

Exhibit A: Scope of Work and Budget

The following is the scope of work for the General Plan update, Environmental Impact Report, and Climate Action and Adaptation Plan for the Raimi + Associates (R+A) team for the City of Petaluma. R+A team members are as follows:

- Raimi + Associates (R+A)
- Rincon Consultants (Rincon)
- Plan to Place (P2P)
- Strategic Economics (SE)
- Veronica Tam and Associates (VTA)
- Sherwood Design Engineers (SDE)
- Fehr & Peers (F&P)
- Cultural Planning Group (CPG)
- Page & Turnbull (P&T)
- Greensfelder Real Estate Strategy (GRES)

Our scope is divided into distinct phases as follows:

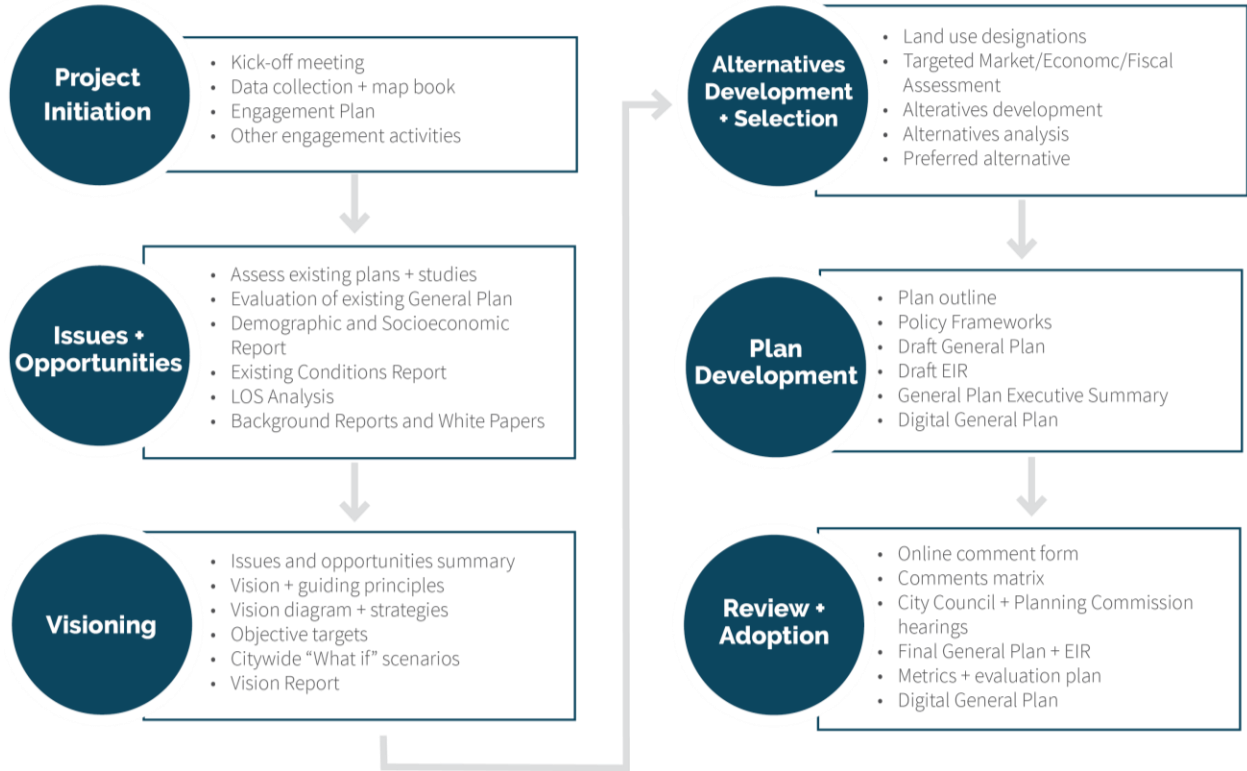
- **Project Initiation (Task 1).** This includes start up activities including the kick-off meeting, workplan development, data and document collection, and the engagement plan.
- **Issues and Opportunities (Task 3).** This phase includes the development of the existing conditions report and the white papers along with significant community outreach and engagement to inform the public about the process and seek input on issues and ideas for the future.
- **Visioning (Task 4).** This critical phase will involve significant community engagement to develop a vision statement, guiding principles, and key themes for the updated General Plan.
- **Alternatives Development and Selection (Task 5).** After the vision is developed, the team will work with the community to develop and then select a preferred direction for the plan.
- **Plan Development (Tasks 6-8).** In this phase, the team will develop “Policy Frameworks” for each topic (high-levels goals, policies and actions), review the Policy Frameworks with the community, draft the General Plan and CAAP and write the EIR.
- **Review and Adoption (Task 9).** The General Plan, EIR and CAAP will be reviewed by the public, GPAC, Boards and Commissions and then adopted by the City Council.

As is shown in the project schedule, the **Housing Element (Task 10)** and the **Climate Action & Adaptation Plan (CAAP) (Task 11)**, while called out as separate tasks in the Scope of Work, will be integrated into the above workflow. Likewise, **community engagement (Task 2)** and **project management (Task 12)** will occur throughout the project.

The level of effort for each task by firm is identified in Exhibit B: Budget Estimate. Significant time over and above this level of effort shall be considered “Extra Work.”

Our Team’s process to the Petaluma General Plan Update is illustrated below.

Our Process



Task 1: Project Initiation

Task 1.1: Kick-Off Meeting

The R+A team will hold a kick-off meeting in Petaluma to initiate the project. This meeting will include an overall team meeting, one-on-one topic-specific meetings with City staff, and a tour of the City. This meeting will likely be a combination of a virtual team meeting and time to individually tour the City. City staff will be responsible for providing a list of destinations for the individual tours.

Task 1.2: Data Collection

The City will provide the R+A team with a comprehensive list of documents and data necessary to prepare the General Plan and EIR. Following delivery of materials, the R+A team will prepare a supplemental document and data request list to obtain information from the City. Our team will review existing planning documents and reports provided by the City.

Task 1.3: Map Book and Base Map

R+A will create a “map book” that compiles all the GIS mapping data provided by the City. The map book will allow the Consultant Team to quickly review geographic data across a variety of topics. As part of this task, R+A will use existing data sources (County Assessor, UrbanFootprint and other sources) in addition to City data to create a parcel-level existing land use database. This information will be spot-checked with online and on-the-ground windshield surveys. The data will include the existing use and, if possible, the square footage and number of residential units. In addition, R+A will create a series of base maps for the project for use by the project team.

Task 1 Deliverables

- *Kick-off meeting agenda and notes*
- *Data and document request memo*
- *Map Book*
- *Base maps*

Task 2: Community Engagement

Task 2.1: Internal Community Engagement Plan

R+A and Plan to Place will prepare an internal Community Engagement Plan (for use by staff and the consultant team) to clearly identify the range of outreach tools and platforms and the timing and responsibilities related to each. The Community Engagement Plan will:

- Provide an overview of interest groups, stakeholders, key advisors and members of the advisory committee, and the format of future meetings
- Identify numerous outreach targets overall and for specific stakeholder groups, such as youth and native Spanish speakers, using a “sampling plan”
- Introduce the overall outreach process and engagement tools (e.g., ZOOM, Miro, Padlet, Commonplace, YouTube Live, Mentimeter or equivalent)
- Outline project goals and objectives; identify outreach and communications responsibilities, and the engagement schedule relative to key dates and events in the community
- Develop key project messages that can be used throughout the project
- Develop metrics to evaluate engagement progress over time

Task 2.2: Logo + Branding

R+A will prepare documents and materials for the project based on the branding for the project prepared by the City. This will include document layouts and fonts, meeting notices, and other communications materials, such as banners and mailers. All public materials will use the branding identity.

Task 2.3: Project Website + Database

The R+A team will provide content and regularly update the existing General Plan website (planpetaluma.org) and ensure that it allows for clear two-way communication. In addition to providing background information on the project, the website can be modified to include discussion forums and continued links to interactive surveys (similar to the Maptionnaire survey administered by the city in the fall of 2020).

Additionally, R+A will work with the city to expand the contact database that is currently underway and use it for email, social media, SMS, and other project communications. This database will be updated throughout the project as new stakeholders are identified.

Task 2.4: Project Fact Sheet

Building off of the existing website content, the R+A team will create a 4-page project fact sheet. This will provide background in the purpose and need of the General Plan, information on the approach to community engagement, and ways to get involved in the process. The Fact Sheet will be translated into Spanish and will be distributed throughout the city to engage all residents. The fact sheet will be formatted so that it can be sent to all property owners via the utility mailers. The City will be responsible for coordinating with the utility company for the mailers and for the direct costs of mailing.

Task 2.5: Stakeholder Interviews and Stakeholder Meetings

The R+A team will conduct up to 25 one-hour stakeholder meetings or interviews. Stakeholders will be identified with staff and may include: City Council members, advocacy organizations, major industry representatives, small business owners, real estate brokers, developers, major property owners, and community leaders. It is anticipated that these meetings will be facilitated (using hand raising, chat and whiteboard functions) through a virtual meeting platform such as ZOOM. R+A will prepare a brief memorandum summarizing the results of the stakeholder interviews.

Task 2.6: General Plan Advisory Committee (GPAC) Meetings

The R+A team will facilitate up to 20 meetings with the GPAC to obtain high-level feedback and to serve as a sounding board for content for public workshops. All GPAC meetings will be open to the public and allow for public input and participation. Some of the meetings will be organized as community educational forums, to discuss emerging themes in planning and larger forces that could shape the future of the City.

The general flow of meetings (and estimated number of meetings) is as follows:

- Introduction, engagement plan, start-up tasks (1 meeting)
- Issues, opportunities, visioning, guiding principles (2 meetings)
- Topic-specific educational meetings (6 meeting). Potential topics: Land use/urban design; transportation; housing; climate/sustainability/SLR; equity and health; and arts, culture and historic resources.
- Alternatives development and selection (4 meetings)

- Policy development on key topics (4 meetings with at least 1 dedicated to housing)
- GP and EIR review and adoption (3 meetings)

City staff will provide logistics and communication with GPAC members for this task. This will include sending emails to GPAC members prior to meetings, identifying meeting spaces, and on-going communication with GPAC members as necessary. It is anticipated that initially these meetings would occur digitally through a virtual meeting platform such as ZOOM, and participation from community members and GPAC members would be facilitated using hand raising, chat and whiteboard functions. Over time as stay at home orders are eased, GPAC meetings could potentially occur in-person.

Task 2.7: Community Workshops

The R+A team will organize up to six community workshops to provide the community members and decision makers with basic knowledge focused on the General Plan and Housing Element Update and to invite their input into shaping the General Plan. The team will be prepared to initially implement digital virtual meeting formats to share information about the project, answer questions and gather feedback to address community concerns. It is anticipated that live polling and other interactive tools (e.g., Padlet, Mentimeter, ZOOM whiteboard etc.) will be used to complement virtual meeting platforms to share and gather input. The following presents our initial proposed direction for the community workshops. The proposed topic of each workshop is below:

- **Workshop 1:** Issues and Opportunities Confirmation and Vision
- **Workshop 2:** Develop Land Use and Mobility Alternatives
- **Workshop 3:** Select Preferred Direction
- **Workshops 4-5:** Policy Direction Workshops on Key Topics
- **Workshop 6:** Draft General Plan Open House

To gather additional community feedback in parallel with every community workshop, our team will post workshop questions and materials online using the project website.

Our team will develop the workshop format and prepare the agenda, consolidating and synthesizing relevant materials from the technical team when needed. We will also facilitate the workshop (lead facilitator and 1-2 assistants) and provide summary notes documenting input and identifying common discussion themes.

City staff will be responsible for mailing flyers and physically distributing flyers throughout the City, securing meeting rooms, obtaining daycare, providing simultaneous interpretation, and providing small group facilitators as needed beyond consultant team members.

Task 2.8: Educational Forums

Topical information forums on cross cutting topics of citywide importance. The meetings will be a presentation followed by a Q&A and are designed to challenge conventional thinking and enable participants to think “bigger” about the future. Meetings will likely focus on:

- **The future of retail and jobs.** GCRS and Strategic Economics will lead a discussion on the future of retail. Strategic Economics will present information about retail market conditions and trends in Petaluma (based on findings from the Existing Conditions Report) and discuss the fiscal implications for sales tax revenues and City finances resulting from potential changes to the mix of storefront tenants as the retail industry evolves. Strategic Economics will also present information about long-term industry trends and projections for the Bay Area, and how those trends will impact real estate demand and land use in Petaluma.
- **Sea level rise and climate change.** Sea level rise and climate change scenarios are being faced by communities across the globe currently and are expected to increase in significance in years to come. A suite of challenges and opportunities specific to the City will be discussed in an open forum, with relevant

benchmark examples of resiliency tactics provided in order to engage community participants in the conversation around SLR and climate challenges, opportunities their City may target and adopt, and creative solutions to meet the needs of future generations while solving for present day hurdles through natural systems interventions, community participation and strategic planning. We will utilize community engagement and visualization strategies to focus discussion and build consensus.

- **The city of the future.** R+A and F&P will lead a discussion on the future built environment of cities. This will include a discussion on how new transportation technologies will transform cities and mobility patterns, the impacts of COVID on the built environment and development patterns that lead to a more sustainable future.
- **Equitable development.** This forum will focus on the concept of “equitable development.” It will focus on how we can allow growth in distinct areas while enhancing economic, racial and ethnic diversity. Strategies to address gentrification, encourage affordable housing and environment justice will be presented and discussed.

Note that we are assuming that all meetings will be held virtually. This will reduce travel time and costs.

Task 2.9: Pop-Up Meetings

Plan to Place will facilitate up to six “pop-up” workshops or “intercept” meetings at popular locations and well-attended events in Petaluma. They are designed to complement more formal workshops and surveys by providing an accessible introduction to General Plan concepts and fun activities for residents of all ages to provide input. These meetings will be held at times and locations convenient for all demographics, and materials will be translated and accessible for all that attend.

Initially, these pop-up workshops will likely not be staffed and will consist of interactive boards (such as a Vision Board). Once the pandemic restrictions are lifted, the pop-up workshops will be more interactive.

The team will prepare materials for three distinct pop-up workshops during the following phases: visioning, alternatives, and draft plan. For each phase, the R+A team will attend two pop-up events, and City staff can host additional events as needed during each phase.

Task 2.10: Sub-Area Meetings

The R+A team will conduct up to 8 sub-area meetings. The meetings will be held in two phases (with 4 meetings in each phase). The first phase will include meetings in each sub-area and be developed as “listening sessions” to:

- Provide an overview of the planning process;
- Activate residents for the Citywide workshops; and
- Discuss key issues and new opportunities in the subarea.

The second phase of sub-area will focus on more specific land use, transportation, adaptation, and/or other policy and design issues.

Our team will provide logistics planning support, developing the meet format and preparing the agenda, facilitating the meetings (lead facilitator and 1 assistant), and providing summary notes documenting input and identifying common discussion themes. City staff will be responsible for logistics, reviewing materials and providing additional facilitators as needed.

Task 2.11: Online Engagement + Opt-In Surveys

Throughout the process, R+A will prepare up the three online surveys using MetroQuest, SurveyMonkey, or other online survey platform to obtain feedback on General Plan direction. The surveys will be available through a link on the project website. We have found that online surveys are a great way to encourage many people to participate in the process but also for us to easily analyze responses by demographics, neighborhood location, and length of tenure in the city. R+A will provide a technical memo with the topline survey results; a detailed survey report is not included.

Task 2.12: Statistically Valid Survey (R+A)

Raimi + Associates will work with Petaluma staff and stakeholders to design and administer a statistically valid survey focused on critical community issues and concerns. Questions would seek to tease out community opinions on critical policy decisions that are identified during the General Plan update process. R+A will engage a survey research firm to help design and then administer the survey. It is assumed that this task will occur during the Alternatives phase of the project.

Task 2.13: Committee and Commission Meetings

Throughout the process, the R+A team will meet with committees and commissions to solicit input on the project direction. The following is a list of our assumed attendance at the various committees and commissions. Our scope and budget assume virtual attendance and brief presentations to provide updates on the status of our work or ask specific questions to each committee or commission. No significant new work is expected for any of the meetings. (*Note that meetings with the **City Council**, and the **Climate Action Commission** for the preparation of the CAAP are identified in the specific tasks in the scope of work)

- Planning Commission – 6 meetings (Discovery, Visioning, Alternatives, Policy Development, Plan Development/CEQA, Review & Adoption, R + A)
- Historic and Cultural Preservation Committee – 2 meetings (Page and Turnbull)
- Pedestrian and Bike Committee – 2 meetings (F&P)
- Public Art Committee – 2 meetings (CPG)
- Senior Committee – 2 meetings (R+A)
- Transit Committee – 2 meetings (F&P)
- Recreation, Music and Parks – 2 meetings (R+A)
- Youth Commission – 2 meetings (R+A)

Task 2.14: On-Call Engagement

In our experience it is impossible to predict every engagement activity that could occur during a General Plan process. The city and consultant team must be flexible and opportunistic to take advantage of engagement opportunities as they arise. As a result, we are recommending that we include an “on-call” engagement task to cover unanticipated engagement activities. The following is a preliminary list of potential activities that could occur. At the city’s direction, the team will complete tasks up to the project budget identified in the budget proposal.

- Coordination with ‘Know Before You Grow’ for educational and discussion sessions on General Plan topics
- Coordination with Sustainable Design Assessment Team (SDAT) effort to research sustainable development approaches in Petaluma
- Mailings and postcards

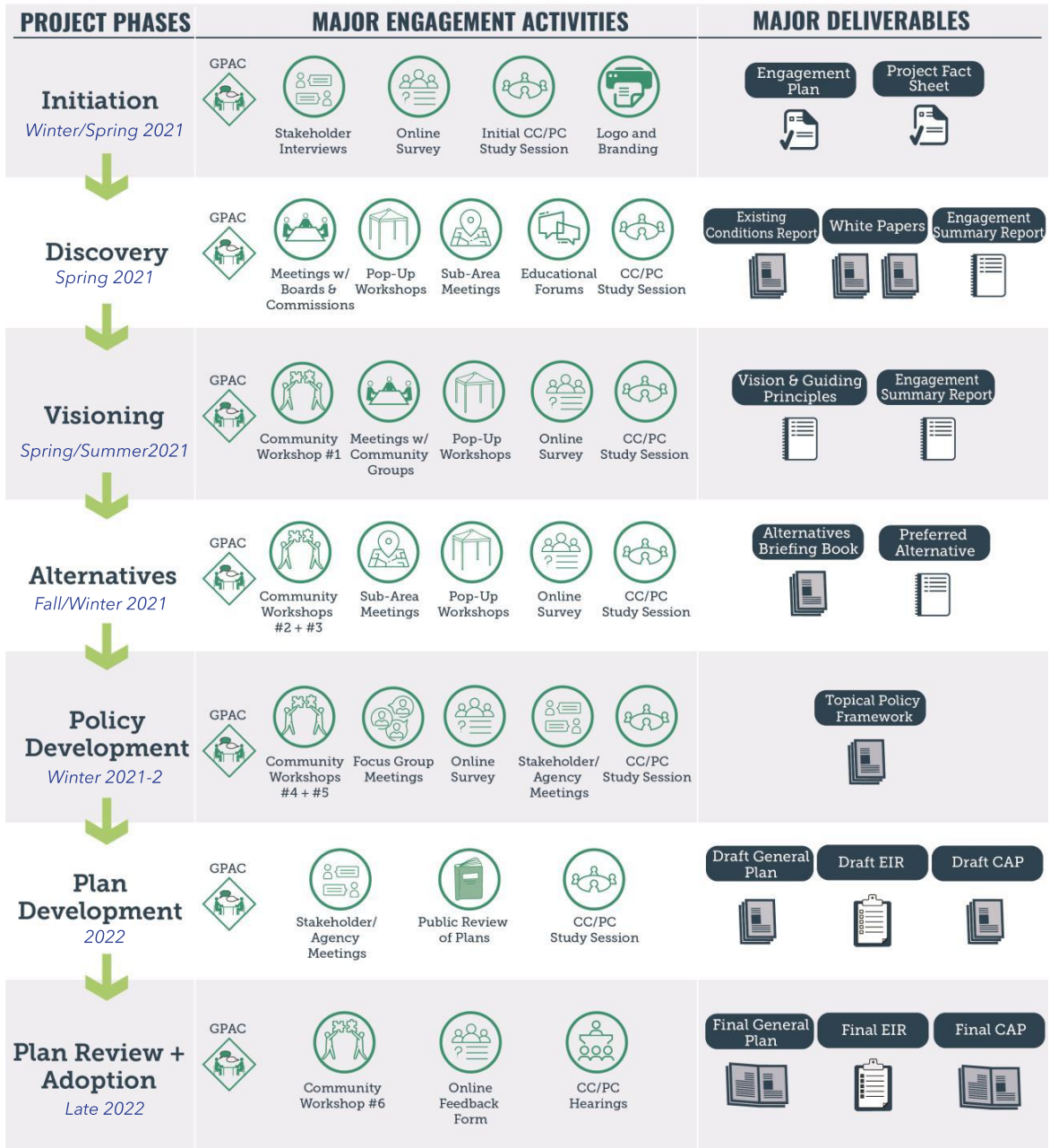
- Focus groups meetings for specific groups (e.g., seniors, Spanish-speaking, youth, etc.) or topics (e.g., sea level rise, historic preservation, affordable housing, etc.)
- Topic-specific public workshops to dive deeper into issues of concern such as sustainability, sea level rise, housing and transportation
- Engagement toolkits to enable GPAC and other members of the community to lead outreach efforts
- Supplemental Fact sheets
- Meetings with neighborhood or stakeholder groups.
- Other meetings and engagement activities as needed.

Task 2 Deliverables

- *Community Engagement Plan – draft and final*
- *Logo and branding package*
- *Stakeholder database*
- *Project website*
- *Project Fact Sheet*
- *Stakeholder Interview Summary*
- *Workshop materials and summary (6x)*
- *Summary notes from educational forums (4x)*
- *Pop-up workshop materials and summary (4x)*
- *Sub-area meeting materials and summary (2x in 4 locations)*
- *Presentations from educational forums/meetings*
- *Summary notes from online engagement surveys*
- *GPAC meeting materials (20x)*
- *Statistically valid survey instrument (draft and final)*
- *Statistically valid survey report (draft and final)*
- *Presentations and summaries from meetings with committees and commissions (20x)*

Engagement Process

The graphic below illustrates our community engagement process for the Petaluma General Plan Update.



Task 3: Discovery

Task 3.1: Assess Existing Plans: What Do We Know Now?

The first step in the process will be for the R+A team to create a comprehensive picture of the existing plans, policies and regulations currently on the books. The purpose is to identify the areas where additional work is needed and where the current direction meets the city’s vision. As part of this process, R+A team will prepare a summary matrix detailing how existing reports, studies, and programs should be incorporated into the General Plan. This will include the Central Petaluma Specific Plan, the Petaluma SMART Station Areas: TOD Master Plan and other plans, studies, reports, and programs that would provide additional information relative to the General Plan update effort. This will include a list of development and infrastructure projects currently approved or in the pipeline. The R+A team will also prepare a map supporting the analysis.

Task 3.2: Evaluation of Existing General Plan

R+A will work with staff to review the current evaluation of the General Plan. The intent will be to understand the use of the document by staff and the specific General Plan goals, policies, and programs in order to identify the sections that may need to be updated. This step will be critical since the current General Plan was adopted in 2008, and some aspects remain relevant today. The team will also undertake an evaluation of which programs and strategies have been successful in the years since the plan was adopted, and which have not. The result of this task will be a clear list of any sections of the General Plan that should remain unchanged and any sections that should be modified or discarded during the General Plan update process.

Task 3.3: Demographic and Socioeconomic Report

R+A and SE will prepare a demographic and socioeconomic background report that provides a snapshot of the city today and how it has evolved over time. The report will include maps, tables and charts with text supporting the conclusions. The data from this report will be used by all members of the consultant team to ensure consistency of information across existing conditions reports.

Task 3.4: Existing Conditions Report

The R+A team will prepare a background existing conditions report that will provide a common level of understanding for the community and team members. This report is designed to be a singular, integrative deliverable that will serve as a background and resource for city staff, the consultant team and the public throughout the process. The specific format of the report (eg, printed document, web page, PPT, etc.) will be discuss with staff at the beginning of the project. The report will analyze existing conditions citywide and summary key considerations that will be crucial to help decision-makers and the community understand the context of the General Plan update, including issues facing the city now and in the future, past trends and how they impact the planning process, and opportunities for positive change. The scope also includes several individual reports (Tasks 3.5 – 3.10) that will be “deep dives” into key topics where technical information is needed to support the General Plan and EIR.

Potential chapters of the report and specific topics are listed below:

- Introduction
- Land use and community character
 - Existing land use map and table

- General Plan designations and zoning districts
- Growth projections
- Pipeline projects
- Summary of planning and policy documents (for example, existing specific plans)
- Urban design character map and City structure (e.g., gateways, community focal points, activity centers, views, topography) with parallel community character photographic survey.
- Sub-area maps and description of general character (building types, streetscape character)
- Market and economic conditions
 - Demographic trends impacting demand for housing, retail, and the nature of Petaluma's resident workforce
 - Resident and worker commute maps
 - Petaluma's industry composition and resident occupations
 - Overview of ABAG/MTC industry and employment projections for Petaluma and Bay Area
 - Market conditions (rents/sales prices, vacancy, absorption, development activity) for residential and nonresidential uses in Petaluma, with comparisons to the competitive market area as needed (to be informed by interviews with local real estate brokers)
 - Retail sales tax performance
 - Summary of Petaluma's fundamental economic and market strengths and weaknesses that influence the community's ability to attract businesses and residents
- Parks, open space and public facilities
 - Park facilities
 - Access to parks
 - Park funding
 - Open space location and quality
 - Access to natural areas
- Infrastructure
 - Potable Water Systems
 - Sewage and Wastewater,
 - Stormwater
 - Electricity
 - Natural Gas
 - Data
- Transportation
 - Existing transportation network maps (including pedestrian and bicycle facilities, and transit services)
 - Summary of recent local and regional plans and policy documents related to transportation related plans (e.g., Local Road Safety Plan, Bicycle and Pedestrian Master Plan Update, Petaluma SMART Rail Station Areas: TOD Master Plan, Sonoma County Transportation Authority (SCTA) 2016 Comprehensive Transportation Plan, SCTA 2014 Countywide Bicycle & Pedestrian Master Plan)
 - Summary of recent transportation-related State legislation that may shape the General Plan Update process (e.g., SB 743, evacuation planning requirements)
- Health and Equity
 - Results of SB 1000 analysis
 - Socioeconomic conditions, including education, age, race/ethnicity and poverty/income
 - Overall health conditions, including asthma, heart attack and life expectancy
 - Built environment, including access to parks, walkability, access to healthy foods
 - Environmental pollution, including air and water quality and toxic waste sites

- Transportation safety
- Sustainability and Climate Action (summarized from the Sea Level Rise White Paper and the existing conditions work conducted as part of the Environmental Background Report in and Climate Action and Adaptation Plan in Task 11)
 - Greenhouse gas emissions and trends towards carbon neutrality target
 - Existing climate change, sustainability and resiliency policies and actions in effect
 - Local knowledge and best available science associated with local climate hazards, including wildfires, smoke, and heat and summary of the vulnerability analysis done for the Draft Local Hazard Mitigation Plan
 - Generation of current and projected sea level rise and anticipated flood condition visualizations
 - Flooding and infrastructure risk assessment
 - Green Infrastructure opportunities and benefits
- Historic resources (summarized from the technical background report on historic resources)
 - Brief historic context for the City of Petaluma
 - Current local, state, and nationally listed and eligible individual historic resources
 - Current local and nationally listed historic districts
 - Summary of historic preservation ordinance, historic district design guidelines, and other relevant planning documents
 - Key issues related to historic resources and historic preservation
- Safety (summarized from the Environmental Background Report)
 - Urban and wildfire risks, fire hazard areas, and fire protection resources
 - Seismic and geological hazards, including earthquake and landslide susceptibility and soil stability
 - Flood probabilities including FEMA floodplain mapping and major creeks, streams, and drainages
 - Hazards and hazardous waste producers and any existing remediation sites in or near the City
- Arts and culture (summarized from the background report on arts and culture)
 - Local and regional arts and culture environment
 - Petaluma creative identity
 - Creative economy profile and comparisons
 - Arts and culture market demand
 - Nonprofit creative organizations profile and map
 - Public art map
 - Cultural venues map
 - City arts and culture programs

Task 3.5: Existing LOS Analysis

In lieu of traffic counts, Fehr & Peers will purchase data from Streetlight Data to develop estimates of traffic volumes reflective of Year 2019 traffic conditions. Since traffic patterns and travel behavior have shifted substantially in Petaluma (and throughout California) as a result of COVID-19, this data-driven method is preferred for estimating baseline traffic volumes. Streetlight Data volume estimates are more robust than traditional traffic counts since they assess travel patterns across several months, rather than a single day. Fehr & Peers will use existing traffic counts, where available (e.g., from recent studies), and purchase Streetlight data for additional locations (up to approximately 20 intersections or 100 Streetlight zones), with the study locations selected in conjunction with City staff. The number of intersections may be modified based on discussions between the project team and City staff. The traffic count data will be compared against other available sources of historical traffic count data to determine if

adjustments should be made to account for travel behavior changes related to the COVID-19 pandemic.

Existing peak hour roadway segment Level of Service (LOS) will be calculated for Existing Conditions using volume and LOS definitions from the *Highway Capacity Manual, 6th Edition*. Peak hour intersection LOS will be calculated using the methodologies from the *Highway Capacity Manual, 6th Edition*; the intersection calculations will be performed for the AM and PM peak hour of intersection volume using the Synchro software package for the majority of study intersections. Up to four (4) intersections at or adjacent to congested SMART at-grade rail crossings (e.g., Lakeville Street/East Washington Street, Lakeville Street/East D Street) will be evaluated using the SimTraffic analysis software. Conducting a microsimulation analysis at these intersections represents a more technically robust approach than the traditional Synchro-based approach generally ignores the effects of railroad grade crossing events. The use of SimTraffic microsimulation analysis for grade crossings is standard practice throughout the Bay Area, including for analysis of grade crossings along the Caltrain and Capitol Corridor passenger rail lines, and has been recently employed by Fehr & Peers on recent CEQA studies for mixed-use development projects in Petaluma. Fehr & Peers will also collect existing travel times on up to two (2) key corridors, such as Washington Street and Petaluma Boulevard, and use this to calibrate the intersection LOS results. Corridor travel times are a commonly understood metric for mobility and can be used to inform the public about the effect of the General Plan growth in Task 6.

Fehr & Peers will review the latest version of the SCTA travel demand model to determine its current level of validity for the purpose of developing traffic volume and VMT forecasts for the General Plan EIR described in Task 6 (and Land Use and Buildout Scenarios task, described in Task 5, if a quantitative transportation analysis is deemed appropriate). The model review will use the collected traffic count volumes to determine if additional calibration or validation of the travel demand model is required.

Fehr & Peers will also complete a subarea calibration and validation of the SCTA travel demand model, with a focus on enhancing the Base Year model's performance in replicating traffic counts and local and regional travel patterns (versus data collected as part of SCTA and Fehr & Peers' *Sonoma Travel Behavior Study*). The performance of the model will be compared against comparison targets in the *2017 California Regional Transportation Plan Guidelines*. The calibration process will consider updates to base year model land use information, roadway network connectivity, capacities and speeds, travel time friction factors, turn penalties, and mode choice components.

Task 3.6: Environmental Background Report

The Environmental Background Report will examine existing natural and environmental resources. The report will describe their value for conservation and protection, or any issues and development constraints. The environmental background report will inform goals and policies in the Safety, Conservation, and Open Space Elements as well as form the basis for the development of the existing conditions and programmatic analysis in the applicable sections of the Draft EIR (per Task 8: CEQA).

- **Water resources and quality.** Rincon will provide a summary of the watersheds in the area and describe the creeks, streams, parks, open space, freeways, and roads within these boundaries. Flooding mapping and concerns will be described as will the area's surface water quality. This section will also provide a summary of the City's groundwater, stormwater, dams or levee issues.

- **Noise.** Rincon will perform noise analysis and contour modeling using daily segment traffic volumes for all segments analyzed within Petaluma and through conducting short-term (15-minute) noise surveys at up to 12 locations to document the existing acoustical environment. The existing regulatory setting, including federal, state, and local noise requirements, will be described. The consultant team will work with City staff to review data sources in order to correctly identify the location and types of major noise sources; noise-sensitive areas and land uses; and the degree of severity of noise problems in the community.
- **Natural resource areas.** This section will provide an inventory and status of the City's recreational and open space resources.
- **Biological resources.** Rincon will review agency databases (i.e., California Natural Diversity Database [CNDDDB], California Native Plant Society [CNPS] Inventory of Rare and Endangered Plants, and U.S. Fish and Wildlife Service, Information for Planning and Conservation database) and other relevant background information for context and understanding of the biological resources and any potential sensitive habitats, principal vegetation cover types, and special-status and endangered species in or near the city.
- **Natural hazards.** This section will describe the City's potential for natural hazards. Geologic hazards, such as fault rupture, liquefaction, and seismic shaking will be analyzed and mapped. A description of flooding hazards will include mapping major creeks, streams, and drainages, and summarizing the latest FEMA floodplain mapping to illustrate potential safety and development constraints. A description of the City's susceptibility to landslides, dam failure, and wildfire will also be described and mapped.
- **Manmade hazards.** This section will provide a summary of the hazardous material sites in the city based on review of readily available agency databases.
- **Climate hazards:** This section will summarize other climate hazards not covered under Task 3.7 including sea level rise, drought, wildfire and smoke, and heat.

Task 3.7: Sea Level Rise and Climate Change White Paper

The City of Petaluma faces a formidable challenge to mitigate against coastal and riverine flood vulnerability that is impacting its economic base that span from coastal tourist attractions to interior agricultural communities. Sherwood Design Engineers (Sherwood) will work with the design team and the City of Petaluma to identify vulnerabilities, map assets, recognize unmet needs, recommend solutions and if needed position the City for funding. We will generate short-term and long-term actions, integrated into a comprehensive framework that can be effectively rolled out to the community - to become a blueprint for a resilient future. We will effectively apply context sensitive solutions to flooding that focus on ecological interventions, quality of life and economic opportunity. We will provide locally knowledgeable scientific rigor to identify and assess risks and vulnerabilities; and the design acumen to generate broad-based multi-functional sea level rise and flood solutions that promote ecology and provide public amenity. We will deliver a framework that can sustain Petaluma in the long-term and set you on a path towards resilience, so that you can thrive in this period of rapid climate change.

Task 3.8: Future of Retail White Paper

Greensfelder Real Estate Strategy (GRES) will prepare a white paper on the future of retail in Petaluma. The white paper will help set the stage for how the city should think about its retail spaces (i.e., downtown, along commercial corridors, in larger strip commercial center, etc.) relative to the future growth of the City.

As part of this effort, GRES will prepare a high-level retail market demand analysis taking into account Petaluma's competitive position in the broader marketplace, expected population growth and implications for retail repositioning and expansion, and an economic analysis explaining how larger marketplace trends and consolidation will impact the City's ability to attract and maintain a diverse retail base capable of serving both residents and visitors. Particular attention will be paid to opportunities for business attraction, how to encourage retail and commercial activity, how to avoid overbuilding, how to promote and maintain a balance of mixed-use development where retail is one of the uses, and how to maintain a small-town feel.

The report will also include a discussion of the main factors influencing how retail is being conducted, which includes consolidation and reorganization of the industry as a whole. Over the past half century, commodity retail activities have consolidated away from smaller independent and regional chain stores towards large nationally branded big-box retailers located in regional destination shopping centers, such as Costco and Walmart. With large general commodity anchors, these malls incorporated smaller quantities of specialty goods, including jewelry, apparel, and food and beverage vendors. This syphoned the economic energy away from historic downtowns and redirected it to regional and sub-regional destination shopping centers, a trend that was detrimental to downtown and Main Street shopping districts. Like with many communities across the Country, Petaluma seeks to balance growth, economic vitality and increased opportunities for entrepreneurs, and creating a diverse and equitable retail offering that serves all residents of the community and visitors alike. The City will want to support a diversified employment base, reflecting labor force capabilities and recognizing the community's quality of life and strengths in a variety of sectors including a vital and diverse retail base that serves the needs of all residents as well supporting a diverse employment base.

GRES will address the difference between commodity and specialty retail and how differentiating between them will guide our analysis, "new retail equilibrium" which explains how retail's footprint is evolving, impact of e-commerce, influencers, and platforms on the retail ecosystem and on bricks and mortar retail in particular, the changing landlord-tenant relationship including the value proposition each provides the other, the importance of active as opposed to inactive uses, how "gravity" affects shopping behaviors, and "Retail Resilience" which is a discipline GRES has pioneered. Finally, we will address last mile considerations that lay at the intersection of retail and sustainability.

Task 3.9: Market Demand and Economic Opportunity Analysis

Residential Real Estate Market Analysis

Strategic Economics will assess the future potential for housing of various types in Petaluma, with the analysis making use of findings from Strategic Economics' recently completed market analysis for the Santa Rosa General Plan update and research completed for a property disposition analysis in Santa Rosa. The analysis will consider projected household growth by type of household, and trends in housing prices, sales prices, and construction activity for housing of different types. The analysis will also evaluate the potential for attracting higher density, infill housing types in transit-served areas, Downtown, on undeveloped sites, and on redevelopment sites based on the composition of new household growth in the city and county. The analysis will be used to generate an estimate of projected future absorption of housing units with guidance on likely product types, and consideration of land capacity constraints.

Nonresidential Real Estate Market Analysis

Strategic Economics will use available data sources such as California Employment Development Data, County/Zip Code Business Patterns, and MTC/ABAG estimates and forecasts to analyze historical employment trends, and forecasts for growth by industry for Petaluma, Sonoma County, and Napa County. The analysis will incorporate relevant findings and research from Strategic Economics' recently completed market analysis for the Santa Rosa General Plan update and data analysis for a property disposition strategy in Santa Rosa. Strategic Economics will analyze the performance of existing commercial space (including industrial, office, hotel, and retail). This analysis will include an assessment of historical market trends such as rents/rates, vacancy rates, construction, and absorption. Strategic Economics will also identify Petaluma's competitive advantages for the various land uses and the City's unique niche within communities along the Highway 101 corridor, incorporating feedback from commercial real estate brokers, developers, and business owners.

The industry and employment trends for Petaluma will also be compared against more general literature to understand how future trends around the evolution of businesses in industries associated with Petaluma's commercial and industrial land uses will impact future real estate development patterns and needs; this analysis will incorporate the 'future of retail' information to be provided by team member Greensfelder Real Estate Strategy. Combining the results of the industry sector analysis, trends research, and the real estate market analysis, Strategic Economics will estimate the square feet of nonresidential uses that could be absorbed in Petaluma within the planning horizon for the General Plan, incorporating guidance on demand by location (including commercial growth potential in Downtown) and consideration of land capacity constraints. Strategic Economics will produce a report describing the findings & conclusions of the market and demand analysis.

Task 3.10: Arts and Culture Background Report

The Cultural Planning Group (CPG) will conduct research and prepare an existing conditions report on the arts and cultural conditions in Petaluma. The background work will include the following:

- **Stakeholder Interviews.** Conduct 10-15 interviews with leaders in the arts and culture space in Petaluma. Participants will be identified with City staff at the beginning of the project and may include arts and cultural leaders, local artists/creatives, economic development leaders, creative sector leaders, educational leaders, and philanthropic leaders. CPG will work with City staff on meeting logistics.
- **Discussion Groups.** Conduct 3-5 topic focused virtual (or in-person if allowable) topic-focused discussions focused on arts and culture. The meetings will help the CPG team identify the community's current state and desired future state of arts and culture in Petaluma.
- **Inventory of Arts and Culture.** The CPG team will build an inventory of arts and cultural assets for Petaluma. This inventory will be sourced from analysis of data from existing secondary sources such as IRS, existing City inventories, and other sources; and through primary sources such as interviews with staff and other stakeholders.
- **Creative Vitality Profile and City Comparison Report.** CPG will work with Western States Arts Federation (WESTAF) and The Creative Vitality Suite to analyze and providing reporting on the creative sector of Petaluma through its Creative Vitality Index (CVI) platform. This is a data-informed platform through which one can view the creative vitality index values (CVI) for the Petaluma metropolitan statistical area (MSA), including top creative industries and occupations in zip codes in the city and nearby areas included within Petaluma zip codes.

- **CVI Study of Comparable Cities.** In consultation with the City, CPG will identify a cohort of relevant cities for a CVI study comparing Petaluma with other cities.
- **Arts and Culture Market Demand Study.** The CPG team will analyze, report, and create a visual mapping of local and regional market area demand for performing arts, cultural destinations, and personal creative activity. Research includes a combination of localized ESRI buyer counts and indexing and Census demographic updates.

Based on the above work, CPG will develop a comprehensive Arts, Culture, and the Creative Economy Report. The report will include, but not be limited to the following topics:

- Local and regional arts and culture environment
- Petaluma creative identity
- Creative economy profile and comparisons
- Arts and culture market demand
- Nonprofit creative organizations profile and map
- Public art map
- Cultural venues map
- City arts and culture programs and funding

Task 3.11: Environmental Justice Report

R+A will prepare a background report on Environmental Justice to identify overall health conditions in the city, factors that impact health (including built environment, natural environment and socioeconomic conditions) and specific census tracts that are defined as “disadvantaged communities.” The report is an initial step in fulfilling the requirements of Senate Bill 1000, also known as the 2016 Planning for Healthy Communities Act. Senate Bill 1000 (SB 1000) requires cities that have “disadvantaged communities” to incorporate environmental justice (EJ) policies into their general plans, either in a separate EJ element or by integrating related goals, policies, and objectives throughout the other elements. Specifically, general plans for jurisdictions that have disadvantaged communities must:

- Prioritize improvements and programs that address the needs of disadvantaged communities
- Promote safe and sanitary homes in disadvantaged communities
- Promote public facilities in disadvantaged communities
- Reduce exposure to pollution, including improving air quality in disadvantaged communities
- Promote food access in disadvantaged communities
- Promote physical activity in disadvantaged communities
- Reduce any unique or compounded health risks in disadvantaged communities
- Promote civic engagement in the public decision-making process in disadvantaged communities.

This report, therefore, will identify disadvantaged communities in Petaluma and summarizes conditions related to each of the required environmental justice topics – safe and sanitary homes, public facilities, exposure to pollution, food access, physical activity, and other unique or compounded health risks. Based on a preliminary analysis by R+A, Petaluma does have identified disadvantaged census tracts and therefore will be subject to SB 1000 requirements

Task 3.12: Historic and Cultural Resources

Page & Turnbull will review existing information to understand the historic context of the city and how its physical development has evolved over time. Page & Turnbull will prepare the Cultural and Historic Resources Technical Report, which will inform the Existing Conditions document. The Technical Report will include a brief historic context of the physical development of the city, including a summary of property types and architectural styles representative of

significant periods in the city’s historic development. It will summarize the current local, state, and nationally designated individual historic resources and the boundaries of the three listed historic districts. The report will quantify, using GIS data, the number and locations of properties that are age-eligible (at least 50 years old) for potential historic eligibility. It will summarize the City of Petaluma’s historic preservation ordinance, historic district design guidelines, and other relevant planning documents. With this background information in place, Page & Turnbull will identify key issues and opportunities related to historic resources and the City’s historic preservation program.

Task 3.13: Preliminary Housing Sites Inventory

R+A and VTA will conduct a preliminary Housing Element sites inventory based on the existing zoning and proposed RHNA numbers. This analysis will help the City understand whether there is sufficient capacity to adopt a Housing Element prior to the comprehensive General Plan update. The result of this task will be a technical memorandum identifying the methodology, sites inventory, conclusions and recommendations.

Task 3.14: Team Working Meeting - Existing Conditions

The R+A team will hold a day-long team working meeting to discuss the findings of the existing conditions work and to review this work with city staff.

Task 3.15: City Council and GPAC - Existing Conditions Overview

R+A will meet with the City Council and GPAC to provide an overview of the existing conditions reports, with a focus on the factors impacting growth and the overall quality of life in the City. The R+A team can meet with other boards and commissions to provide summary results of the existing conditions reports. Time for this work can be billed to Task 2.13: Committee and Commission Meetings or Task 2.12: On-Call Engagement. Alternatively, staff can provide updates to Committees and Commissions.

Task 3 Deliverables

- *Document Review Matrix*
- *Evaluation of Existing General Plan Memo (admin and final)*
- *Existing conditions report (admin, screencheck and final)*
- *White papers (admin and final)*
 - *Demographic and Socioeconomic Report*
 - *Environmental background report*
 - *Sea level rise and climate change*
 - *Future of retail*
 - *Arts and culture*
 - *Environmental justice*
 - *Historic and cultural resources*
 - *Preliminary housing sites inventory*
 - *Market report*
- *PPT Presentation for City Council and GPAC (draft and final)*

Task 4: Visioning

Task 4.1: Issues + Opportunities Engagement Summary

Based on the feedback from the community, R+A and Plan to Place will create an engagement summary report describing the issues and opportunities. This report will be a detailed summary of the results of first phase of the engagement process including stakeholder interviews, online surveys, GPAC meetings and public workshops and events. It will include a summary of the activities that occurred, participation levels and a detailed summary of the ideas expressed by the community including the issues facing the city today and in the future, the aspects of the community that are cherished, and the opportunities for positive change.

Task 4.2: Develop Vision + Guiding Principles

Through workshops, discussions led by community partners, and pop-up workshops, we will explore how individuals envision the future of Petaluma and the most important values of community. The specific engagement activities will be identified in the community engagement plan developed in Task 2.1. This information will be summarized in a new or updated vision statement and a list of “guiding principles” or “community values.” The guiding principles can be used to evaluate General Plan alternatives developed later in the process.

Task 4.3: Create Vision Diagram + Strategies

Building off the community engagement process and the vision and guiding principles, the project team will summarize the initial “big ideas” that the General Plan will put forward. This could include areas of the City to focus new development (such as the SMART stations), natural areas that could be enhanced, urban areas to protect from sea level rise, transportation improvements, or new policy directions, such as addressing social equity.

Task 4.4: Objective Targets for the General Plan and Factors Affecting Growth

R+A will work with staff to develop a list of the major factors impacting growth in the city and objective targets for how the city would like to evolve over time. These targets will be a bridge between the vision and the land use alternatives. Examples include meeting three times the RHNA allocation to account for future growth, maintaining the urban growth boundary and only focusing on infill development, becoming carbon neutral by 2045, increasing fiscal revenues by x% or developing a “vision zero” transportation plan. These targets will be developed and discussed in consultation with the GPAC and the community during the visioning phase of the project.

Task 4.5: Citywide “What If” Scenarios

At a citywide scale, the Consultant Team will identify various scenarios expressing alternative futures, with differing focused locations for change, varying densities, and different amounts of development. For example, we can explore buildout under the existing General Plan and zoning compared to scenarios that increase the height limit in key commercial or mixed-use areas, increase development in certain residential neighborhoods, and/or focus growth on the Downtown and the SMART stations over other areas. Unlike the alternatives in Task 5.5, the scenarios hypothetical and designed to test concepts or ideas, rather than to create a real and implantable approach for the future of the City.

R+A will use UrbanFootprint to examine impacts of growth under different scenarios to achieve citywide numeric targets and other outcomes. Outcomes analyzed may include housing units, jobs, percentage of residents and employees within walking distance of high-quality transit, GHG emissions per capita and mode split. These scenarios can help the public understand how various development decisions can help or hinder criteria that impacts the quality of life in the city.

Task 4.6: Vision Report

The culmination of this task will be a “visioning report” that bring together information from Tasks 4.1 to 4.5. The report will be used in community engagement activities to obtain feedback and information on the overall direction. The results of the engagement and the Visioning Report will be presented to the GPAC and City Council for comment and feedback.

Task 4.7: City Council and GPAC - Visioning Document

R+A will meet with the City Council and GPAC to review and receive direction on the vision, guiding principles, and factors affecting growth. This will be a critical step prior to developing land use and other policy alternatives.

Task 4 Deliverables

- *Issues and opportunities matrix (admin and final)*
- *Vision and guiding principles memo (admin and final)*
- *Vision and key strategies map (admin and final)*
- *Objective targets (admin and final)*
- *Citywide “What If” Scenarios*
- *Vision Report (draft and final)*
- *PPT presentation for City Council and GPAC meetings (draft and final)*

Task 5: Alternatives

Task 5.1: Land Use/Place Type Designations

R+A will develop land use/place type designations building off the city’s designations in the existing General Plan. Based on new State regulations and court case law, the city’s land use designations and zoning districts will need to be consistent. Thus, there may be a reworking of the existing land use designations to sufficient specificity to match the zoning districts.

Task 5.2: Targeted Market/Economic/Fiscal Assessments to Guide Alternatives Development

Strategic Economics will closely collaborate with the full R+A team and City staff to identify specific market, economic, and fiscal issues and questions that require additional research and analysis to appropriately guide development of the land use alternatives and/or the included land use/place type designations. Strategic Economics will then complete agreed-upon as-needed analyses within the available budget for this task and present the findings in a technical memorandum. This flexible, “pre-alternatives” phase of work is a unique approach that resolves a common challenge in General Plan development, in which market and economic analyses occur early in the plan development process, leaving insufficient opportunity to address the specific questions that arise as a result of community visioning and initial direction on the land use alternatives.

As part of this task, Strategic Economics will analyze the fiscal impacts of up to four building types on the City of Petaluma's General Fund. The results will inform deliberations by community members and decisionmakers regarding the tradeoffs of encouraging growth of different land uses and/or at different intensities of use. Strategic Economics will base the analysis on a set of building prototypes to be chosen in consultation with City staff and developed by Raimi + Associates. Potential examples of prototypes include office, retail, relatively high-density housing, and relatively low-density housing. Using a static fiscal impact modelling approach, the analysis will estimate the change in ongoing General Fund operating revenues and expenditures associated with each prototype. Strategic Economics will describe the findings and methodology in a draft memo, to be followed by a final memo incorporating responses to a single set of City comments.

In addition, Strategic Economics anticipates that analyses in this task may potentially need to examine competition between specific land uses from a financial feasibility perspective, implications for Petaluma's economy based on different growth patterns, and/or identification of likely development opportunity sites/areas based on development and redevelopment potential. The results of the findings will also be used to inform Strategic Economics' subsequent development of the Economic Development Element.

Task 5.3: Residential Development Feasibility Analysis

Strategic Economics will conduct a financial feasibility analysis to assess the potential for market rate residential development in Petaluma to support additional fees or community benefits contributions to the City of Petaluma. Strategic Economics will build static pro forma models that will test the financial feasibility of up to three residential prototype development projects, each representing different intensities of development. Raimi + Associates, in coordination with Strategic Economics and City staff, will create detailed development project prototypes representing recent and likely residential development projects in Petaluma. Based on these prototypes, Strategic Economics will estimate construction costs and attainable revenues. These estimates will incorporate the results of interviews with real estate professionals (developers, contractors, architects, etc.) with recent or current projects in Petaluma and nearby cities. Cost estimates of city permits and fees will be reviewed with Planning staff, including assumptions regarding housing impact fees, inclusionary housing in-lieu fees, and verification of specific inclusionary housing requirements.

The static financial models for the three residential prototypes will be used to compare costs and capitalized project revenues to test sensitivity of the prototypes' financial feasibility to imposition of additional fees or to support additional community benefits contributions, based on the fees' impacts on the prototypes' supportable residual land values. Strategic Economics will prepare a summary of findings of the analysis, and discuss the results and possible next steps with City staff in a conference call. As budget allows, Strategic Economics will continue working with City staff and the Raimi + Associates team to provide input on potential policy direction.

Strategic Economics will submit an administrative draft memorandum that will provide the City with the results of the feasibility analysis and a brief overview of potential options for obtaining and incentivizing community benefits contributions from the tested development project types. Strategic Economics will make any required edits or clarifications to the administrative draft memorandum report based on comments from City staff, and deliver a final memorandum.

Task 5.4: Team Working Meeting - Alternatives

After the initial research and identification of areas of change, key members of the Consultant Team will hold a multi-day (three or four days) working meeting in Petaluma to develop land use + transportation alternatives, meet with stakeholders, work with City staff to develop and resolve policy alternatives, and collaboratively develop conceptual ideas. (Note that this may need to take place online if required for public health reasons.) This workshop will also allow us to present the Consultant Team's mapping and data findings to City staff. This is an opportunity to discuss and even challenge R+A's findings. Note that not all Consultant Team members will be at working meeting for the entire time. Additionally, the working meeting may coincide with community engagement activities.

Task 5.5: Alternatives Development

For each of the identified change areas, R+A, with support from Strategic Economics (market and economic) and David Greensfelder (retail), will prepare up to three land use and urban design alternatives that vary in terms of land use, density or intensity, public space emphasis, and transportation. Each alternative will be illustrated through a series of graphics that present:

- **Land Use and Development.** A different mixture of uses, allowable maximum heights and densities, and total amount of new growth.
- **Building Design/Character.** An alternatives map with precedent photos of representative buildings, place types, and character.
- **Public Realm Character.** The general characteristics of streets and other public spaces.

The graphics that will be produced include land use maps and photos representing various land use categories.

Parallel with the land use alternatives, other members of the consultant team will explore alternatives to critical topics facing the community. These alternatives may be both physical and policy. Topics include:

- **Circulation.** Future roadway, transit, and active transportation networks such as new crossings over the Petaluma River (e.g., Rainier Extension, Caulfield Extension) or closing existing gaps in the multimodal transportation network (e.g., installing new sidewalks or multi-use paths to connect potential new development sites to transit)
- **Parks and Open Space.** This section will focus on ways to provide new and enhance existing parks, trails, and open spaces. It will include ideas for the locations of new facilities (presented as a series of open space network maps) and methods to fund new facilities.
- **Economic Development and Fiscal Health.** SE will examine alternative approaches to enhancing economic development to achieve other citywide goals.
- **Sea Level Rise/Adaptation.** Sherwood will work with the design team and the City of Petaluma to identify vulnerabilities, map assets, recognize unmet needs, recommend solutions and if needed position the City for funding. We will generate short-term and long-term actions, integrated into a comprehensive framework that can be effectively rolled out to the community - to become a blueprint for a resilient future.

This information will be summarized in an alternatives briefing book or PowerPoint presentation and will be accompanied by an online survey.

Task 5.6 Land Use Alternatives Analysis

R+A will prepare a “matrix-level” analysis of the alternatives. We will use UrbanFootprint to model the land use, transportation, and environmental impacts, and to compare and contrast the alternatives in terms of key targets and outcomes (which were defined in Task 4.4). Specific topics that will be addressed in the alternatives’ analysis include:

- Land use mix, including land use by type and intensity
- Amount of parks and open space generated
- Development in critical environmental areas such as areas subject to sea level rise and flooding
- Transportation impacts including VMT per capita
- GHG impacts including total GHG emissions and GHG per capita
- Energy use per household and per capita
- Access to destinations including parks, retail, and transit

Task 5.7: City Council and GPAC - Alternatives Review and Selection

R+A will meet with the City Council and GPAC to review and receive direction on land use and policy alternatives.

Task 5.8: Preferred Alternative

Through input from public workshops, City staff, and the GPAC and City Council (defined in and billed to Task 2), the alternatives will be vetted, discussed, and evaluated. At the end of this process, the preferred direction for each change area will have been refined. This finalized approach will present a clear picture of land use, open space, development intensity, and circulation for the continued evolution of each change area and the City.

Once the preferred alternative is identified, the R+A team will conduct a final analysis of the alternative in UrbanFootprint using the same metrics as described in Task 5.6. In addition, R+A will calculate full buildout and 20-year growth projections for the preferred alternative.

Fehr & Peers will identify potential improvements for the Mobility Element and update of the City's Transportation Impact Fee program.

Future VMT + LOS Analysis

Fehr & Peers will use the growth projections to prepare VMT per capita and/or VMT per service population forecasts using the SCTA regional travel demand model.

Fehr & Peers will develop future daily traffic forecasts at up to 15 roadway segments and 30 intersections in the study area for the final Preferred Land Use and Buildout Scenario ("Cumulative Plus Project") for informational purposes, and to identify potential improvements for the General Plan Mobility Element and an update of the City's Transportation Impact Fee program. The forecasts will be developed using the latest version of the SCTA travel demand model at the time of the commencement of the forecasting task and will be based on land use growth data by TAZ/model land use type provided by City staff for the Preferred Scenario.

Where existing counts are available, the forecasts will be adjusted to account for model error before being used in subsequent operations analysis. Roadway and intersection level of service analysis will be conducted for these segments, using LOS volume thresholds developed in consultation with City staff.

Public Utilities Analysis

Sherwood will analyze the infrastructure network and adaptation solutions to support the preferred alternative. The infrastructure assessment will consider existing infrastructure, future resiliency measures, adaptation considerations, and interaction with other evolving elements.

Opportunities for infrastructure advancements to meet these goals will be incorporated into the strategies presented.

Task 5.9: Fiscal Impact Analysis of Preferred Alternative

In order to assess the preferred land use alternatives' success in achieving the Petaluma community's goal of a "fiscally and organizationally sustainable City" and focal area of "City Fiscal Sustainability," Strategic Economics will estimate the fiscal impacts of the preferred land use alternative on the City's General Fund. Using a static fiscal impact model, the analysis will estimate the change in ongoing operating revenues and expenditures for the projected net growth in residential and non-residential land uses associated with each plan alternative. Revenues will include the property tax, sales tax, and other major sources to the General Fund. Costs will be estimated based on interviews with key City departments such as Police, Fire, Public Works, and Parks and Recreation, and with input from the City's Finance Director and/or City Manager. Based on this input, Strategic Economics will calculate the increase in General Fund expenditures for providing services to new residents and employees. Finally, Strategic Economics will identify the revenues and costs generated by the preferred alternative to determine whether the proposed land use changes would provide enough revenues to offset the increased costs to the City General Fund.

Task 5.10: Housing Finance Analysis

Strategic Economics will interview Housing staff and review relevant documents such as the new ABAG Regional Housing Needs Allocation (RHNA), new State legislation, the most recently updated Housing Element, analyses completed as part of the General Plan update effort for the new Housing Element, and other materials to understand the existing conditions for affordable housing development in Petaluma. Strategic Economics will summarize the key opportunities and constraints to affordable housing production in Petaluma by conducting the following tasks:

- Interview affordable housing developers in Petaluma and the North Bay region to identify barriers to affordable housing in Petaluma, including major financial and regulatory constraints to development.
- Evaluate local and countywide affordable housing funding availability in the form of housing impact fees, commercial linkage fees, in lieu fees, housing bonds, and other sources.
- Estimate the local funding gap for very low-, low-, and moderate-income units (tax credit housing) based on pro-formas from recently built affordable housing projects.
- Estimate the feasibility gap for market-rate developers to provide housing affordable housing to lower income households based on the results of previous feasibility analyses.
- Assess the potential for market-rate development to provide housing for moderate income and middle-income households without public subsidy.
- Consider the potential impact of state and local policy efforts related to affordable housing that might influence implementation and funding availability.

Based on these analyses, Strategic Economics (SE) will submit a report outlining the major opportunities and constraints to affordable housing development for a variety of income levels, and provide recommendations for facilitating more production.

Task 5 Deliverables

- *Land use/place type designations*
- *Memo on fiscal impacts of land use types (draft and final)*
- *Memo on financial feasibility of housing types (draft and final)*
- *Land use and design alternatives for areas of change and other policy topics*
- *Alternatives analysis briefing document or PPT*

- *PPT for GPAC and City Council meeting (draft and final)*
- *Preferred alternative summary memo or PPT with analysis of the preferred alternative*
- *Fiscal impact analysis of preferred alternative (draft and final)*
- *Housing finance analysis report (draft and final)*

Task 6: Policy Development

Task 6.1: Plan Outline

Based on the preferred alternative, R+A will work with the City to prepare a detailed outline of the General Plan. The General Plan will be organized in a way that is clear and easy for the public to understand, is logical for City staff and decisionmakers to use on a regular basis and is consistent with the Digital General Plan.

Task 6.2: Admin Draft Policy Frameworks

The R+A team will prepare a memorandum outlining the proposed General Plan goals, policies, and implementation actions for review by the community, GPAC, and decision-making bodies. The scope below describes each proposed General Plan Element by topic. However, the R+A team is open to and willing to discuss alternative organizations, such as the combining elements or creating new elements to address topics of concern to the public.

Land Use, Urban Design and Community Character: R+A will develop a policy framework for land use, which will include:

- Modifying land use designations and the land use map to reflect new market conditions, changes in land use and zoning, and potential for new growth in certain areas of change
- Developing a vision and revising policies and implementation actions for each sub-area
- Incorporating policies from approved recent plans where applicable
- Developing policies for preservation of existing single-family neighborhoods and encouraging the provision of “missing middle” housing types
- Integrating social equity, sustainability, and adaptation into land use

Mobility: Fehr & Peers will prepare the transportation policy framework. This will include:

- Modifying circulation system maps and Complete Streets diagrams
- Refined policies related to LOS and VMT
- Ensuring consistency with the City’s recent SB 743 implementation work to set VMT reduction targets that could also be used as CEQA impact significance thresholds
- Developing policies to address emerging transportation technology topics such as micromobility, transportation network companies, autonomous vehicles, and electric vehicles
- Considerations related to the Petaluma Municipal Airport
- Addressing TDM and parking concerns

Economic Development: Strategic Economics will prepare the economic development policy framework. In addition to core issues such as workforce development, business attraction and retention and fiscal stability, the policies will also address topics that are cross-cutting with the land use element. Examples include linking commercial growth with building and opportunity site supply, establishing a retail strategy that aligns productive use of retail sites and spaces with the evolution of the retail industry in general, and cultivating opportunities to encourage development and reuse of commercial and industrial properties in line with long-term trends in related industries.

Environmental Justice, Health and Equity: R+A will draft the social equity framework, including:

- Identifying disadvantaged neighborhoods or sub-areas for priority improvements and public facilities

- Developing policies that address health, economic development, education, and housing disparities
- Establishing policies that reduce environmental burden
- Creating strategies to address the underlying or root causes of inequities

Sustainability and Climate Change. R+A, Sherwood, and Rincon will develop an integrated policy framework for sustainability, greenhouse gas mitigation, carbon sequestration, and climate adaptation to sustain Petaluma in the long-term and align the City on a path towards resilience in order to thrive in this period of rapid climate change. Given the cross-cutting nature of these issues, there will be points of integration with other policy frameworks, including Land Use, Safety, Conservation, and Environmental Justice, among others. Topics that will be considered are:

- Greenhouse gas reduction actions and targets (from the CAAP in Task 11), including carbon-free energy, decarbonized buildings, zero waste, fossil-fuel free transportation, and carbon sequestration.
- Carbon sequestration, related to public land management, soil stewardship, and urban forestry
- Integration of ecological interventions in cooperation with multi-functional strategies
- Strategies to address sea level rise and areas of inland flooding
- Climate adaptation, creating complementary policies targeted at populations most susceptible to climate change impacts
- Green Infrastructure
- Green jobs and a just transition

Parks and Recreation: R+A will craft the parks and recreation policy framework, including:

- Funding for new parks and open spaces
- Park equity
- Provision of recreational programs
- Improvements to existing parks and open spaces

Public Facilities and Services: R+A and Sherwood will develop policies related to facilities and services. Topics that could be addressed are:

- Infrastructure for water, wastewater, stormwater and broadband
- Identification of new facility needs
- Schools
- Public building and public facilities
- Programs and social services

Natural Environment: Rincon will identify and evaluate strategies to:

- Enhance valued open space areas
- Identify and define strategies to improve water quality and stormwater management
- Protect sensitive species and habitats
- Address air quality in consideration of climate change, land use, transportation, and health

Safety: Using the Local Hazard Mitigation Plan as a starting point, Rincon will identify and evaluate strategies to:

- Address fire, seismic, flood, and seismic hazards and hazardous materials present in the City
- Consider how climate change could affect and potentially exacerbate the impacts associated with these hazards
- Flooding and risk management assessment

Noise: Rincon will describe and map noise sources and projected noise based on future conditions. These existing and future noise contour maps will be used to evaluate land use compatibility for both transportation and stationary noise sources and will identify areas subject

to significant noise in the future. Methods to attenuate noise to reduce potential noise exposure will be identified and incorporated into suitable policies.

Arts and Culture: The policy framework will encompass a clear set of policies, goals, and implementation strategies related to arts, culture, and the creative economy. In addition, CPG will identify potential arts and culture focused strategies that contribute to or integrate with other elements of the general plan and assist in developing policies for those elements.

These policies may include, but would not be limited to:

- Support and development of the creative economy
- Public and private partnerships and resources
- Cultural facilities and infrastructure development
- Arts and cultural education
- City arts and cultural programming
- Public art policy
- Funding for artists and arts nonprofits
- Marketing and cultural tourism

Historic and Cultural Resources: Page & Turnbull to develop policies related to historic resources. Topics may involve:

- Additional development of historic preservation program, such as updates to historic resources surveys or preparation of a City-wide Historic Context Statement
- Identification of potential additional historic districts
- Floor area ratio and other design standards that relate overall building size and bulk to site area for Downtown, the Oak Hill-Brewster Historic District, and “A” Street neighborhoods
- Design guidelines (or updated design guidelines) for individual historic resources and infill development adjacent to individual historic resources
- A strengthened evaluation and design review process for age-eligible (at least 50 years old) properties that may possess potential historic significance

Implementation Plan: All members of the R+A team will contribute to an implementation plan that identifies key actions from the General Plan and metrics to track progress over time.

- Identification of topic specific plans that need to be created or updated as a result of the General Plan
- Major physical improvements that need to occur to implement the General Plan vision
- Metrics to track progress
- Methodology to review and amend the General Plan over time

Task 6.3: Team Working Meetings

The R+A team will host a series of team working meetings to review the policy frameworks with city staff.

Task 6.4: Public Draft Policy Frameworks

After feedback and comment from city staff, the R+A team will review the policy frameworks for review by the GPAC and the public. Note: This information will serve as input to the Administrative Draft General Plan, rather than a revised version of the policy frameworks.

Task 6.5: City Council and GPAC - Policy Frameworks

R+A will meet with the City Council and GPAC to review and receive direction on policy frameworks.

Task 6 Deliverables

- *Plan outline – draft and final*
- *Administrative Draft Policy Frameworks for the above topics*
- *Public Draft Policy Frameworks*
- *PPT for GPAC and City Council meeting (draft and final)*

Task 7: Plan Development

Task 7.1: Layout + Design

R+A will prepare an updated layout and design for the General Plan document in InDesign and for the Digital General Plan. For the PDF version, R+A will develop sample page layouts for City staff to review. Based on the comments, we will revise the design for the General Plan. For the Digital General Plan, R+A will work closely with the City to define the content and structure for the site, including interactive content, such as maps, dashboards, and video.

Task 7.2: Administrative Draft General Plan

The R+A team will prepare an Administrative Draft General Plan based on the established vision, guiding principles, and policy frameworks. The R+A team will address all the requirements of State law, using the 2017 OPR General Plan Guidelines, and incorporating local priorities, such as social equity, economic development, and sustainability and adaptation, and ensuring the document is internally consistent. In addition to the policy framework Elements described in Task 6, we anticipate the General Plan will include an executive summary, introduction and plan overview, summary of engagement, and an implementation chapter. The following is a summary of the proposed elements in the General Plan.

- Introduction
- Engagement Summary
- Vision and Guiding Principles
- Land use, Urban Design and Community Character
- Mobility
- Economic Development and Fiscal Sustainability
- Environmental Justice, Health and Equity
- Climate Change, Sustainability, Adaptation and Sea Level Rise
- Parks and Recreation
- Public Facilities and Services
- Natural Environment
- Safety
- Noise
- Arts and Culture
- Historic and Cultural Resources
- Governance
- Implementation

Note that the Housing Element is described in a separate task.

Task 7.3: 2nd Administrative Draft General Plan

City staff will review the Administrative Draft General Plan and provide a single set of comments. The R+A team will address these comments and create a 2nd Draft for staff review.

Task 7.4: Screencheck Draft General Plan

City staff will review the 2nd Admin Draft General Plan and provide changes to the R+A team. These changes are expected to confirm and build on previous changes and shall not require a wholesale revision to the plan or entire sections. Once complete, the R+A team will prepare a Screencheck Draft General Plan.

Task 7.5: Public Draft General Plan

R+A will prepare a Public Draft of the General Plan based on comments provided by staff's review of the Screencheck Draft. We assume only minor, editorial, and formatting comments will be provided by staff's review of the Screencheck Draft. This version will be presented to the City Council concurrently with public review.

Task 7.6: General Plan Executive Summary

R+A will develop an approximately 20-page summary of the General Plan. This document will be designed and include text, maps and infographics. The intended purpose will be to enable citizens to understand the vision of the city without reading a detailed planning document.

Task 7 Deliverables

- *General Plan sample layout/design*
- *Administrative Draft General Plan (1st and 2nd drafts)*
- *Screencheck Draft General Plan*
- *Public Draft General Plan*
- *Executive Summary (draft and final)*

Task 8: CEQA

Based on review of the RFP and our experience preparing General Plan EIRs, we recommend the preparation of a Program EIR pursuant to CEQA Guidelines Section 15168. Although the legally required contents of a Program EIR are technically the same as those of a Project EIR, Program EIRs are by necessity more general and may contain a broader discussion of impacts, alternatives, and mitigation measures than a Project EIR. A Program EIR may be prepared on a series of actions that may be characterized as one large project. Use of a Program EIR provides the City with the opportunity to consider broad policy alternatives and program-wide mitigation measures and greater flexibility to address environmental issues and/or cumulative impacts on a comprehensive basis. Once a Program EIR has been certified, subsequent activities within the program may be evaluated to determine what, if any, additional CEQA documentation needs to be prepared. If the Program EIR addresses the General Plan's and Climate Action Plan's effects as specifically and comprehensively as possible, many subsequent activities could be found to be consistent with the Program EIR mitigation parameters and additional environmental documentation may not be required (CEQA Guidelines Section 15168(c)). The EIR will include analysis for both the General Plan and the CAAP, ensuring the CAAP is a "qualified GHG reduction plan" and allows for future streamlining benefits under 15183.5 of the CEQA Guidelines. In this case, the Program EIR serves a valuable purpose as the first-tier environmental analysis that will assist in streamlining and possibly exempting future projects from CEQA with the idea that the General Plan's Program EIR can be used for such exemptions when projects are consistent with the General Plan.

(Note: Per the RFP, the team will provide separate billing for the project-level analysis of housing element sites to conform with the LEAP grant.)

Task 8.1: CEQA Kickoff Meeting

Rincon will facilitate a work session with City staff on preparing the Program EIR and completing the adoption process. The session, often referred to as a CEQA kickoff meeting, will cover the following topics:

Evaluating Environmental Impacts

- Strategies for CEQA compliance
- Coordination of environmental document with general plan preparation
- Developing a reasonable range of alternatives
- Using new or revised polices as mitigation measures
- Incorporating analysis of the Housing Element

Completing the Process

- Agency consultation
- Public notice
- Hearings
- Adoption
- Final documents

The kickoff meeting will also allow the City/consultant team an opportunity to discuss the approach to the environmental evaluation and possible project alternatives. Community concerns that have surfaced to date will be discussed. We will also have an opportunity to confirm the cumulative impact analysis approach.

Task 8.2: Notice of Preparation

Rincon will work with City staff to develop a project description and will prepare a draft Notice of Preparation (NOP) for City staff to review. The NOP is intended to alert other public agencies about the undertaking, and to solicit their input on the scope of the study. Rincon will submit a final PDF copy of the NOP to City staff for posting on its website and for distribution to public agencies. It is assumed that the City will distribute the NOP using the City's NOP distribution list. Rincon will review and make suggestions regarding the list. Rincon will be responsible for filing the NOP with the State Clearinghouse/Office of Planning and Research.

Task 8.3: Scoping Meeting

Rincon will facilitate a public and agency scoping meeting associated with the release of the NOP. The Scoping Meeting will be held during the 30-day NOP period to introduce the community to the EIR process and obtain input on the EIR scope of work. It will include a brief presentation, followed by public comment and input from meeting attendees. Rincon will prepare a summary of all input gathered, which will be included in the Draft EIR along with any written public comments received during NOP comment period.

Task 8.4: Administrative Draft EIR

Rincon will prepare an Administrative Draft Program EIR (ADPEIR) in compliance with CEQA requirements using information gathered as part of the General Plan update effort and comments on the NOP, as well as information from other relevant CEQA documents completed by the City

in recent years. Rincon will be responsible for development of a legally adequate and appropriate Program EIR for the General Plan.

Rincon will prepare the ADPEIR based on the project description approved by City staff (completed after Task 8.2: NOP). The description of the environmental and regulatory setting for the General Plan will be based primarily on the data available online, the background reports prepared for the project (see Task 3), and information from other relevant CEQA documents completed by the City in recent years, any information received during the General Plan Update process, as well as information from recent City plans such as the City's Local Hazard Mitigation Plan, Bicycle/Pedestrian Master Plan, and Climate Emergency Action Framework. In addition to covering the entire General Plan, the ADPEIR will cover the Climate Emergency Action Framework and CAAP and include a project level analysis for identified Housing Element sites, to the extent feasible. Materials will be presented in a user-friendly format. Each topical section in the environmental analysis will be introduced with a brief statement of its context in the ADPEIR and the development of the General Plan. This effort may include interpretive information for the reader to better understand how the General Plan affects the environment, as well as the sources of data used in the analysis.

The setting for each topical section will describe existing conditions relevant to the topic and provide the groundwork for impact analysis. The number of impacts to be analyzed and the depth of analysis will be determined based on areas of concern identified by the Consultants and City staff, as well as responses to the NOP. Thresholds used to determine the significance of project impacts will be clearly stated and will include thresholds in the CEQA Guidelines, Appendix G, as well as existing regulatory standards, if applicable. Impacts will be identified and mitigation measures will be prepared to reduce significant impacts to a less-than-significant level, when feasible. For each potentially significant impact identified in the ADPEIR, Rincon will identify mitigation measures or policy statements proposed by the City as part of the General Plan Update to avoid or reduce identified impacts. Mitigation measures will be constructed as policy statements to facilitate incorporation into the final General Plan.

In order to prepare an ADPEIR that meets the needs of the City and regulatory requirements of the State, the ADPEIR will comprise the following sections:

Executive Summary

This section will provide a summary of the entire ADPEIR and include the following:

- A discussion of the project's objectives;
- A brief description of the proposed project;
- A summary of the environmental setting for the Planning Area;
- A summary of impacts;
- A summary of mitigation measures (mitigating policies);
- A discussion of alternatives considered; and
- Areas of controversy, and issues remaining to be resolved

Introduction

The ADPEIR will contain an introductory chapter that provides an overview of the project and context, summarizes CEQA requirements and the environmental review process, describes the legal purpose of the ADPEIR, outlines the environmental issues being addressed, and presents the organization of the report.

Project Description and Environmental Setting

These sections will contain the City's objectives for the General Plan and Climate Action and Adaptation Plan and a summary of the General Plan components, including the City's Housing

Element. It will also outline the Planning Area boundaries and summarize existing conditions and any new land uses proposed under the project. The information will be described in a mix of text, tabular, and graphic form (i.e., maps and diagrams).

Analysis, Impacts, and Mitigation Measures

The environmental analysis section will include four main components:

- Setting- description of current conditions with respect to the issue in question, including the existing regulatory environment
- Impact analysis- statement of significance thresholds and discussion of potentially significant effects of the proposed project
- Programmatic mitigation measures- methods by which significant effects can be reduced or eliminated, presented as General Plan policies to be introduced back into the plan
- Level of significance after mitigation- discussion of whether or not proposed mitigation measures reduce impacts to below the adopted significance threshold

Adverse impacts that meet or exceed significance thresholds will be considered significant. Additionally, all impacts will be characterized in terms of short- or long-term effects and presented in a logical discussion that the general public can understand. Any inconsistencies with local or regional plans will be discussed.

Issues to be analyzed in a programmatic framework will include:

- Aesthetics
- Agriculture/Forestry Resources
- Air Quality
- Biological Resources
- Cultural Resources
- Energy
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Mineral Resources
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation and Traffic
- Tribal Cultural Resources
- Utilities and Service Systems
- Wildfire
- All the mandatory CEQA sections including energy and growth inducement

Approaches to the impact analysis for the Program EIR will be discussed with City staff and will be consistent with the assumptions and methodologies used in recent EIRs in the City of Petaluma to the extent possible. In general, the impact analysis will focus on the issues present in the Planning Area and likely to be affected or impacted by the General Plan Update. Some issues, such as mineral resources may not require a detailed analysis relative to other issues because they do not occur in Petaluma or would be unaffected by the project.

TIA Report

Fehr & Peers will develop future daily traffic forecasts at up to 15 roadway segments and 30 intersections in the study area for the final Preferred Land Use and Buildout Scenario (“Cumulative Plus Project”) for informational purposes, and to identify potential improvements for the General Plan Transportation Element described in Task 1 and an update of the City’s Transportation Impact Fee program (see *Optional Transportation Task A* for more details). The forecasts will be developed using the latest version of the SCTA travel demand model at the time of the commencement of the forecasting task and will be based on land use growth data by TAZ/model land use type provided by City staff for the Preferred Scenario. Where existing counts are available, the forecasts will be adjusted to account for model error before being used in subsequent operations analysis. Roadway and intersection level of service analysis will be conducted for these segments, using LOS volume thresholds developed in consultation with City staff. Fehr & Peers will work with the project team to review significance criteria that will be used to evaluate the transportation system. It is anticipated that the alternatives analysis and setting of goals and policies will result in a land use and transportation plan that is self-mitigating to the extent feasible.

Vehicle miles of travel (VMT) metrics will also be prepared for existing conditions, the Preferred Scenario, and alternatives. Fehr & Peers will conduct a quantitative alternatives analysis of VMT and traffic volumes using the MainStreet software package and the SCTA travel demand model for up to three (3) alternatives. VMT and off-site traffic volumes generated by the land use and circulation alternative change area(s) will be estimated using the MainStreet tool. Roadway system traffic volumes generated by the up to three (3) land use and buildout alternatives will be forecast using the SCTA travel demand model, based on land use growth data by TAZ/model land use type provided by City staff for each alternative. Model outputs will be compared to determine each alternative’s performance relative to the other alternatives. Fehr & Peers will also analyze the transit, bicycle, and pedestrian impacts of the Preferred Scenario, and recommend mitigation measures to address potentially significant impacts of the General Plan. Results of this assessment will be summarized in the Transportation chapter of the EIR.

Fehr & Peers will document our data, analysis, and findings in the EIR transportation chapter or in a Transportation Impact Analysis (TIA) Report. F&P will prepare the following documentation:

- Administrative Draft Transportation EIR Chapter (or TIA Report)
- Draft Transportation EIR Chapter (or TIA Report)
- Final Transportation EIR Chapter (or TIA Report)

Alternatives Analysis

A range of alternatives will be considered in the ADPEIR. CEQA Guidelines require consideration of the “No Project” Alternative. For purposes of this Program EIR, the No Project Alternative would be a continuation of the existing General Plan without any updates or additions. In addition to the “No-Project” Alternative, Rincon will consider other alternatives (such as alternative land use scenarios) that will be developed during the General Plan Update. Evaluation of alternatives will be in less detail than that for the proposed project, though the analysis will provide decision-makers and the public adequate information to decide between alternatives. This section will also identify the “environmentally superior alternative.” If the “No Project” Alternative is determined to be environmentally superior, the ADPEIR will identify the environmentally superior alternative among the remaining scenarios.

Cumulative Impacts

The document will evaluate cumulative impacts based on planning documents for the Planning Area. The contribution of the proposed project to the overall cumulative impact will also be estimated and discussed.

Other CEQA Sections

The ADPEIR will provide, in addition to the sections discussed above, all other required CEQA sections, including areas of known controversy, growth inducement effects, and significant unavoidable impacts.

Task 8.5: Staff Review/Screen Check Draft EIR

Rincon will incorporate City input into the Administrative Draft EIR and provide City staff with digital versions of the ADPEIR in both Word and PDF formats. City staff will conduct one review of the ADPEIR and provide consolidated comments and edits. Rincon will incorporate appropriate revisions and prepare a Screen Check Draft Program EIR. The Screen Check version will be provided in digital format.

Task 8.6: Public Draft EIR

Once the City approves the Screen Check Draft Program EIR, Rincon will prepare the Draft EIR for public circulation. Rincon will produce print and digital copies of the Final Program EIR, including 10 hard copies. The Consultants will prepare and distribute the Draft Program EIR to the State Clearinghouse, including all required accompanying forms, such as the Notice of Completion (NOC), through the digital CEQASubmit platform. Rincon will also file the Notice of Availability (NOA) of the Draft Project EIR with the Sonoma County Clerk's office. It is assumed that City staff will distribute the NOA of the Draft Program EIR to responsible agencies, and interested agencies, organizations, and persons. It is also assumed that the City will be responsible for required newspaper ads and other public noticing of the document's availability, such as radius label mailing or onsite posting. As required by State law, the Draft Program EIR will require at least a 45- day public review period.

Task 8.7: Response to Comments

Within three weeks of receipt of all comment letters on the Draft Program EIR, Rincon will submit a draft Response to Comments to City staff for review. The Response to Comments document will include a list of commenters, comment letters, responses to comments, and any added or revised text of the Draft Program EIR that may be necessary. All responses will include reasoned analysis and, as necessary, will include additional analysis. The final version of the Response to Comments will be incorporated as an appendix to the Final Program EIR. The scope and budget assume a level of effort that would include 100 hours of staff time for this task. This assumes receipt of approximately 15-25 comment letters. If the number of comment letters and the effort to prepare responses is greater than anticipated, Rincon will notify City staff immediately and discuss options to amend our scope of work and budget as necessary. Following receipt of City staff comments, Rincon will finalize the Response to Comments.

Task 8.8 Mitigation Monitoring and Reporting Program

Concurrent with the Response to Comments, Rincon will prepare a Mitigation Monitoring and Reporting Plan (MMRP), which will be included in the Final Program EIR. The MMRP will be

provided in a format designed for use by planners, environmental monitors, or code enforcement officers. Essentially, this plan will take the form of a detailed table that describes:

- Persons/agencies responsible for monitoring compliance with each condition
- Timing when monitoring must occur
- Frequency of monitoring
- Criteria to be used to determine compliance with conditions

The final version of the MMRP will be incorporated as an appendix to the Final Program EIR.

Task 8.9: Final Program EIR

The Final Program EIR will be completed after the review period has closed and all comments submitted during that period have been received. The Final Program EIR will include corrections to the Draft Program EIR (if warranted), comments received, and responses (Task 7) as well as the MMRP (Task 8). Rincon will prepare a Screen Check Final Program EIR for City staff review and confirmation followed by a Final Program EIR after incorporating comments from City staff. Rincon will produce print and digital copies of the Final Program EIR, including 10 hard copies. Within one day of Final Program EIR certification and project approval, Rincon will submit the draft Notice of Determination (NOD) to City staff for delivery to the County Clerk and/or State Clearinghouse.

Task 8 Deliverables

- *Draft and final Notice of Preparation via digital format and submittal of copies of the NOP with the State Clearinghouse*
- *Scoping Meeting materials (e.g., agenda, presentation, summary memo)*
- *ADPEIR (digital files)*
- *Screen Check Draft Program EIR (digital files)*
- *Draft Program EIR (10 hard copies and 10 CD copies sent to the City and NOA submitted to the County Clerk)*
- *Response to Comments (digital files)*
- *Mitigation, Monitoring, and Reporting Program (digital files)*
- *Final Program EIR (10 hard copies and 10 CD copies to the City)*
- *Notice of Determination (digital files)*

Task 9: Review and Adoption

Task 9.1: Online Comment Form

R+A will prepare an online comment form that allows the public to provide comments on the Public Draft General Plan. This form will allow staff to easily review and sort public comments.

Task 9.2: Comments Matrix / Track-Changed Public Draft General Plan

R+A will create a comments matrix to track all the comments received on the General Plan. City staff will review the comments and provide a brief statement of how each will be addressed in the final General Plan. Note that City staff will lead this task to ensure that City staff understands all of the content in the final General Plan.

Task 9.3: City Council Hearings

The team will attend up to four meetings/hearings with the City Council to review the Draft General Plan and the EIR. At the conclusion of the hearings, the City Council will determine whether to certify the Final EIR and whether to adopt/approve the General Plan update. R+A will

prepare a brief PowerPoint presentation summarizing the General Plan. Staff will prepare the staff report, which will be reviewed by the R+A team.

Task 9.4: Final General Plan

Based on final direction/comments from the City Council during the hearing process, R+A will prepare a Final General Plan that reflects all of the changes approved by the City Council. The scope assumes only minor, editorial changes will be needed to finalize the document. Our team will prepare and transfer all relevant materials to the City.

Task 9.5: Metrics and Evaluation Plan

During the development of the General Plan, R+A will craft an evaluation plan that will support its successful implementation. The Evaluation Plan will: 1) identify a timeframe and methodology to regularly review and update the General Plan; 2) describe how the metrics should be used to track plan progress; 3) identify on-going methods and timing of community engagement to ensure that the public stays involved with the General Plan and has ownership of the document.

Task 9.6: Digital General Plan

The project website will evolve into the long-term digital home for the General Plan. Citizens will be able to browse by topic area, performance indicators, as well as search for key terms across the entire website.

We develop digital General Plans with the idea that there will be multiple entry points for the website, not just the home page. For example, if someone searches for "Sea Level Rise," they will find the specific page dedicated to that topic. Therefore, on every page it's important to orient the user to the General Plan project, why it matters, and how to get involved.

We will also include interactive maps and data visualizations that help the City of Petaluma communicate complicated issues using data, maps, and pictures.

Task 9 Deliverables

- *Online Comment Form*
- *Completed Comments Matrix*
- *Council Meetings/Hearings (x4)*
- *Final General Plan*
- *Evaluation Plan*
- *Digital General Plan (draft and final)*

Task 10: Housing Element

Task 10.1: Evaluation of Current Housing Element

The Housing Element will include an evaluation of the effectiveness and continued appropriateness of the housing programs contained in the City's current adopted Housing Element. This review will take into consideration the market conditions and funding environment. VTA will review the City's Housing Element Annual Progress Reports and supplement with recent efforts not yet reported to HCD.

Task 10.2: Demographic and Housing Needs Assessment

VTA will prepare a complete housing assessment and needs analysis consistent with State Housing Element law and HCD's Completeness Review Checklist, using the most recent data as available.

VTA will also introduce a new section to address access to opportunities as required by the new State law on Affirmatively Furthering Fair Housing (AFFH) (AB 686). AB 686 requires that a jurisdiction assess its fair housing conditions, with emphasis on equal access to opportunities and resources. The Housing Element can incorporate analysis and findings of an updated Analysis of Impediments to Fair Housing Choice (AI) or an Assessment of Fair Housing (AFH), if available. The City of Petaluma last updated its AI in 2012 as part of a regional effort with the County of Sonoma and City of Santa Rosa. This AI would not meet the requirements of AB 686. While HUD has repealed the AFFH Rule, the data compiled in the AFFH Tool is currently still available. VTA will access the HUD data, discuss current fair housing trends and records with the City's fair housing service provider, and review TCAC Opportunity Mapping and CalEnviroScreen for updated information.

Task 10.3: Housing Constraints

Significant changes have been made to the State housing laws since the 5th cycle update. VTA will review the City's current Housing Element, Zoning Ordinance, and General Plan to identify potential governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints, NIMBYism, shortage of labor, etc. Also, recent changes to special needs housing, such as Supportive Housing (AB 2162), Low Barrier Navigation Center (AB 101), Emergency Shelters (AB 139), and Accessory Dwelling Units, etc. will be incorporated into the analysis.

In addition, this task needs to be coordinated with the overall General Plan Update to incorporate any proposed changes to land use designations, development standards, and development review procedures.

Task 10.4: Housing Resources and Opportunities

The Housing Element must include an inventory of vacant and underutilized sites available for residential development in meeting the City's RHNA for the sixth cycle. The exact magnitude of the RHNA is unknown at this time, especially in light of recent studies by the Embarcadero Institute and Freddie Mac, which challenge the State Department of Housing and Community Development (HCD)'s methodology in estimating statewide housing needs. Nonetheless, the City's 6th cycle RHNA is anticipated to be larger than in the 5th cycle for several reasons:

- Statewide growth forecast reflects a significant increase in housing needs;
- New State law to address existing overcrowding and cost burden;
- Limited credits for existing vacancy and foreclosures; and
- Historical growth trend no longer a consideration when assigning RHNA.

The 6th cycle Housing Element must be adopted by January 31, 2023 (with a 120-day grace period) to avoid the requirement for a midterm review and to remain eligible for State housing funds. We understand the City intends to complete the General Plan update by December 2022, meeting the Housing Element statutory deadline. Identifying adequate sites for the RHNA will be coordinated with the overall General Plan Update to reflect changes in land use policies. The adequate sites analysis will be assessed using the Preferred Land Use Alternative. Requirements of AB 1397 (Adequate Housing Element Sites) and SB 166 (No Net Loss) will impact the City's

sites strategy for the RHNA, focusing on realistic development potential in the short term (eight years).

The State Affirmatively Furthering Fair Housing (AFFH) (AB 686) requirements also have an implication on the City's land use policy in general and RHNA sites specifically. The main theme of AFFH is the de-concentration of poverty and the location of future housing (especially lower income housing) in areas with access to resources and opportunities.

Task 10.5: Housing Element - Administrative Draft

Based upon the analyses and research conducted in Tasks 10.1 through 6.4, VTA will update the Housing Element for Petaluma. The updated Housing Element will include all required components under State law, along with relevant appendices. For each program included in the Housing Element, VTA will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c).

Task 10.6: Housing Element - Screencheck Draft

VTA will prepare a Screencheck Draft Housing Element, incorporating staff comments.

Task 10.7: Housing Element - Public Draft

A Public Draft Housing Element will be prepared for presentation before the City Council, prior to submitting the Element for HCD Review.

Task 10.8: City Council Study Session

VTA will conduct one study session on the Draft Housing Element. VTA will prepare the PowerPoint presentation, summarizing key components of the Housing Element, and major changes compared to the 5th cycle Housing Element.

Task 10.9: HCD Review

Typically, HCD has 60 days to review the draft Housing Element. VTA will serve as the City's representative and liaison to HCD during the review. VTA will be the primary contact for HCD and communicate with HCD staff as necessary to answer any questions about the document and resolve any issues.

Task 10.10: Final Housing Element

Upon completion of HCD review, VTA will finalize the Housing Element for adoption. VTA's scope and budget includes attending one City Council hearing for the adoption of the Housing Element.

Task 10.11: Housing Element Public Engagement

Housing Element law requires outreach to low- and moderate-income persons and special needs populations. In addition, housing is a critical topic for the community. Therefore, additional outreach activities to augment the General Plan outreach program are listed below. This scope includes a budget to conduct specific outreach activities that target on soliciting input from the target populations and to discuss housing-related topics with the community throughout the

process The following are housing element related tasks for the General Plan update. These are in addition to the engagement tasks described in Task 2.

- **Community Workshop: Housing Element 101.** R+A and VTA will prepare an informational workshop on housing elements and lead an interactive session on housing issues and needs in the community. This workshop is assumed to be virtual.
- **Community Workshop: Draft Housing Element Review.** This workshop will be a review of the draft housing element. It will include a presentation and group discussion on the specific goals and policies in the element. This workshop is assumed to be in person.
- **Housing Developer Focus Group.** R+A and VTA will organize a (virtual) focus group with local housing developers to understand constraints to development.
- **Planning Commission updates (2x).** At two times during the update process, VTA will attend Planning Commission meetings to provide updates on the process and ask critical policy questions that will guide the development of the element. The meetings are assumed to be virtual.

Task 10 Deliverables

- *Evaluation of current General Plan*
- *Demographic and Housing Needs Assessment*
- *Housing Constraints memo*
- *Housing Resources and Opportunities*
- *Housing Element – Admin Draft*
- *Housing Element –Screencheck Draft*
- *Housing Element –Public Draft*
- *Planning Commission Study Session*
- *HCD Review*
- *Housing Element – Final*

Task 11: Climate Action and Adaptation Plan (CAAP)

Task 11.1: Greenhouse Gas Inventory

R+A will prepare a community-wide greenhouse gas inventory for all sectors, including on-road transportation, building energy use, solid waste, off-road transportation, and water and wastewater. R+A will develop the emissions inventory the most recent year for which emissions activity data is available, likely 2018 or 2019. R+A will use methods consistent with current best practices, including the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions, the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, the Local Government Operations Protocol, consistent with the existing 2010 and 2015 inventories. In collaboration with the City, R+A will work directly with the utilities and other outside agencies serving the City to collect the activity needed to estimate emissions on a community-wide basis.

As part of the inventory, R+A will develop greenhouse gas emissions forecasts for the key regulatory years of 2020, 2030, 2040, and 2045. Greenhouse gas reduction targets will align with state goals as expressed in AB 32, SB 32, and Petaluma’s Climate Emergency target (carbon neutral by 2030).

R+A will compile results and methodologies into a draft greenhouse gas emissions inventory report. Following review by the City, R+A will complete a final GHG Inventory Report.

As part of the greenhouse gas emissions inventory report, R+A will consolidate existing policies and strategies into a single document, organized by topic. This assessment will help Petaluma develop a strong basis for understanding the existing policy framework for sustainability and

climate action and will help identify new policies and actions to incorporate into the General Plan and Climate Action and Adaptation Plan.

Task 11.2: Greenhouse Gas Reduction Analysis

As part of this effort, the R+A team will build on the City’s Climate Emergency Action Framework testing specific strategies and actions to eliminate greenhouse gas emissions from direct emissions, while also lowering consumptive-based or indirect emissions. Using our internally developed Emissions Reduction Intensity Calculator, R+A will assess a range of measures for eliminating community emissions through 2030. To identify the measures, the R+A team will integrate strategies and actions from relevant existing City plans, programs, and policies related to carbon-free energy, decarbonized buildings, zero waste, fossil-fuel free transportation, and carbon sequestration.

Proven strategies for greenhouse gas emissions elimination will come from many sources, including the Carbon Neutral Cities Alliance, C40 CURB tool, and the Carbon-Free City Handbook, as well as our experiences developing CAAPs designed to achieve deep greenhouse gas reductions like San Luis Obispo Climate Action Plan for Community Recovery (carbon neutrality by 2035). We will consider programs and policies that are both wholly within the City and those that are regional in nature, and that would require collaboration with other jurisdictions and regional organizations.

Emission elimination and reduction strategies will be supported by a robust framework to sequester carbon. Working closely with the City, we will document extent of the carbon capture potential of the City’s public rights of way and open spaces. R+A will review plans in place to protect or expand the urban forest, in order to maintain the standing stock of sequestered carbon. R+A will draw from best practices identified US Department of Forestry and Agriculture and the State of California, including COMET Planner, CalLand, and TerraCount.

R+A will estimate the greenhouse gas reductions associated with the implementation of each measure and assess the ability of the CAAP to achieve the City’s reduction targets. R+A will also identify potential co-benefits such as the impact on air quality, water quality, public health, economic development, employment opportunities, reduced urban heat island, and improved pedestrian and cyclist safety.

Task 11.3: Climate Action and Adaptation Plan Equity Assessment

R+A will work closely with the City of Petaluma and, if appropriate, key community partners (e.g., Climate Action Campaign) to assess equity considerations in the pathway to carbon neutrality. This assessment will include a series of criteria to evaluate Climate Action and Adaptation Plan strategies and actions related to the overall equity goals. This assessment may focus on considerations, such as engagement and empowerment, local capacity building and collaborative partnerships, transformative actions, accessibility and distribution of benefits, and burdens of climate action or inaction.

Task 11.4: Climate Action & Adaptation Plan (CAAP)

Part I: Plan Scoping

Given the strong community interest in the Climate Emergency Resolution and the desire to eliminate emissions as quickly as possible, the Climate Action & Adaptation Plan should strike a balance between being a technical document that is used on a day-to-day basis by City staff and elected and appointed officials to guide decision-making, and a visionary document used by the

general public to understand the long-term vision and direction of a community. Through a series of discussions with the City, the Petaluma Climate Action Campaign, and other stakeholders, R+A will facilitate a design and decision-making process to scope the Climate Action Plan. Key questions include:

- How does the document help elevate climate issues as the highest City priority?
- How can the Climate Action and Adaptation Plan empower residents and businesses to take action and help reduce direct and indirect emissions?
- Is it a living document? If so, what content changes do you anticipate over time? Who will make those changes?
- What are the most critical components of the Climate Action and Adaptation Plan (e.g., inventories, mitigation strategies, etc.)?

Once we narrow down these issues, we can define the format of the document, including whether the CAAP is web-based, print, or a combination of both.

Part II: Plan Preparation

Building on the greenhouse gas inventory, community engagement, greenhouse gas reduction analysis, and equity assessment, R+A will prepare the CAAP for the City. In any format, special attention will be paid to the design of the CAAP. While data-driven, the CAAP will use good practices in information design to be accessible and understandable to the widest array of users. R+A will work with City staff to ensure the CAAP is usable and accessible by all.

As determined in the scoping, the Climate Action and Adaptation Plan may include, but is not limited to:

- The vision for climate action.
- Quantitative goals and tracking metrics.
- Recent accomplishments and implementation actions related to climate and sustainability efforts.
- Resident or businesses to programs and actions that reduce greenhouse gas emissions and increase community resiliency.
- Connections from the Climate Action and Adaptation Plan to broader City policy goals related to community health, housing, mobility, or parks and open space

R+A will prepare three versions of the Climate Action Plan, including an Administrative Draft, Public Draft, and Final Climate Action Plans. The City should review each version of the Climate Action and Adaptation Plan and provide one consolidated set of comments on each draft.

Task 11.5: Climate Action & Adaptation Plan Engagement

R+A will update a parallel engagement process as part of the development of the CAAP. The following are the engagement tasks.

- **Engagement Plan.** As part of the Community Engagement Plan, R+A will work with the City to define a specific engagement approach for the CAAP. It will include a clear one-page schedule that communicates the sequencing of engagement activities around the CAAP.
- **Stakeholder Meetings.** R+A will (virtually) meet with 6 stakeholders at the beginning of the process.
- **Climate Action Commission (8x).** R+A will attend 4 meetings with the Climate Action Commission (CAC) to develop and review the CAAP. The meetings will include brief presentations and discussion questions. In addition, the R+A team will meet with the CAC to discuss major work products of the Discovery, Visioning, Alternatives, and Policy Development tasks.
- **Community Workshops (2x).** R+A will organize and facilitate 2 public workshops on the development of the CAAP. The first will be on existing conditions and preliminary strategies. The second will be on the proposed actions that may be included in the CAAP.

Task 12: Project Management and Meetings

Task 12.1: Status Meetings and Other Project Management Meetings

R+A will schedule regular virtual and in-person meetings with staff to discuss the status of the project and coordinate project activities. We will also provide monthly status reports on the project. This task also covers “informal” communication via email and phone, up to the maximum budget.

Task 12.2: Project Work Plan Development and Updates

R+A will develop a project work plan broken out by scope task that specifies lead and supporting team members, key work elements, major deliverables, due dates, required City actions, and task status. The work plan will be a living document, updated throughout the General Plan update process.

Task 12.3: Coordination with Departments and Outside Agencies

R+A team members will coordinate with outside agencies deemed pertinent to the General Plan update and EIR. The R+A team will also meet with individual departments, formally and informally, to discuss the General Plan throughout the process. No specific content will be prepared for each meeting. R+A will prepare an agenda for each meeting; City staff will be responsible for logistics. Up to fifteen approximately one-hour meetings and phone calls are anticipated.

Meeting Matrix

The following is a list of types of meetings that will occur during the General Plan and the attendance assumptions for each team member.

Task #: Meeting Type	Raimi + Associates	Plan to Place	Rincon	Strategic Economics	Greensfelder Real Estate	Fehr & Peers	Sherwood	CPG	Page and Turnbull	VTA
Project kick-off meeting (1)	1	1	1	1	1	1	1	1	1	1
GPAC meetings (20)	20	10	4	4	1	2	3	2	2	3
Stakeholder interviews (up to 25)	20	5		5	3					
Community workshops (6)	6	6	2	2		2	2	1		1
Educational Forums (4)	4	4		1	1	1	1			1
Pop-up events (8)	4	8								
Sub-Area meetings (8)	8	8								
Committees and Commissions	6					4		2	2	
CC and PC study sessions	10			1		1	1			1
Housing Element Community Workshops	2									2
Developer Focus Group	1									1
PC meetings for Housing Element										2
CAAP Workshops	2									
Meetings with Climate Action Commission	8									
CAAP Stakeholder Interviews	6									
Team working meeting – Existing Conditions	1		1	1	1	1	1	1	1	1
Team Working Meeting - Alternatives	1		1	1		1	1			

Team Working Meeting – Policy Development	1		1	1	1	1	1	1	1	1
Public scoping meeting (1)			1							
Hearings (4)	4		4							

Proposal Assumptions

The following is a list of assumptions for the General Plan update.

- All Housing Element-related tasks will be billed as a separate task or series of tasks for the City’s LEAP Grant accounting
- At the conclusion of each major task/phase, R+A will provide the City with native files for all deliverables, including packaged InDesign files, packaged Illustrator files, and others as relevant. GIS files may be provided singly at the City’s request, or at the conclusion of the project.
- The level of effort for each task is limited to the general number of hours for each task listed in the budget spreadsheet. R+A team members may reallocate hours between tasks if individual tasks are completed in less time than anticipated.
- Billing will be provided on a time and materials basis.
- All data and information provided by the City will be assumed to be correct and up to date. The consultant team is not responsible for out-of-date or inaccurate information.
- All studies that the team will prepare are identified in the scope of work. Any studies, tasks, deliverables or reports not specifically identified are assumed to be not included.
- City review time for workshop materials and meeting materials will be approximately one week. City review of major products will be between two and four weeks, depending on the product and other responsible of City staff. All comments will be provided as a single set of non-conflicting and actionable comments.
- City comments on the Administrative Draft General Plan and EIR are provided in one consolidated set of comments and will not require new analysis or technical studies.
- City comments on the Screencheck Draft General Plan and EIR will be focused on typographical errors, formatting, and other minor edits only.
- The City shall provide data in GIS format, including but not limited to existing land use, existing general plan land use designation, existing zoning districts, county assessor information, number of units per parcel, non-residential square footage per parcel, street centerlines, parks, public facilities, transit routes, pipeline development projects, infrastructure trunk lines and other existing built environment information that may be necessary during the General Plan update process. Additional data layers will be identified during Task 1.2.
- City staff will serve as partners to the consultant team in the update process and will be responsible for, at minimum, the following activities:
 - Writing staff reports for City Council, Planning Commission and other board and commission meetings.
 - Logistics of all meetings
 - Costs of meeting facilities and supplemental costs of meetings and workshops, including but not limited to, food, childcare, high-cost supplies, printing 8.5x11” or 11x17” workshop materials, not including large format plots and posters
 - Printing copies of documents (the team will provide electronic versions and City staff will be responsible for printing) documents and reports.

- Assisting with outreach to inform the community about General Plan events. This includes public notices, notices in newspapers, distributing meeting notices in public buildings, mailings, etc.
- Timely response to consultant team questions.
- Timely review of documents and materials prepared by the consultant team.
- Leading the effort to track and respond to public comments on the Public Draft General Plan
- Assisting with facilitation of small group activities for GPAC meetings and workshops.
- Leading additional engagement efforts not identified in the scope of work, including more informal communication with residents and other stakeholders.
- Hosting the project website and updating content (with information provided by the R+A team).
- Other tasks as agreed to during the process.
- The assumptions for the EIR preparation are as follows:
 - City staff will be responsible for local noticing and distribution of public documents.
 - This price is based upon completion of the work within the proposed schedule. If delays occur, an amendment of the price would be warranted to accommodate additional project management and other costs, and to reflect adjustments for updated billing rates.
 - The CEQA Lead, Rincon, will be the primary representative at the project meeting and public hearing.
 - Printing costs are based on the method of printing and binding proposed, numbers of copies proposed as work products, and estimated page lengths. Document printing costs are estimated and will be finalized at the time of printing. We have provided cost estimates for 10 printed copies and 10 CD copies each for the ADEIR and FEIR. On further clarification of the documents (paper and/or digital CD) that the applicant team or City staff will need during the preparation effort, Rincon will specifically identify a detailed reproduction work plan with more specific costs.