoring at up to three locations within the study area. These locations will be selected by PlaceWorks, in coordination with City staff, and will take into consideration the railways, as well as major roadways and arterials in the planning area, including Highway 99, Hammer Lane, Pacific Avenue, March Lane, El Dorado Street, West Lane, and the Interstate 5. These field data will establish the baseline, existing noise environments and will be used to calibrate traffic and train modeling conducted for the EIR.

The noise and vibration impact assessment will consider the following:

- **Transportation Noise:** Noise from vehicular traffic will be assessed using a version of the U.S. Federal Highway Administration (FHWA) Traffic Noise Model; these contours will rely on traffic forecasts provided in the traffic impact analyses for the General Plan. These analyses will identify areas along freeway and roadway segments that would be exposed to noise increases above criteria included in the City's General Plan Noise Element. In addition, the noise analysis will identify potential noise impacts to noise-sensitive uses in the City from railways. While just outside the city limits, aircraft noise from operations at Stockton Municipal Airport (FAA identifier SCK) have a significant effect on the southern portion of the general community and these contributions will be included in our impact analyses.
- **Stationary Noise:** Noise impacts from non-transportation sources such as major retail and commercial/ industrial uses will be discussed in terms of potential impacts to nearby noise-sensitive receptors. Future ambient noise and land use compatibility will be discussed for the proposed uses in the study area and noise mitigation will be provided to reduce potential impacts to future sensitive land uses related to noise, if applicable.
- **Noise and Land Use Compatibility:** An analysis will be prepared to assess noise and land use compatibility for focused areas in the study area that could be affected by land use changes or by changes in traffic patterns. Potential land use conflicts within

the study area will be identified, based on the results of the noise monitoring and modeling results.

- **Construction Noise and Vibration:** Construction impacts with implementation of the project will be evaluated at a programmatic level for the General Plan. Future noise and vibration effects from construction activities will be discussed in terms of accepted standards from the U.S. Federal Transit Administration (FTA). Feasible mitigation measures will be identified to minimize future construction-related within the study area.

Potential land use conflicts within the City will be identified based on the results of the noise monitoring and modeling results. The results of this analysis will be summarized in the EIR noise section and pertinent calculation details will be provided in an appendix.

xi. Population and Housing

This section will focus on the potential for displacement of people or housing and for substantial population growth that could result from implementation of the General Plan. The environmental setting will provide an overview of the existing and projected population and demographics, and will include a description of the City's current Regional Housing Needs Association (RHNA) and Housing Element Update. Based on the population and housing significance criteria, PlaceWorks will assess potential population and housing impacts.

xii. Public Services

This section will evaluate potential impacts on public services, including fire and emergency medical services, police services, and schools. PlaceWorks will describe existing public services within the city. The setting will include a description of each public service provider, including current and projected capacity. Based on the public services significance criteria, PlaceWorks will assess potential impacts.

xiii. Parks and Recreation

PlaceWorks will describe the existing recreation setting within the city and evaluate any potential impacts on existing park and recreation facilities. This section will draw on standards and objectives described in City documents.

xiv. Transportation and Traffic

Fehr & Peers will work with the City and PlaceWorks to develop significance criteria that will be used to evaluate the transportation system.

Fehr & Peers will develop future daily traffic forecasts at up to 250 roadway segments in the Stockton General Plan study area for the final Preferred Alternative (Project) as well as the No Project (current General Plan) condition. Where existing counts are available, the forecasts will be adjusted to account for model error before being used in subsequent operations analysis. Roadway level of service analysis will be conducted for these segments, using LOS volume thresholds developed in consultation with City staff.

Vehicle miles of travel (VMT) metrics will also be prepared for No Project (existing General Plan) and Preferred Land Use scenarios. Fehr & Peers will also analyze the transit and non-motorized impacts of the No Project and the Preferred Land Use scenarios, and recommend mitigation measures to address potentially significant impacts of the General Plan. Fehr & Peers will prepare a technical memorandum that summarizes the results of

this assessment. PlaceWorks will use the technical memorandum to prepare the Transportation and Traffic section of the EIR.

a) Additional Traffic Forecasts **OPTIONAL TASK**

As an optional task, Fehr & Peers would develop morning and evening peak hour intersection turning movement forecasts for up to 20 intersections in the study area for the final Preferred Land Use Scenario as well and the No Project (current General Plan) condition. Information related to other travel metrics could also be prepared at the direction of City staff as an optional task.

xv. *Utilities and Service Systems*

PlaceWorks will prepare the utilities and service systems section of the EIR, covering water, wastewater, stormwater, and solid waste utility systems. To assess utility impacts and identify any needed mitigation measures, PlaceWorks will rely upon the Draft Infrastructure Master Plans to provide utility calculations regarding future development under the Draft General Plan land use map. Recommended improvements needed to serve planned future development, as listed in the Draft Infrastructure Master Plans, will be listed in the EIR.

c. Alternatives Analysis

The PlaceWorks team will evaluate up to three alternatives to the proposed project, one of which will be the CEQA-required No Project Alternative. The alternatives will be based in part on the various land use scenarios the City considers in Task E. CEQA Guidelines allow the alternatives to be evaluated in less detail than the project, but they still will need adequate metrics to allow comparison. Accordingly, the alternatives will be evaluated at a qualitative level. Based on this analysis, the Environmentally Superior Alternative will be identified (as required by CEQA).

d. CEQA Required Assessment Conclusions

PlaceWorks will prepare the appropriate conclusions to fulfill CEQA requirements by providing an assessment of unavoidable significant environmental impacts; significant irreversible environmental changes; relationship between local short-term uses of the environment and long-term productivity; and effects found not to be significant.

5. Draft EIR

Following the completion of the above tasks, PlaceWorks will compile the information into a Draft EIR. PlaceWorks will route the Draft General Plan to the State Clearinghouse. (Technical appendices and background reports will be provided electronically for all drafts.)

Products and Schedule:

- *Screencheck Draft EIR (electronic; two weeks to prepare; one week to review)*
- *Public Review Draft EIR (20 hard copies and a web-ready electronic version)*

6. Notice of Completion

PlaceWorks will prepare and submit the Notice of Completion (NOC) regarding the Draft EIR to the State Clearinghouse, which will begin the legally-required 45-day public review period.

Products (all electronic except for State Clearinghouse submittal) and Schedule:

- *Draft NOC (one week to prepare and review)*
- *Final NOC*

TASK J. MUNICIPAL SERVICE REVIEW

After adoption of the General Plan and certification of the EIR, PlaceWorks will prepare a Municipal Services Review (MSR) to reflect the new SOI boundary in accordance with the requirements of the San Joaquin County LAFCO and 2000 Cortese-Knox-Hertzberg Local Government Reorganization Act. The MSR will not require separate environmental review since the SOI boundary change was evaluated under the General Plan EIR.

1. Administrative Draft MSR

Using the data collected during the General Plan Update, EIR, and Infrastructure Master Plan phases, PlaceWorks will prepare an Administrative Draft MSR/SOI Plan. The Administrative Draft MSR will include a written determination for each of the following nine factors, as required by State law:

- Infrastructure needs and deficiencies
- Growth and population projections for the affected areas
- Financing constraints and opportunities
- Cost avoidance opportunities
- Rate restructuring
- Opportunities for shared facilities
- Government structure options
- Evaluation of management efficiencies
- Local accountability and governance

A primary purpose of the MSR is to document the agency's capacity to provide services to current and future development within its SOI. The MSR is an informational tool to determine the most efficient and cost effective manner in which to provide municipal services.

The MSR will describe the following:

- Maps with location and capacity of existing and proposed facilities
- Nature of each service provided
- Present service level of capacity
- Anticipated service level
- Actions necessary to reach anticipated service levels
- Projected revenues and expenses for new facilities and services
- Actual and project cost of services to consumer
- Copies of enabling legislation

The MSR will focus on the following primary services provided by the City:

- Fire Protection
- Law Enforcement
- Water Supply and Treatment
- Wastewater Collection and Treatment
- Stormwater Drainage

Product (electronic) and Schedule:

- Administrative Draft MSR (four weeks to prepare; two weeks to review)

2. Draft MSR

Based on comments from the City, PlaceWorks will revise the MSR to create a draft document for LAFCO and public review. The PlaceWorks Project Manager and West Yost will attend a public hearing before LAFCO to review the Draft MSR.

Products (all electronic) and Schedule:

- Screencheck Draft MSR (one week to prepare; one week to review)
- Public Review Draft MSR

LAFCO Hearing:

- Location: San Joaquin County Administration Building
- Attendance: PlaceWorks Project Manager and West Yost

3. Final MSR

PlaceWorks will revise the Draft MSR based on comments received during the public review period to generate the Final MSR. The PlaceWorks Project Manager will attend a second public hearing before LAFCO as part of the approval process. The City and San Joaquin County LAFCO will coordinate adoption of the Final Combined MSR by all responsible parties.

Product (electronic) and Schedule:

- Final MSR (two weeks to prepare)

LAFCO Hearing:

- Location: San Joaquin County Administration Building
- Attendance: PlaceWorks Project Manager

TASK K. PUBLIC REVIEW AND ADOPTION

The PlaceWorks team will complete the following tasks, resulting in adoption of a Final General Plan, including the Downtown Element and Housing Strategy, and certification of the EIR.

1. Public Hearing on the Draft EIR

During the Draft EIR public review period, PlaceWorks and Fehr & Peers will attend one public hearing before the Planning Commission or City Council to solicit comments on the Draft EIR.

Planning Commission or City Council Hearing:

- Location: City Hall
- Attendance: PlaceWorks Project Manager and Fehr & Peers

2. Final EIR and Mitigation Monitoring and Reporting Program

Immediately following the completion of the 45-day public review period, PlaceWorks will discuss with City staff any comments received during the public review period and the approach to responding to the comments. PlaceWorks will incorporate public and/or agency comments received on the Draft EIR and the responses to these comments, as appropriate, into the Final EIR document. PlaceWorks will also include any needed revisions to the Draft EIR. Other members of the consulting team will also participate as needed. (Reanalysis is not included in this Scope of Services.)

If necessary, PlaceWorks will also prepare a Mitigation Monitoring and Reporting Program (MMRP) for the General Plan and Infrastructure Master Plans.

Products (all electronic unless otherwise noted) and Schedule:

- *Administrative Draft Final EIR and MMRP (four weeks to prepare; two weeks to review)*
- *Second Administrative Draft Final EIR and MMRP (two weeks to prepare; one week to review)*
- *Screencheck Final EIR and MMRP (one week to prepare; one week to review)*
- *Final EIR and MMRP (20 hard copies and a web-ready electronic version)*

3. Summary of Revisions to the Draft General Plan

Following public review of the Draft General Plan, PlaceWorks will prepare a memorandum summarizing revisions to the Draft General Plan reflecting comments received during the public review process. This summary will also include revisions based on the responses to comments in the Final EIR.

4. Findings

PlaceWorks will prepare draft findings and resolutions to allow for adoption of the General Plan and certification of the EIR. These findings and resolutions will summarize significant impacts of the General Plan, present mitigation measures required to reduce impacts to less-than-significant levels, allow adoption of the MMRP, and include, if necessary, statements of overriding consideration. The findings and resolutions will be finalized by City staff.

Product (electronic) and Schedule:

- *Draft Findings and Resolutions (two weeks to prepare)*

5. Certification and Adoption Hearings

In these final hearings, City decision-makers will review and adopt the Final General Plan, including the Downtown Element and Housing Strategy, adopt the infrastructure master plans, and certify the EIR. PlaceWorks will attend up to two Planning Commission and three City Council hearings. Fehr & Peers will attend up to two adoption hearings.

Planning Commission and City Council Hearings (five hearings):

- *Location: City Hall*
- *Attendance: PlaceWorks Principal-in-Charge and Project Manager (all hearings); Fehr & Peers (two hearings)*

6. Final General Plan

Once the General Plan Update is adopted, PlaceWorks will create a Final General Plan for distribution and archiving. PlaceWorks will incorporate comments received during the review period based on City Council direction.

PlaceWorks will produce up to 20 hard copies of the Final General Plan. The Final General Plan will also be submitted to the City as a web-ready electronic copy, including all tables, graphics, and maps, plus a version in Word format. All electronic files will be compatible with the computer system being used by the City at the time of certification and adoption.

Product (20 hard copies and a web-ready electronic version) and Schedule:

- Final General Plan (two weeks to prepare)

TASK L. IMPLEMENTATION

In this task, PlaceWorks will provide the City with tools to ensure smooth and swift implementation of the General Plan and infrastructure master plans.

1. Development Code/Zoning Map Consistency Review

Following finalization of the General Plan, PlaceWorks will carefully review the existing Development Code and Zoning Map and identify a list of specific changes to both text and graphics needed to align the Development Code with the updated General Plan.

2. Infrastructure Financing Strategy

BAE will prepare an Infrastructure Financing Strategy that will address the infrastructure needs identified in the infrastructure master plans in Task H. The strategy will build from the public improvement funding and financing policies in the Public Facilities and Services Element, and will address prioritization of public improvements in order to best support the General Plan, including its Economic Development Element and Downtown Element and Housing Strategy, as well as the targeting of available public funds to assist in the development of certain types of public improvements or improvements. The strategy will also provide guidance on the use of a range of common tools to finance public capital improvements, such as impact fees and Mello-Roos community facilities districts, but it could also incorporate the use of emerging tools, such as the enhanced infrastructure financing district or community revitalization investment authority, as appropriate.

Products (all electronic) and Schedule:

- Administrative Draft Infrastructure Financing Strategy (four weeks to prepare; two weeks to review)
- Screencheck Infrastructure Financing Strategy (one week to prepare; one week to review)
- Final Infrastructure Financing Strategy

3. Implementation Strategy

PlaceWorks will prepare an Implementation Strategy for the updated General Plan. The strategy will provide a framework to connect day-to-day and short-term actions to long-term goals, ensuring that Stockton's General Plan remains a living document that can

respond to changing conditions. It will also provide an institutional framework to annually revisit the General Plan, gauge its continuing relevance, and recommit investments to the City's vision.

For each of the actions listed in the adopted General Plan, we will prepare a short description that will:

- Identify the specific General Plan goal the item will implement.
- Identify the agency, department, or organization to carry out the task.
- Identify resources required for the item.
- Identify the timeframe needed to complete the task.
- Establish a measure to indicate successful completion of the task.

Because the number of actions in the General Plan will have been carefully considered during the writing and public review phases, the Implementation Strategy should provide a clear and achievable roadmap for annual actions. Each year of successful implementation will build support and confidence among the community, elected officials, and staff from all departments.

Products (all electronic) and Schedule:

- *Administrative Draft Implementation Strategy (four weeks to prepare; two weeks to review)*
- *Screencheck Implementation Strategy (one week to prepare; one week to review)*
- *Final Implementation Strategy*