



CITY OF SACRAMENTO

2

DEPARTMENT OF PLANNING AND DEVELOPMENT
1231 "I" Street Sacramento, Ca. 95814

Administration
Room 300 449-5571
Building Inspections
Room 200 449-5716
Planning
Room 200 449-5604

December 28, 1989

Budget and Finance/Transportation
and Community Development Committees
Sacramento, California

Honorable Members in Session:

Subject: SOUTHERN PACIFIC RAILYARDS MASTER PLAN (M89-042)

Summary

At the July 25, 1989 City Council meeting, the Council approved the work program for the Southern Pacific Railyards Master Plan. This report will introduce the consultant team chosen to develop the master plan for the 240± acre Southern Pacific Railyards site, will provide a review of the work program, including the public participation component, for the master plan process, and will outline the budget and financial plan for the program. The report also recommends that a contract be authorized with EIP Associates for \$237,390 to prepare the EIR for this project.

Background Information

Master Plan Consultant Team Selection

At the July 25, 1989 City Council meeting the Council endorsed a work program for the Southern Pacific Railyards master plan. After reviewing statements of qualifications from 34 different consultant teams from throughout the United States, seven consultant teams were invited to submit Requests for Proposals (RFPs) on the project and respond to the master plan work program. Of those seven teams, three teams were asked to make a formal presentation to the consultant selection panel on October 15, 1989. On the basis of their submitted work product and this interview the consultant selection panel chose the consultant team headed by ROMA Design Group of San Francisco to prepare the master plan for the 240± acre railyards site. A brief written description of the individual members of the master plan consultant team and an organization chart are attached as Exhibit B.

Master Plan Work Program

During the months of November and December ROMA Design Group met regularly with the staff of the Planning and Development Department, Southern Pacific Transportation Company and the local development team to refine and finalize the work program for the master plan process. On December 19, 1989 the local development team (AKT Developments, River West Developments and SKK Developments) and Southern Pacific Transportation Company mutually agreed to terminate the sale of the southern 37± acres of the site to the local development team. Planning staff has met with Southern Pacific representatives and they wish to proceed with the work program which has been developed over the past two months. This work program is attached as Exhibit D. As before, the work program consists of seven major tasks. Under each task is a series of specific subtasks required to be accomplished during that particular study phase. Written documents will be produced by the consultant team upon completion of key phases of the study. The major study tasks and required work products are summarized as follows:

- TASK 1: Establish ongoing coordination and public participation processes to encourage a strong working relationship with the community and public agencies for project coordination, review and comment.
- TASK 2: Analyze existing conditions, including existing market condition and existing plans, and prepare a preliminary findings report on each subject.
- WORK PRODUCT: Background and Preliminary Finding Report.
- TASK 3: Formulate principles, objectives, and criteria for development of the master plan for the 240± acre site and the 37± acre site.
- WORK PRODUCT: Principles, Objectives and Criteria Report.
- TASK 4: Select conceptual alternatives for public review and consideration.
- WORK PRODUCT: Alternative Visions Report.

TASK 5: Prepare draft plan for comment, evaluation, and analysis, and prepare proposed master plan.

WORK PRODUCT: Draft Master Plan, Proposed Master Plan.

TASK 6: Prepare other documents as necessary for public review of plan and environmental document.

WORK PRODUCT: Assist City staff in preparation of proposed amendments to any applicable plans and the Zoning Ordinance.

TASK 7: Coordinate EIR

Community Participation/Outreach Program

A major component of the work program is Task 1, the Community Participation/Outreach Program which will occur throughout the 15 month planning process. The work program specifies three sub-components to this task: Planning team interviews, community workshops and publicity outreach.

Planning Team Interviews

The Planning Team will conduct interviews during the initial phase (Task 1) and the evaluation of alternatives phase (Task 4) of the study. One-on-one interviews or small group meetings with decision-making bodies will be scheduled. These include the City Council, Board of Supervisors, City Planning Commission, Redevelopment Commission, Design Review/Preservation Board, and Regional Transit Board. Interviews with community, environmental, business, and professional groups will also occur. The purpose of these interviews is to identify the ideas and concerns of key decision makers in the community regarding the railyards site.

Community Workshops

A series of five community workshops will be undertaken at key points during the planning process. The public-at-large will be invited to these workshops and they will be held at a location large enough to accommodate a sizable group. Tentative plans include the use of the Southern Pacific depot for the workshops.

The objective of these workshops is to involve the community in the planning process. The early workshops will be devoted to discussion of issues and objectives, opportunities and constraints and development of alternative "visions" for the site.

The workshops will include slide presentations, drawings, models and other graphic materials; brain-storming sessions or charettes; and opportunities for the public to interact with the planning/design team. The later workshops will involve the evaluation of the alternatives, and public review and comment on the draft plan.

Publicity Outreach

The consultant team proposes a variety of community outreach programs to inform the public-at-large of the progress of the master plan. This includes media coverage and presentations to community, environmental, business and professional groups. A detailed three-dimensional scale model of the development plan, colored renderings and other graphic materials will be displayed at high traffic location (such as shopping centers) during the latter phase of the study.

In addition to these components, presentations will be made to the City Council, Planning Commission and Redevelopment Commission at the key milestones of the project following each of the five scheduled community workshops. These presentations will be aimed at informing the council members and commissioners of the status of work on the project and framing the issues to facilitate decisions. The consultants will also be meeting with the Management Committee (comprised of a representative from Planning and Development Department, SHRA and Southern Pacific) throughout the planning process. A decision-making framework diagram is attached as Exhibit A-1. Exhibit A-2 further describes the general roles and responsibilities of the Management Committee and administrative and technical support staff in the administration of the consultant work program.

The work program outlines a 15 month planning process beginning in February of 1990 with plan adoption and EIR certification anticipated in April of 1991. The finalized project schedule is attached as Exhibit C.

Planning Commission/Housing and Redevelopment Commission Meeting

On January 8, 1990 Planning staff will present the consultant team and the proposed work program for the master plan to a joint meeting of the Planning Commission and Housing and Redevelopment Commission as an information item. Any comments made by the joint commission will be presented to the Council at its January 9th meeting.

EIR

The environmental consultant and the master plan consultant team will coordinate respective work efforts to assure consistency between the master plan and environmental documents.

The Environmental Services Division has completed the review of proposals for preparation of the EIR for the Southern Pacific Railyards site and has identified a qualified consultant. The environmental consultant will be selected by and be under a separate contract with the City for the preparation of the EIR.

Nine proposals were reviewed after a Request for Qualifications was sent to potential consultants. From these proposals, 3 Request for Proposal (RFPs) were received.

<u>Consultant</u>	<u>Proposal Cost</u>
ERC	\$388,366
ESA	257,632
EIP	205,090

These firms were interviewed by a selection panel consisting of the Planning Director, the Project Manager (Planning staff member), a member of the Current Planning staff and the Principal Planner of the Environmental Services Division.

The committee recommends that the City execute a contract for preparation of the EIR with EIP Associates which provided the lowest cost proposal. This firm has prepared previous environmental documents on similar projects and has experience working on large multi-disciplinary master plan/EIR teams.

EIP Associates has a local Sacramento office and have prepared several EIRs for the City of Sacramento. The firm is very familiar with local issues.

Financial Information

Master Plan

At the time that the Southern Pacific Railyards project was started, City Council understood that the Planning Department would not be able to support the project with the existing staff levels. Council requested a report back concurrent with this status report as to how the Department would handle their contribution to the project. The effective completion of the plan will require upgrades for two planning positions and the addition of one Planner, one Typist Clerk and the equivalent of 1 half-time transportation Engineer (either in the form of limited term staff or consultant) for an eighteen month period. This project will require additional appropriations as identified below:

EXPENDITURES			
<u>Expense</u>	<u>1989-90</u>	<u>1990-91</u>	<u>Total</u>
Salaries	\$47,504	\$ 86,097	\$133,601
Consultant Svc.	20,000	20,000	40,000
Service & Supp.	2,476	1,248	3,724
Equipment	5,000	---	5,000
Total	\$74,980	\$107,345	\$182,325

The total city cost of the project (including Supervisory and Management time and indirect cost) is expected to be \$374,400. The property owners have agreed to pay 100% of the City's direct costs. The first payment of \$62,400 was made on July 1, 1989 and subsequent payments of the same amount will be made in January and July 1990. The revenue generated by these payments will offset the additional appropriations identified above. Supervisory and management costs and indirect cost will be the Department's contribution to the project.

Since this project is not a formerly submitted development project, the property owners will handle the necessary consultant contracts. The property owners have also agreed

to fund limited specialized services which may have to be obtained by the City. If needed, these contracts will be paid against deposits by the property owners and will not require additional appropriations. The property owners have set aside an additional \$50,000 for these potential expenses. When the project application is formally submitted to the City, City Council policy requires full property owner payment for application processing, technical plan development, and monitoring costs. These expenses are not projected in this report and will require subsequent reports to the Council.

EIR

The Consultant cost to prepare the EIR is \$215,810. The cost has increased slightly over the proposed estimate due to negotiations regarding the scope of work with the planning team. A contingency of \$21,580 is recommended to provide for additional analysis that may be required as the study progresses, which results in a total cost of \$237,390. This cost will be paid from a deposit by the developer. No appropriation of City funds is required.

Policy Considerations

Master Plan

This financing plan is designed to implement policy approved by the City Council regarding the planning of the Southern Pacific Railyards Master Plan (M89-042).

EIR

This recommendation does not deviate from existing City Environmental or Consultant services policies.

MBE/WBE Considerations

Master Plan

No Impact

EIR

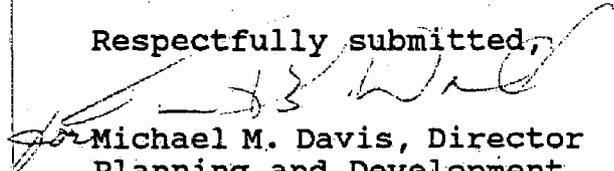
EIP is not a city-certified MBE/WBE vendor. Of the 9 consultants who submitted proposals on the project, 1 is a city-certified MBE/WBE vendor.

Recommendations

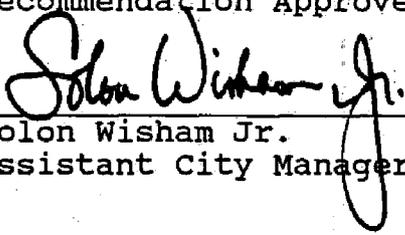
It is recommended that the Budget and Finance and the Transportation and Community Development Committees recommend that the City Council adopt the following resolutions:

1. Resolution endorsing the work program and organizational framework for the Southern Pacific Railyards Master Plan.
2. Resolution to amend FY 1989-90 City Budget for the Southern Pacific Railyards Study.
3. Resolution authorizing the City Manager to execute a Master Professional Services agreement for the Southern Pacific Railyards Master Plan.
4. Resolution providing contract authorization for EIP Associates to complete the EIR for the Southern Pacific Railyards project.

Respectfully submitted,


for Michael M. Davis, Director
Planning and Development

Recommendation Approved:


Solon Wisham Jr.
Assistant City Manager

Contact person to answer questions:

Joy Patterson
Associate Planner
449-5850
B:SP89042.CCR

January 9, 1990
District 1

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

A RESOLUTION ENDORSING THE WORK PROGRAM AND ORGANIZATIONAL FRAMEWORK FOR THE SOUTHERN PACIFIC RAILYARDS MASTER PLAN (M89-042).

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

The City Council hereby endorses the attached proposed work program for the Southern Pacific Railyards Master Plan (Exhibit D) and organizational framework therefor (Exhibit A-2).

MAYOR

ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

A RESOLUTION AMENDING THE CITY BUDGET FOR FISCAL YEAR 1989-90 FOR THE PLANNING AND DEVELOPMENT DEPARTMENT DEVELOPMENT OF THE SOUTHERN PACIFIC RAILYARDS MASTER PLAN.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

1. The City budget for fiscal year 1989-90 is hereby amended by:
 - a) Increasing the General Fund Contingency Reserve Budget (101-710-7012-4999) by \$74,980. This increase is supported by additional revenue of \$74,980 that are forthcoming from the Special Permit revenue source (101-350-3523-3213) which will be deposited in the General Fund.
 - b) Appropriating \$74,980 from the unappropriated General Fund balance to the General Fund Contingency Reserve (101-710-7012-4999) budget for the purpose stated above.
 - c) Transferring \$74,980 from the General Fund Contingency Reserve Budget (101-710-7012-4999) to the budgets and accounts listed below for the purpose stated above.

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

3523

101-350-3523-4101	Salaries	\$47,504
101-350-3523-4213	Printing	2,000
101-350-3523-4630	Equipment	5,000
101-350-3523-4258	Professional Svcs.	20,000
101-350-3523-4261	Transportation	476

2. The following positions will be added to the Planning and Development budget as follows:

<u>Class Code</u>	<u>Position</u>	<u>Org.</u>	<u>FTE</u>
01248	Principal Planner	3523	1.0
16095	Typist Clerk	3523	1.0

MAYOR

ATTEST:

CITY CLERK

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

RESOLUTION AUTHORIZING THE CITY
MANAGER TO EXECUTE A MASTER
PROFESSIONAL SERVICES AGREEMENT TO
DEVELOP THE SOUTHERN PACIFIC RAIL-
YARDS MASTER PLAN.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

The City Manager and City Clerk are hereby authorized and directed to execute on behalf of the City of Sacramento the attached Master Agreement to provide for the execution of consultants services agreements for the development of the Southern Pacific Railyards Master Plan for an amount not-to-exceed \$90,000. The City Manager and City Clerk are authorized to execute individual agreements and any amendments thereto as provided for by the Master Agreement.

MAYOR

ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

MASTER AGREEMENT FOR DEVELOPMENT
OF THE SOUTHERN PACIFIC RAILYARDS MASTER PLAN

This Master Agreement is made at Sacramento, California, as of August 29, 1989, for the purpose of authorizing individual Professional Services Agreements for the development of the Southern Pacific Railyards master Plan authorized in City Council Resolution _____. This Master Agreement limits individual agreements and amendments to the individual agreements as follows:

1. Service. The individual Professional Services Agreement executed under this Master Agreement shall be limited to development of the Southern Pacific Railyards Master Plan.
2. Payment. The total value of all agreements and amendments executed under this Master Agreement shall not exceed \$90,000.
3. Insurance. The insurance requirements contained in all agreements and amendments executed under this Master Agreement shall comply with the requirements of the City's Risk Management Division as defined in the Finance Department's Policy Instructions.
4. City Attorney Review. The City Attorney will approve each agreement and amendment executed under this Master Agreement for form and general provisions.
5. Term. No individual Professional Services Agreement shall be executed under this Master Agreement after July 31, 1991.

Executed as of the day first above stated.

ATTEST:

CITY CLERK

CITY MANAGER

APPROVED AS TO FORM:

DEPUTY CITY ATTORNEY

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

A RESOLUTION AUTHORIZING THE CITY
MANAGER TO EXECUTE A PROFESSIONAL
SERVICES CONTRACT WITH EIP ASSOCI-
ATES TO PREPARE THE SOUTHERN PACIFIC
RAILYARDS EIR.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

The City Manager and City Clerk are hereby authorized and directed
to execute on behalf of the City of Sacramento, a Professional
Services Agreement with EIP Associates to prepare the Southern
Pacific Railyards EIR for an amount not-to-exceed \$237,390.

MAYOR

ATTEST:

CITY CLERK

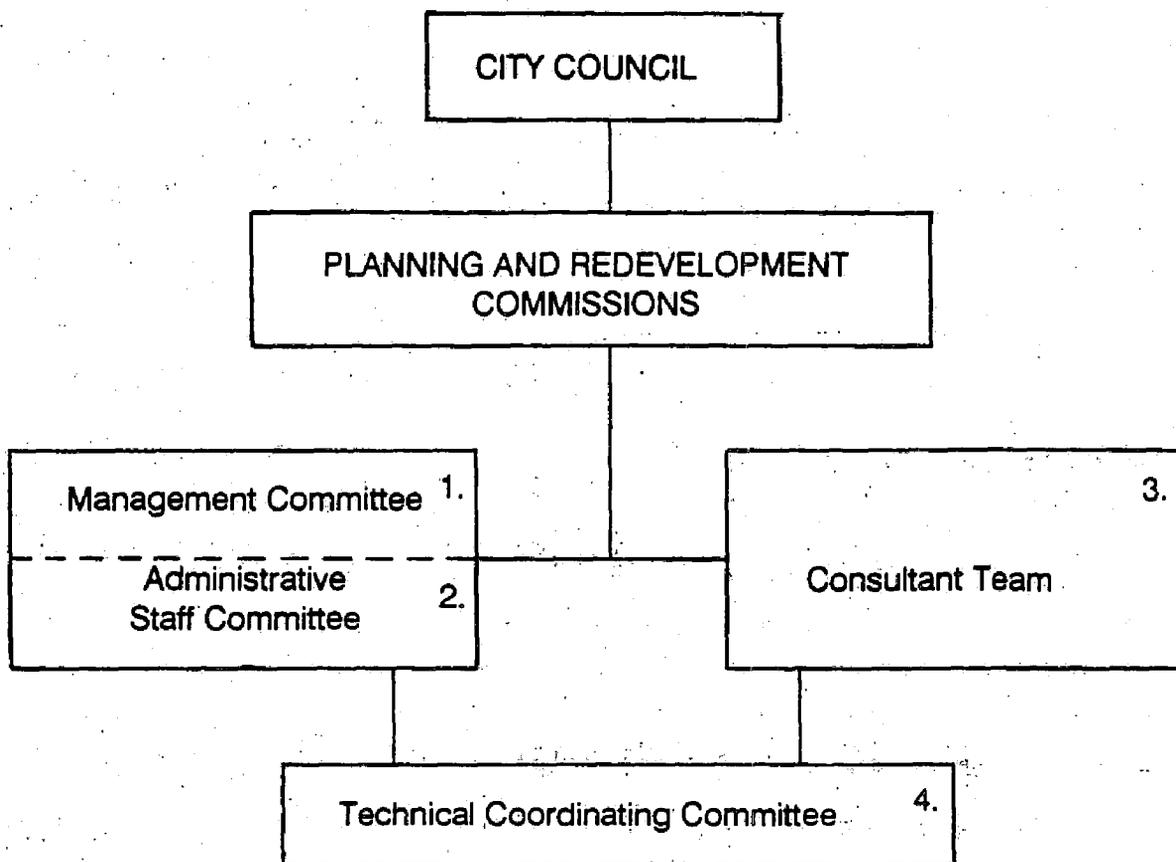
FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

EXHIBIT A-1

SOUTHERN PACIFIC RAILYARDS MASTER PLAN ORGANIZATIONAL FRAMEWORK FOR DECISION MAKING



1. Three-member committee representing Department of Planning and Development, SHRA, and Southern Pacific Transportation Company.
2. Comprised of the staff of the three members of the Management Committee.
3. Multi-disciplinary consultant team. ROMA Design Group is the lead consultant.
4. City, Regional, State and Federal Government representatives and representatives from public utilities.

EXHIBIT A-2

SOUTHERN PACIFIC RAILYARDS MASTER PLAN ORGANIZATIONAL FRAMEWORK TO FACILITATE THE MASTER PLAN PROCESS

ROLES AND RESPONSIBILITIES*

1. ROMA Design Group

Contacts: Boris Dramov, Team Leader and Jim Adams, Project Manager.

Role: Prime consultants for preparation of the master plan. Meet and coordinate with Management Team on a regular basis including monthly status reports on progress of master plan. Coordinate work products and efforts of all sub-consultants.

2. Management Committee

Members: Planning & Development - Mike Davis (Marty Van Duyn); SHRA - Bob Smith (Tom Lee); SP - David Steel (Steve Hebert).

Role: Management Committee will review, consider and decide on a consensus basis all policy matters such as material changes in the scope of work, budget, schedule, and contract performance, and provide direction to the consultant team to carry out the project. Decisions made by the Management Committee will be made by consensus. Management Committee meetings will be held on a bi-weekly basis. Meetings will be attended by key staff. Administrative staff will summarize technical information and help identify issues and policies that need to be addressed in the Management Committee meetings.

3. Administrative Staff Committee

Members: Planning - Gene Masuda (Project Coordinator for the City) and Joy Patterson; Environmental - Holly Keeler; SHRA - Betty Kosman; SP - Steve Hebert and William Ishmael (Project Coordinator for Southern Pacific).

Role: The Administrative Staff Committee (ASC) will confer at the direction of the Management Committee and carry out its directives. The ASC will also provide the agendas for Management Committee meetings, monitor the master planning process, ensure that the process is on schedule, schedule meetings as necessary, and provide public and private sector data and information to the consultant team. The ASC will meet on the same day before each Management Committee meeting as well as on other occasions as required. A key role of the Project Coordinators is to provide, in a timely fashion, consolidated comments from all City departments and the property owner (Southern Pacific) in the review of consultant work products.

4. Key Technical Advisors

Members: Transportation - Marilyn Kuntmeyer; Public Works - Don Dodge and Terry Moore; RT - Pilka Robinson.

Role: The Key Technical Advisors will provide technical consultation and information. A major function is to review and comment on consultant work products, confer and advise the Management Committee and respond to consultant data needs during the planning process. They will meet with the ASC as necessary throughout the process as well as on a one-to-one basis with their technical counterparts on the consultant team.

5. Technical Coordinating Committee (TCC)

Members: City, regional, state and federal government representatives and representatives from public utilities. (Approximately 60 members)

Role: Key contact persons for consultant team when technical information is needed. Meetings as needed.

6. EIP

Contact: Bill Ziebron

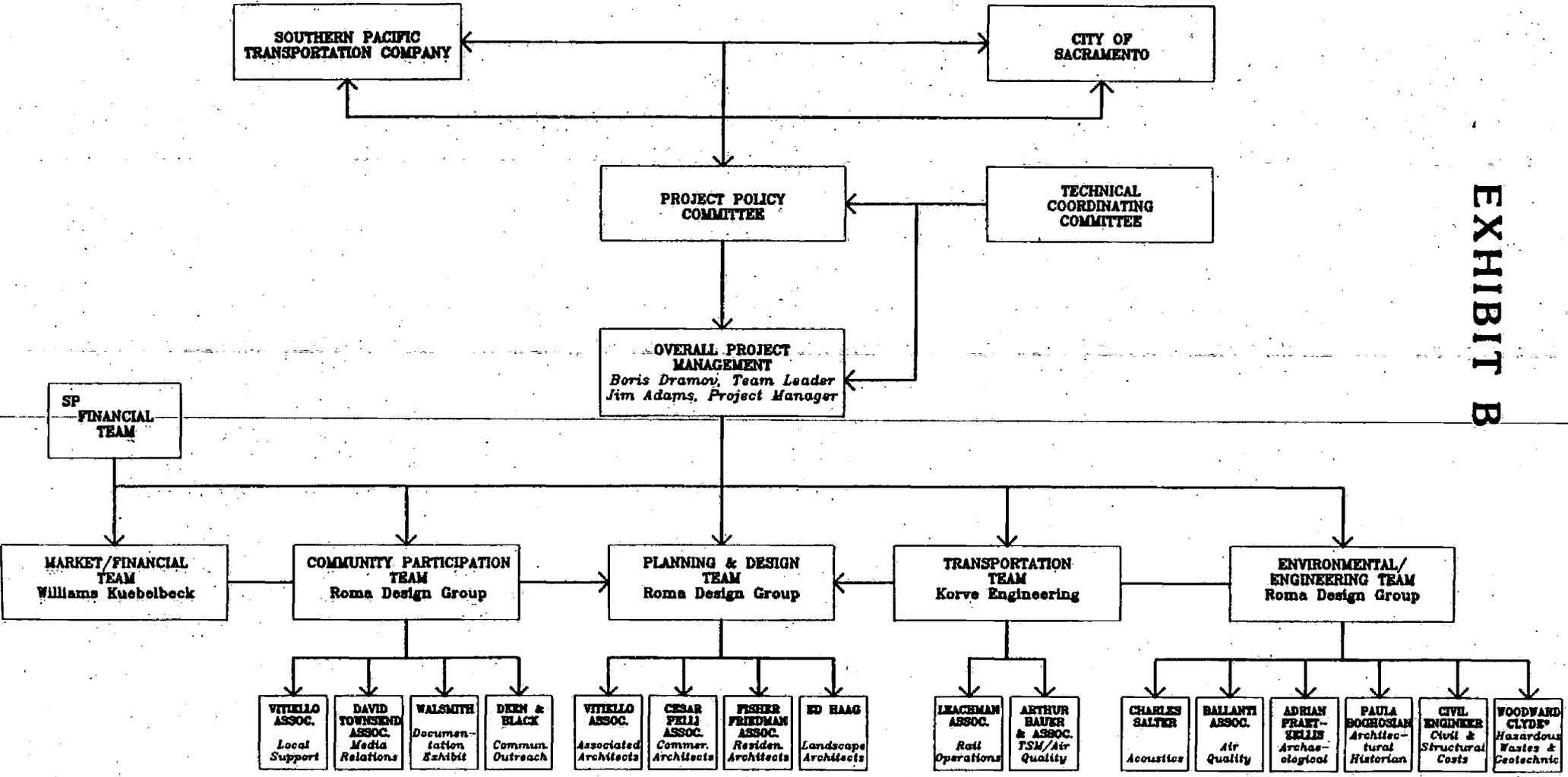
Role: Environmental consultants responsible for the preparation of the EIR for the project. Advise Management Team as necessary. ROMA is responsible for managing the sub-consultants for the EIR and EIP will coordinate with ROMA.

* NOTE: The names of persons are stated for convenience only and include their successors or appointees.

SOUTHERN PACIFIC RAILYARDS SITE: ROMA TEAM ORGANIZATION CHART

DECEMBER 28, 1989

EXHIBIT B



NOTE: Woodward-Clyde will be contracted for separately by Southern Pacific Transportation Company to provide geotechnical, hazardous wastes and toxics analysis.

ROMA

Southern Pacific Railyards Master Plan

THE PROJECT TEAM

In October, ROMA Design Group of San Francisco and a highly qualified team of subconsultants was selected to undertake a master plan for the 240-acre Southern Pacific Railyards site adjacent to downtown Sacramento. The following is a brief description of the individual members of the project team, and their roles and responsibilities in this exciting and challenging planning effort.

ROMA Design Group is a multidisciplinary urban design and development consulting firm specializing in the planning of major mixed-use urban projects. ROMA will lead the consulting team and serve as project planners and urban designers. Recent work has included: the Coal Harbour project in Vancouver, B.C., which will transform a 40-acre railyard site on the downtown waterfront into a neighborhood of commercial, residential and cultural uses; the Los Angeles Union Station Redevelopment, which will result in the reuse of the historically significant Union Station passenger terminal and the redevelopment of a 70-acre railyard site; and the Navy Broadway Complex project, a 16-acre mixed-use development on the downtown San Diego waterfront. Boris Dramov, President of ROMA, will serve as consultant team leader, providing conceptual direction for the entire project. Jim Adams, Principal of ROMA, will act as project manager, responsible for the day-to-day management of work flow and coordination of subconsultant efforts.

Cesar Pelli and Associates of New Haven Connecticut is a nationally known architectural firm specializing in commercial buildings of the highest quality. Recent work has included the design of the World Financial Center at Battery Park City in New York and the signature office complex within the Canary Wharf development in London. Cesar Pelli will serve as lead commercial architect on the project team, focusing on the 36-acre first phase portion of the site.

Fisher-Friedman Architects of San Francisco are widely acclaimed for their innovative design abilities, particularly associated with medium and high-density residential projects. They will serve as lead residential architects on the project team and collaborate in the development of the overall urban design concept for the property.

Vitiello and Associates, Architects have over 25 years of experience in the Sacramento region. They will collaborate with ROMA and the project design team on the urban design and planning of the Railyards site, and assist the team as a local liaison.

Ed Haag and Associates, landscape architects also of Sacramento, are well known for their imaginative design solutions and sensitive treatments of diverse landscapes and open spaces throughout the region. As part of the ROMA team, Mr. Haag and his firm will collaborate with the design team in the landscape design of open spaces and streetscapes.

Williams Kuebelbeck and Associates, land economists of Irvine and San Francisco, will prepare market and fiscal analyses for the project. WKA is familiar with Sacramento and has been involved in a variety of local projects, including the preparation of the Downtown Cultural and Entertainment District Master Plan.

Korve Engineering of Oakland will be responsible for transportation planning and engineering, and will be supported by **Arthur Bauer and Associates** of Sacramento in the preparation of a transportation management program for the development. **Leachman and Associates** will assist the team and Southern Pacific Transportation Company in developing a rail operations and phase-out plan for the property.

Donald Ballanti, meteorologist, will work closely with the transportation team to assess air quality impacts and to establish mitigations. **Charles M. Salter Associates**, acoustical consultants, will perform noise studies.

Paula Boghosian, architectural historian, will evaluate the site's historical resources, including the Southern Pacific Depot, and assist in preparing reuse and preservation guidelines. **Adrian Praetzellis**, archaeologist, will determine the presence and significance of subsurface cultural resources, and will formulate a plan for their identification and preservation as required.

David Townsend and Associates, public relations consultants of Sacramento, will coordinate the extensive public participation and outreach program planned for the project. He will be assisted in this regard by **Deen-Black and Associates**, public relations, and **Walsmith Productions**, both of Sacramento.

In addition to the above team members, a civil engineering consultant and **Woodward Clyde Associates**, geotechnical consultants, will provide services under separate contract to the Southern Pacific Transportation Company.

SOUTHERN PACIFIC RAILYARDS SITE: ROMA TEAM PROJECT SCHEDULE

DECEMBER 28, 1989

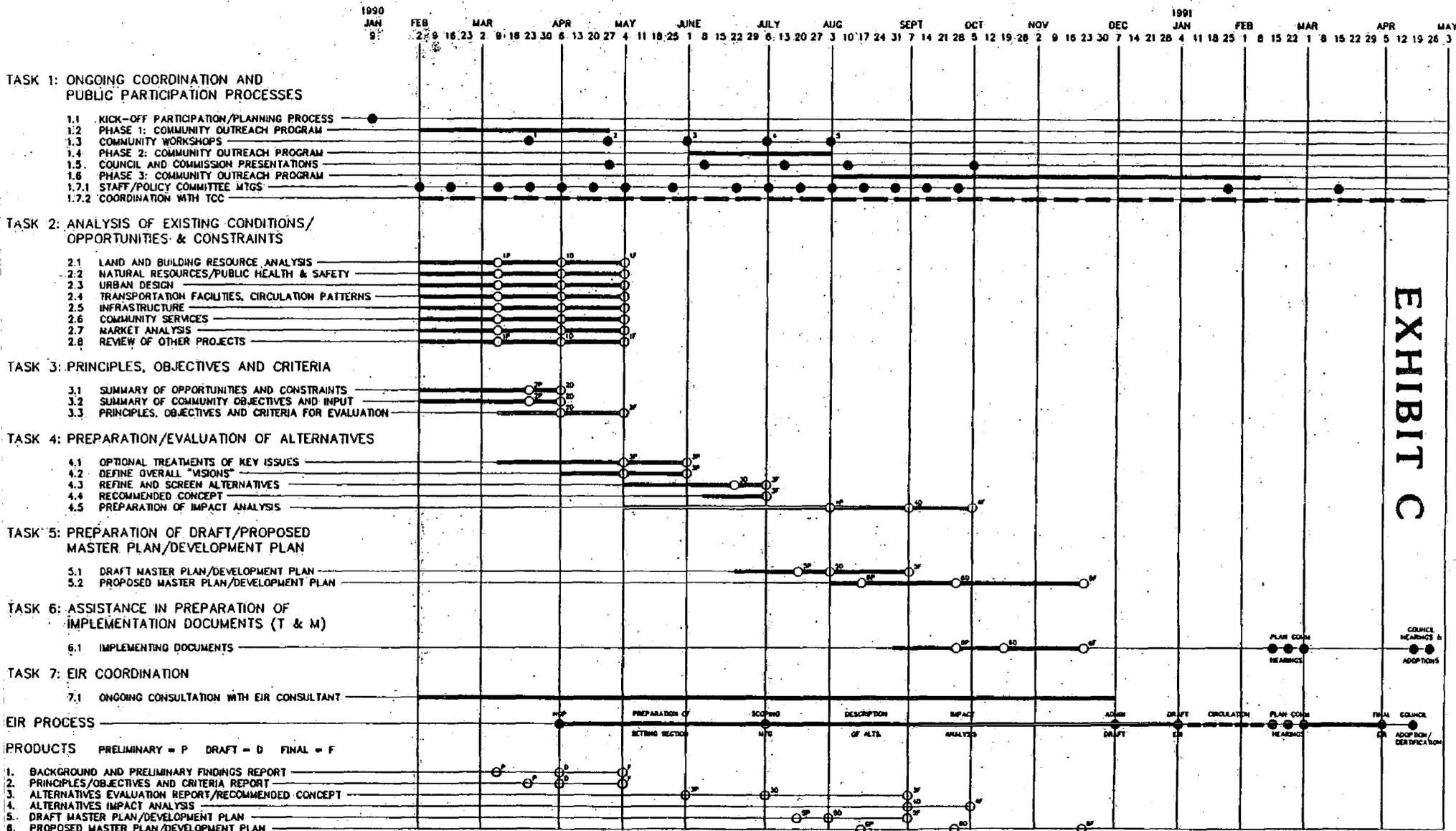


EXHIBIT C

Performance of work under this schedule depends upon review of work products and direction provided to the consultant within one week of product delivery. In order to maintain this schedule, it is also assumed that the program for EIR alternatives, and the database, methodology and criteria to be employed in their evaluation will be agreed to by the City and SPTC by the end of the fourth month.

EXHIBIT D

December 28, 1989

Southern Pacific Railyards Site

WORK PROGRAM

NOTE: Underlined portions of this work program represent work items to be performed outside of this contract by the City's and/or Southern Pacific Transportation Company's consultants. The cost for these services is not included in this contract.

TASK 1: COMMUNITY PARTICIPATION/ OUTREACH PROGRAM AND COORDINATION

Task 1.1: Kickoff Community Participation/Planning Process

1.1.1: Introductory Handout

Prepare colorful, well-illustrated handout (10,000 copies are assumed), describing the project area in its relation to downtown, the community participation program, the proposed planning schedule, and the roles and responsibilities of the Project Team. A tear-out mailer soliciting public input will be included. Distribute within the community to as broad an audience as possible, and mail with tailored letters to targeted interest groups and individuals.

1.1.2: Media Outreach

In conjunction with the introductory handout, prepare press releases and undertake necessary press relations for the kickoff of the community participation planning process.

1.1.3: Introductory Meetings

Key representatives of the Consultant will be available to present and discuss the community participation/planning process at: a joint session of the Planning and Redevelopment Commissions; the City Council's subcommittees; and at a full session of the City Council.

Task 1.2: Phase 1 of Community Outreach Program

During the time period between the commencement of the project and Workshop 2, while issues and objectives are being identified, an outreach effort will be made to solicit input from both decisionmakers and the community at large.

1.2.1: Planning Team Interviews

The purpose of this task is to identify issues, objectives and ideas from stakeholders, key decisionmakers and the most active and involved community, environmental and business groups in an informal setting. For budgeting purposes, it is assumed that the Consultants will participate in meetings to be scheduled on three consecutive days for each of two weeks (or a total of up to six days); it is assumed that each meeting will be approximately 45 minutes long with a 15-minute break in between. Up to 36 meetings could be held over the two-week period if a majority of those are conducted at a designated central location such as City Hall. The size of each meeting will range from one individual to a small group (maximum 15 persons). Reference materials such as aerial photos and maps will be displayed to facilitate discussion of topics as will the timeline of the community participation/planning process. This task assumes that scheduling for the interviews will be undertaken by the Consultants and that the room will be provided by the City at no charge.

An assessment will be made prior to scheduling by the Policy Committee of the individuals and groups to be interviewed. It is anticipated that these will include the following:

1. Southern Pacific Transportation Company
2. City Council
3. Planning Commission and Design Review Board
4. Housing and Redevelopment Commission
5. City Manager and Department Heads
6. County Board of Supervisors
7. Regional Transit Board and/or staff
8. Sacramento Old City Association (SOCA)
9. Sacramento Metropolitan Chamber of Commerce
10. Old Sacramento Management Board
11. Downtown Plaza and Sacramento Downtown Association
12. Environmental Council of Sacramento (ECOS)
13. Alkali Flat Project Area Committee
14. Richards Boulevard Project Area Committee
15. Richards Boulevard Trade Association

16. Real Estate and Development Professionals

17. Selected Business Leaders

18. Potential Employers/Users

During this same time period, the Policy Group and Consultant Team Leader will interview key editorial/executive representatives of local print and broadcast media. (Four meetings are assumed.)

1.2.2: Staff Team Presentations

In addition, a Staff team (comprised of representatives from Southern Pacific, and the City) will meet with a broad cross section of community, environmental and business groups. The purpose of these meetings will be to both provide information regarding the community participation process and to solicit further opinion on issues and objectives for the future development of Southern Pacific Railyards property. The handout of the process prepared in Task 1.1 will be distributed at these meetings. The Staff will be responsible for conveying information from these meetings to the Consultants. The Consultant Team will assist in the identification of the groups to be contacted and will prepare a master list. The Policy Group will assign responsibility among the Staff for outreach efforts, and the Consultants will schedule the meetings and make the appropriate arrangements.

Task 1.3: Community Workshops

A series of five community workshops will be undertaken at key decision points during the planning process. This element of the community participation program is best suited to the discussion of potential trade-offs between a variety of interests or points of view. It allows for those most interested in the project to participate in interactive sessions with the Planning/Design Team. It is assumed that each session will last approximately three hours and will be held at the Southern Pacific Terminal or other premises. Workshop sessions will typically include:

1. A presentation, including some time for clarifications and response to questions and answers. The presentations typically will include: a summary of findings and conclusions of the previous workshop; an update of the development of the plan; and the objectives for this workshop.
2. Small group discussions led by volunteer facilitators from professional organizations (AIA, ASLA, and APA).
3. Reporting back by the facilitators to the larger group of the smaller group's consensus and minority opinions, if any.

1.3.1: Advance Preparations

Prior to each workshop, a special effort will be made by the Consultants to make sure a broad cross section of the community is aware of the forthcoming event and is encouraged to attend. In addition, press releases and the appropriate press relations will be undertaken by the Consultants to encourage broad news coverage. It is assumed that all of the workshops will be held at the Southern Pacific Terminal and that the premises and security will be provided at no charge by the Owners. The Consultants will make arrangements for refreshments, seating and audio-visual equipment. In addition, the Consultants will contact the appropriate professional organizations and will solicit and train volunteer facilitators for each workshop. The training sessions will be held one hour prior to each workshop.

1.3.2: Participation in the Workshops

Workshop One: "Issues and Objectives". This workshop will include a slide presentation of the site and its downtown context. It will address both the spatial and temporal aspects which may influence its future use and redevelopment. Slides will also be shown of what other cities have done in similar downtown settings. In addition to the above, issues and objectives identified in interviews prior to the workshop will be summarized as a basis for initiating further discussion and comment from workshop participants.

Workshop Two: "Opportunities and Constraints". The second workshop will have the benefit of the initial analysis of site, market, transportation and other critical aspects which must be considered in the preparation of planning alternatives. The presentation will include colorful wall graphics summarizing the Consultant's findings as well as slides describing specific areas and conditions in greater detail.

Workshop Three: "Visions". This workshop will address both alternative treatments of critical problems and issues as well as alternative "visions" for the role of the site in its downtown and regional context. Colorful presentation wall graphics will describe the alternatives. In addition, slides may be presented to help describe qualitative aspects of the plans.

Workshop Four: "Recommended Concept". At this workshop, the Consultant will present the evaluation of the alternatives and the rationale for the recommended concept. The recommended concept shall be in sufficient detail to provide direction for the subsequent preparation of the Master Plan. Presentation materials will include colorful wall graphics and slides describing the Consultant recommendations for land use, transportation, parcelization, open space, etc.

Workshop Five: "The Master Plan". This workshop will address both the 36-acre first phase development plan and the overall 240-acre site Master Plan. Presentation materials will include colorful wall graphics, and a model of the proposed buildout of the site in its downtown context.

1.3.3: Ongoing Exhibit

The presentation materials used at Workshops 2 through 5 will be displayed following each workshop in an ongoing exhibit. It is assumed that space will be made available at the Southern Pacific Terminal or another place of visibility and that both the space and appropriate security will be provided by the City and/or Southern Pacific Transportation Company. The Consultant within this scope of work will set up the exhibits and provide outreach services to encourage visitation.

Task 1.4: Phase 2 Of Community Outreach Program

During the time between Workshops 3 and 5, a special outreach effort will be made to solicit input from both decisionmakers and the community at large at this milestone point in the planning process, when the general direction for the plan is being established.

1.4.1: Media Coverage

The Policy Group and the Consultant Team Leader will make presentations to key editorial/executive representatives of the local print and broadcast media (four meetings are assumed). A special effort will be made by the Consultants to get as much free media (radio, TV, newspapers, magazines, etc.) coverage as possible during this period of time.

1.4.2: Newsprint Summary

A newsprint ("Parade Magazine") quality document describing the alternatives and summarizing the evaluation will be prepared and distributed to as broad an audience as is appropriate, with tailored letters to targeted interest groups and individuals. A tear-out mailer soliciting public comments and opinions will be included.

1.4.3: Presentations

A second outreach program will be undertaken to present the evaluation of the alternatives and the rationale for the recommended concept to decisionmakers and to community, environmental, business and professional groups.

The Consultant Team will assist in the identification of key groups and individuals to be contacted during this outreach effort. The Policy Group will review the list and assign responsibilities among Policy Group, Staff and Consultants to make presentations and receive public comment. As in Task 1, the Consultant Team will assist in the identification of groups to be contacted, and will assist in the scheduling of presentations.

For budgeting purposes, it is assumed that the Consultants will participate in meetings to be scheduled on three consecutive days; it is assumed that each meeting will be approximately 45 minutes long with a 15-minute break in between. Up to 18 meetings could be held over the three-day period if a majority of the sessions are conducted at a designated central location such as City Hall. The size of each group will range from one individual to a small group

(maximum 15 persons). Previously prepared presentation materials will be displayed to facilitate discussion. This task assumes that scheduling for the interviews will be undertaken by the Consultants and that the room will be provided by the City at no charge.

Task 1.5: Council and Commission Presentations

The Consultants will be available to make presentations to the Planning and Redevelopment Commissions and to the City Council at the key milestone points of the project, following Workshops 2 through 5. The purpose of these presentations shall be to provide decisionmakers the opportunity to discuss the project and to provide direction in a public forum. In addition, the planning team will be available to participate in the public hearing process on the Draft EIR and the adoption of the plan (see Task 6).

Task 1.6: Phase 3 of Community Outreach Program

A final outreach effort to both decisionmakers and the community at large will be made during the period of time between the final workshop and adoption hearings. The purpose of this outreach effort is to provide information on the elements of the Master and Development plans, and to receive comments. In addition, outreach efforts will be made to encourage broad representation of community groups which have been involved in the planning process at the public hearings leading to the adoption of the plan.

1.6.1: Media Coverage

The Policy Group and Consultant Team Leader will make presentations to key editorial/executive representatives of the local and print media (four meetings are assumed). A special effort will be made by the Consultants to get as much free media (radio, TV, newspapers, magazines, etc.) coverage as possible during this period of time.

1.6.2: Project Exhibit

The Consultants will prepare a final exhibit documenting the workshop process and displaying planning products prepared within this scope of work such as the model, illustrative drawings, and site plans. It is assumed that space will be made available at the Southern Pacific terminal for the exhibit and that both the space and appropriate security will be provided by Southern Pacific Transportation Company. The Consultant within this scope of work will design and set up the exhibit.

1.6.3: Workbook

The Consultants will prepare a workbook documenting the workshop process and the evolution of the plan as it responds to community concerns and desires as well as site, market and financial considerations. This document will be suitable for presentation to key decisionmakers as well as to the public at large.

1.6.4: Presentations

A third outreach effort will be undertaken to present the evolution of the plan and how it has responded to the community's concerns and objectives and to describe the elements of the Master and Development plans to decisionmakers and to community, environmental, business and professional groups.

The Consultant Team will assist in the identification of key groups and individuals to be contacted during this outreach effort. The Policy Group will review the list and assign responsibilities among Principals, Staff and Consultants to make presentations and receive public comment. As in Task 1, the Consultant Team will assist in the identification of groups to be contacted, and will assist in the scheduling of presentations.

For budgeting purposes, it is assumed that the Consultants will participate in meetings to be scheduled on three consecutive days (or up to 18 meetings); it is assumed that each meeting will be approximately 45 minutes long, and that a majority of the sessions will be conducted at the site of the project exhibit. The size of each meeting will range from one individual to a small group (maximum 15 persons). This task assumes that scheduling for the interviews will be undertaken by the Consultants and that the room will be provided by the City at no charge.

Task 1.7: Coordination with Policy Group, Staff and Technical Coordination Committee

1.7.1: Staff and Policy Committee Meetings

The Policy Committee intends to meet every two to three weeks as shown on the project schedule chart. The Staff generally intends to meet each week. It is anticipated that each Policy Committee meeting will typically be preceded on the same day by a Staff meeting. At these Staff meetings, a presentation will be made by the Consultant of the status of the work, issues to be addressed, and actions that need to be taken by the Policy Committee will be identified. For budgeting purposes, it is assumed that 18 combination Staff/Policy Committee meetings will be attended by the Consultants. Additional staff and/or Policy Committee meetings will be billed on a time and materials basis.

Task 1.7.2: Coordination with Technical Coordination Committee

At the outset of the project, ROMA, in conjunction with the Policy Committee, will establish coordinating relationships between each member of the Consultant Team and the corresponding agency and individual(s) of the TCC. Regular consultation between the team and the TCC members will occur throughout the process, including the review of initial findings and draft products. As issues are raised that go beyond the purview of a single discipline or agency (e.g., air quality and traffic, rail operations and development phasing, etc.), meetings with multiple representation will be organized with the appropriate agencies to focus on these issues and to strategize methods for resolution.

Summary of Task 1 Products

- Meeting notes for Staff/Policy Committee meetings and Council and Commission presentations.
- Initial Handout. (10,000 copies)
- Workshop Meeting Notes
- Newsprint Summary. (20,000 copies)
- Project Exhibit.
- Workbook. (1,000 copies)

TASK 2: ANALYSIS OF EXISTING CONDITIONS

A major objective of the Existing Conditions analysis shall be to expose the critical factors and planning parameters related to the successful development of the Southern Pacific property as soon as possible. An initial issues and findings report shall be presented after four weeks of analysis, and shall include a sensitivity analysis of planning, transportation, environmental, market and financial considerations, as well as a preliminary listing of community objectives for the property. This early integration of the diverse issues and objectives affecting the site shall focus discussions to the key issues, direct the remainder of the analysis tasks, and provide a basis for initiating alternative concepts.

A Background Report shall be prepared on each of the topics described below and made available to the City's environmental consultant for use in the Existing Setting section of the EIR.

Task 2.1: Land and Building Resource Analysis

The land and building resource analysis shall be aimed at giving the planning team a complete understanding of principal opportunities and constraints related to the future use and availability of the property.

2.1.1: Existing and Proposed Land Uses

A complete inventory of land uses both on and off site shall be compiled. On-site land uses are predominantly transportation in nature, and the information generated in Task 2.4.4 (Rail Service and Operations) will be integral with describing the current activities and functions on the property. Off-site land uses shall be studied to gain an understanding of the surrounding context, and the influence that adjacent areas may have on the future pattern of development on the Southern Pacific site. Topics of consideration shall include:

- Existing activity centers within walking distance of the site.
- Patterns of development and open space adjacent to the site that may have some influence on the future configuration of Southern Pacific property.
- General "hard-soft" assessment of existing on and off-site land uses to determine their susceptibility to change. (This shall also incorporate the analysis of existing and future rail operations described under Task 2.4.4.)
- Understanding of ownership and parcelization of surrounding properties.
- A compilation of planned projects in the vicinity of the site, and future proposals that will alter the land use characteristics of adjacent areas (e.g., Downtown Plaza, Richards Boulevard Study Area, etc.).

This information shall be documented with maps and summary text.

2.1.2: Existing Planning Framework

All existing planning regulations and policies that will influence development on the site shall be reviewed and summarized, including: zoning ordinance provisions; the City's General Plan, Urban Design Plan and Central City Community Plan; and other policies established by relevant public agencies (Central City Plan, Merged Redevelopment Plan, West Sacramento General Plan, R Street Corridor Study, Downtown Cultural District Master Plan, Partners for Livable Cities report, K Street Mall report by Halcyon, Downtown Audit, Richards Boulevard Study, etc.).

2.1.3: Historic Structures and Site Review

The 240-acre Southern Pacific Railyards Site will be surveyed by the architectural historian to identify buildings, structures and objects of historic, architectural, ethnic or aesthetic value. Resources possessing technological and/or industrial values shall also be noted. All resources of potential importance shall be described and photographed. Architectural and construction details, and the existing physical condition of the resources shall be recorded. Original and evolutionary uses, with a focus on industrial and technological functions shall be noted. Any modifications shall also be noted. Information shall be initially recorded on Field Survey forms and mapped.

Identified resources shall be researched for significant historic and cultural associations. Functional interrelationships of buildings and structures shall be studied and included in the developed history of each resource. An overview history of the site shall be developed, as necessary. As requested, those resources possessing historic, architectural, ethnic or aesthetic values shall be evaluated regarding eligibility for listing in the National Register of Historic Places or the City's Official Register. A complete survey report shall be prepared.

In addition to this historic survey, a visual survey of the key historic and architectural buildings of value shall be undertaken to determine their general structural integrity and the general level of improvements that would be necessary for seismic upgrade and reuse.

2.1.4: Archaeological Evaluation

The archaeological consultant shall undertake a preliminary study of the potential of the project area to contain legally important archaeological deposits. This study shall require two phases of investigation: (1) *archival research*, to establish the prehistoric and historic uses of the parcel, and to determine if previously recorded archaeological sites are present, and (2) *archaeological survey* to inspect the ground's surface for archaeological materials.

Archival research shall involve inspection of archaeological site record forms on file at the Archaeological Information Center, California State University, Sacramento to determine the presence of known sites. Historical research shall be undertaken in sources such as historic maps and photographs, birds-eye views, and city official records.

Archaeological survey shall involve a systematic, visual inspection of the site according to the standards of the Society of Professional Archaeologists. As part of the site is known to have been extensively filled during the 19th and early 20th centuries, it is certain that subsurface

testing will be necessary in order to identify potentially important archaeological deposits. A policy for this testing shall be established in Task 5.1.10.

Task 2.2: Natural Resources and Public Health and Safety

The Consultant Team shall assess the existing natural resources and public health and safety issues as they pose constraints and/or opportunities to development of the site. Particular attention shall be given to the portion of the site which fronts the Sacramento River. Factors to be addressed include the following:

2.2.1: Air Quality

- Policies regarding post-1987 nonattainment planning under the Clean Air Act, and the planned programs under AB2595 which would represent potential constraints to development.

2.2.2: Water Quality

This section of the analysis shall be provided by the City's environmental consultant (EIP).

2.2.3: Plant and Animal Life

This section of the analysis shall be provided by the City's environmental consultant (EIP).

2.2.4: Noise

- Two continuous 24-hour noise measurements and short-term noise measurements shall be performed as necessary to quantify the existing noise environment at the project site and in the project vicinity. These measurements shall quantify noise sources including major roadways (I-5), local railroad networks, and boat traffic on the Sacramento River. The measured noise levels will be supplemented with traffic noise calculations using the Federal Highway Administration Traffic Noise Prediction Model (FHWA-RD-77-108). Noise levels will be described in terms of hourly statistical descriptors and the 24-hour average noise levels (Ldn).

2.2.5: Soils

This section of the analysis shall be provided by a geotechnical consultant(s) to be selected by the Management Committee. Soils and geotechnical constraints, toxic hazards and the influence of remedial actions on future land uses shall be described and mapped in a reconnaissance-level memo.

2.2.6: Railway Traffic Conditions

- Grade crossings, transportation of hazardous materials, and other safety issues related to ongoing rail operations shall be considered, as they pose constraints to potential future activities on the site.

Task 2.3: Urban Design

The redevelopment of the Southern Pacific Railyards Site will strongly influence the future form and character of downtown Sacramento. The urban design analysis undertaken in this task will be aimed at giving the design team a broad understanding of issues related to the pattern, form and spatial characteristics of the Central City in relation to the site. From this information, the key opportunities and constraints related to the organization, form, massing and treatment of future development can be made. As part of this analysis, the team shall input the downtown area (existing and proposed) into a three-dimensional computer model, which shall become the basis for future massing and skyline analyses.

Key topics of analysis shall include:

- The three-dimensional characteristics of adjacent areas, in terms of "grain", massing, form, scale and character, and the sensitivity of these areas to future adjacent development.
- Elements, characteristics or features of adjacent areas and buildings that should be considered in future development of the Southern Pacific Railyards site.
- Simulation, by means of computer, of the existing and emerging downtown skyline to determine patterns and potential massing approaches on the Southern Pacific site that will enhance the visual structure and appearance of the Center City.
- Key public views to and from the site that should be preserved or enhanced.
- Landscape characteristics of adjacent open space and streetscape.
- Existing water's edge conditions and unique features.

Task 2.4: Transportation Facilities, Circulation Patterns and User Data

The transportation team shall analyze existing conditions and identify issues related to downtown and regional access to the site for a variety of modes (vehicular, transit, bicycle, pedestrian). In addition, the transportation team shall coordinate their efforts with the environmental team who shall examine air quality conditions (Task 2.2). This will manifest itself related to key CO hot spots (which may relate to localized roadway congestion) as well as with areawide O₂ problems typically associated with regional freeway congestion and other emissions sources.

Data collected and analyzed for existing conditions and programmed improvements shall be documented in a format suitable for inclusion in the Setting section of the project EIR. Although the specific study area for the traffic analysis in the EIR has not yet been finalized, it is assumed that detailed assessment will need to be provided at key intersections, rail/light rail, roadway and pedestrian linkages in an area bounded by Richards Boulevard, I-5, SR-160 (to 16th Street), and the K Street Mall. Recent EIR's such as the Wells Fargo Tower, Centrage and RT Double-Tracking reports have collected much of the required information. Other studies are in progress, such as the RT Systems Planning Study and Richards Boulevard Redevelopment Plan.

Transportation consultant staff shall meet with involved governmental agencies to establish coordinating relationships and identify issues at the onset of the planning process. Subsequent meetings shall be called as warranted to discuss and resolve project planning and design issues. Involved transportation agencies shall include, but not be limited to, the following: City of Sacramento, Caltrans, Regional Transit, Southern Pacific Transportation Company (staff level), California Public Utilities Commission, Federal Urban Mass Transit Authority, Federal Highway Administration, Amtrak and Greyhound.

Specific activities to be accomplished by mode are as follows:

2.4.1: Surface Streets

Average Daily Traffic (ADT) data shall be assembled from the City of Sacramento. New directional counts shall be collected at up to eight locations to supplement the City count data. A.M. and P.M. peak-hour turning counts shall be collected at up to 12 intersections within the immediate study area to supplement other recent counts. V/C ratios at key intersections shall be determined using the Circular 212 Planning Method which has been used in recent Sacramento EIR's. Recent EIR's shall be reviewed to determine locations which have been projected to exceed Level of Service "C" (LOS C), which is the current City threshold for peak-period intersection performance. Programmed roadway improvements shall be identified, as well as the potential improvement which could be gained, based upon recent studies and professional judgement.

2.4.2: Freeways

Regional freeway access must consider the whole of the downtown, extending across the Sacramento River to the north and west as well as south and east of Business-80. Certain freeway improvements are planned by Caltrans. Of great importance to the project is the Traffic Operations System (TOS), which would result in metering of freeway on-ramps. Coupled with bypass lanes for High Occupancy Vehicles (HOV's), this system could alleviate mainline congestion while encouraging higher auto occupancies for trips made to downtown.

The specific scope of freeway studies would include analysis of peak-hour mainline impacts to freeway routes radiating from the project site, as well as detailed analysis of specific ramp movements most affected by access trips, including I-5/Richards, and I-5/I-J Streets. Sketch-plan conceptual studies of improved freeway access to the site shall be included.

2.4.3: Bus/Light Rail

The site is on the fringe of existing bus transit service, which is concentrated in the 9th/10th Street corridor for north-south travel and in the J-K-L Street corridor for east-west travel. (The Greyhound bus terminal, which will be redeveloped, is also located south of the site.)

Existing light rail service provides stations on the K Street Mall on either side of 8th Street and along 12th Street east of the Phase I development area. However, the planned extension of light rail to the Natomas area north of downtown Sacramento will allow direct service to the site in the future.

The transportation team shall provide very close agency coordination with RT and West Sacramento/Yolo County to identify existing service levels and patronage data, as well as the most current information regarding programmed or under-study service improvements and anticipated increases in patronage in the future. This shall include a review of recent downtown cordon counts and a longer-term estimate of transit modal split assumptions for downtown commuters.

2.4.4: Rail Service and Operations

Current Amtrak service to the Sacramento depot is limited in comparison to rail service levels many years ago; however, interest in and patronage of heavy rail service is on an upwards trend. Equipment has been purchased for additional runs on existing Amtrak lines, and an ongoing study is examining the potential for San Jose to Auburn corridor service.

At present, the railyard site includes the double track main line of the Southern Pacific's "Central Corridor" transcontinental route, Amtrak station facilities, car and locomotive shops, trackage connecting SPTC to the California Railroad Museum, and miscellaneous industrial support and storage trackage. The transportation team shall work closely with SPTC staff to answer the following essential questions in support of master planning:

- Which of the parcels now occupied by rail facilities are required for future rail operations, and which are redundant?
- Can certain operational functions such as car repair, locomotive rebuilding, and support of local industrial switching be moved to other SPTC locations such as Roseville; and if so, how easily, and at what general cost?
- Are certain of these functions already planned to be terminated or relocated by the SPTC in the future?
- Can the location of various rail facilities on the site be shifted to rationalize land uses and create more developable parcels? If so, when, how easily, and at what relative cost?

In addition to on-site operational and land availability issues, the rail consultant shall hold discussions with SPTC, Amtrak, the California Railroad Museum, and utilize our own data base for the Auburn-San Jose Rail Corridor Study to document current rail activity within the site. Current rail movements over trackage within the site shall be documented, including both through operations and switching operations. Current Amtrak ridership (on's and off's at Sacramento) shall be documented as well. Based on these data and discussions, the consultant team shall make projections of future levels of inter-city ridership and requirements for passenger operations. Future levels of freight operations shall be projected as well, and operational and safety requirements shall be established as parameters for the planning.

2.4.5: Bikeways

Existing bikeways shall be inventoried to determine opportunities for enhancing and extending bicycle routes to or through the site.

2.4.6: Pedestrians

Sidewalk and dedicated or mid-block pedestrian linkages which presently connect major downtown destinations with the site shall be identified and studied to determine opportunities and needs for enhancing pedestrian access. Consideration shall be given to providing pedestrian and bicycle access to the Sacramento River through the site. In addition consideration shall also be given to the pedestrian linkages to the planned Downtown Plaza development, particularly along the 4th Street corridor.

Task 2.5: Infrastructure Implications

This task shall evaluate existing utility service to the site and the implications of future development on this system. A general assessment shall be made of the nature of improvements that will be required to upgrade the existing infrastructural system and their general costs, on the basis of development assumptions. Systems shall include but not be limited to roadways, water supply, sanitary sewer, wastewater treatment, storm drainage, solid waste disposal and recycling and all other major infrastructure. Consultations shall also be made, as required, with public and private providers.

Task 2.6: Community Services

A review shall be undertaken of the status of public facilities and services to determine the implications of development on the need for expanded facilities or services and related construction, maintenance and operating costs and feasibility where expanded or new facilities may be required. Consultation and collaboration with the applicable city department and other public and private agencies shall be undertaken. Facilities and services to be evaluated shall include recreation and parks, education, fire protection, law enforcement, utilities, transit facilities, emergency services, health and social or cultural facilities or services. Plans for the Southern Pacific Railyards site will take into consideration the construction of the Shelter and Detox Center on "A" Street and 14th Street.

Task 2.7: Market and Economic Analysis

The Sacramento region is currently experiencing rapid growth in most sectors of its economy, leading to intensive real estate growth and development pressures both in the Downtown Core and outlying suburbs. While the strength of the various subregional markets is generally evident, the potential capture of market share for the Southern Pacific Railyards site is not.

In performing the market analysis for the project, the team shall address such issues as:

- What specific development types will improve the underlying value of the land and the marketability of other uses on the site?
- What major cultural/recreational/landscape elements can be incorporated within the development to increase the site's potential for attracting high-density commercial and residential uses?

- How can the Depot and the 36-acre development site create a viable economic and development setting for future expansion into the larger site area?
- What specific public financing mechanisms are available so as to match private investment with public improvements?
- What development and implementation strategies can be incorporated into the overall master plan that enhance the overall economics of the project?

The size and strategic location of the site warrant a full examination of all potential development options. In addition to a full study of traditional uses (office, retail, hotel and multi-family residential), the team's market specialists shall analyze a variety of nontraditional real estate uses such as live/work space, senior housing, back office, R&D, and cultural and entertainment uses. The emphasis will be on putting together a mix of uses on the site that are marketable, financially feasible, and that together create a synergy of economic vitality and public interest.

2.7.1: Market Absorption and Penetration Analysis

The consultant team shall prepare market penetration and market absorption/pricing estimates for the study area over the next 20-year period. Land uses to be considered will be residential (single and multiple family - rentals and sales), office, industrial, retail (including waterfront-oriented commercial-recreational and specialty-retail), hotel, and research and development.

The team's economists shall review existing data sources and document appropriate demographic, housing, employment and socio-economic conditions as they are required for analytical purposes and to fulfill the setting section of the EIR. This analysis shall be conducted on both a local and regional basis, and shall include an assessment of the jobs/housing balance for both the local and regional economies.

The market study shall be based upon historic, current and projected demographic and economic demand factors within the Sacramento Metropolitan area. Supply inventories shall be prepared for each land use type, including evaluations on location, size, age, pricing, market absorption trends and amenities. Special attention shall be given to the market share experienced by various sectors within the metro area and anticipated shifts in market share between sectors.

The market projections will suggest levels of metro-area market penetration that could logically be achieved by the study area. The market study projections shall also describe building types and land use requirements most suited for inclusion in the master plan alternatives for the study area. Conclusions shall be presented as a recommended range of program elements which outline the potential absorption of various real estate uses in terms of square feet, building type, and number of units or rooms, where appropriate.

2.7.2: Land Economics Analysis

This task shall evaluate the base economic assumptions related to associated types of prototypical development. The analysis shall incorporate basic assumptions about density (square feet, hotel rooms or dwelling units per acre), raw and improved land value per acre, building values per square foot, and retail sales potential.

The Consultant Team shall develop simple economic models for illustrating the residual land values generated by various land uses and development intensities on representative-sized parcels. These prototypical estimates will be useful in making a preliminary assessment of the ability of potential land uses to offset site development and infrastructure costs.

2.7.3: Development Strategies and Catalyst-Type Uses

In order to enhance the site's opportunity for a larger share of market penetration of traditional commercial and residential uses, the consultant team shall establish and evaluate potential catalyst uses and site improvements that would create an exceptional or unique setting for attracting commercial and residential interest in the market. For example, the creation of a large water feature or a cultural and arts center would be examined for their economic costs and benefits to the project. This task will thus identify the relative importance of the proposed catalyst uses vis-a-vis their impact(s) on the financial model. The economic team shall conduct several in-house brainstorming sessions in tandem with planning and design efforts, in order to achieve the most dynamic approach to this phase of the planning process.

Task 2.8: Review and Evaluation of Other Projects, Studies and EIR's

The consultant team shall examine current studies which may have an impact on the project, including: the RT Systems Planning Study and EIR (Natomas - airport light rail extension alternatives analysis), Richards Boulevard Redevelopment Study, Auburn-San Jose Railroad Corridor Study, relevant downtown and circulation studies, Caltrans and Federal Highway Administration studies, Richards Boulevard/Riverfront Park EIR, Jiboom Street-PG&E Site EIR, SACOG Air Quality Plan, and the California Department of Health Services Hazardous Waste Investigation and Remedial Action Plans.

Summary of Task 2 Products

- A preliminary issues paper shall be prepared by each of the project teams to allow the planning and design team to synthesize key opportunities and constraints to development on the site (Task 3.1). (30 copies)
- A draft of the full Background Report shall be completed for review by the Policy Committee and relevant counterparts in the Technical Coordination Committee. (30 copies)
- On the basis of these comments, the final Background Report shall be issued immediately prior to Workshop 2. (30 copies)

TASK 3: PRINCIPLES, OBJECTIVES AND CRITERIA

An integral part of the previous task shall be to determine the opportunities and constraints to future development on the Southern Pacific Railyards site. As the analysis task is being performed, these opportunities and constraints shall be summarized and framed in a way that shall assist the public in understanding the major issues that will require resolution.

The opportunities and constraints summary shall provide a "bridge" from the complex analysis of the previous task to the establishment of specific principles, objectives and criteria for future development. On the basis of the public's input and the findings of the analysis, the consultant team shall prepare a description of principles (e.g., unequivocal rules or standards that all agree should be followed), objectives (e.g., targets that the public and Policy Committee generally feel should be met), and criteria (the standard to which the subsequent alternatives and the selected plans will be evaluated).

Task 3.1: Summary of Opportunities and Constraints

On the basis of issues identified in the analysis being undertaken simultaneously in Task 2, and an intensive consultant brainstorming session, the principal opportunities and constraints to development shall be summarized. A key objective of this analysis shall be to determine the interrelationship and "sensitivity" of one issue on another (e.g., rail operations on land availability and phasing; market absorption on land uses, patterns and building prototypes; etc.), and to establish a range of potential uses that could be established on the site. The conclusions of this analysis shall be preliminary in nature, requiring refinement and update as more data is generated and as more public input is provided.

The opportunities and constraints to be examined include, but are not limited to, the following. A complete list shall be developed as a result of preliminary findings, public input, and discussions with the Policy Committee:

3.1.1: Land Use and Development

- The timing and availability of land beyond the 36-acre first phase development site, given rail operational needs and the projected cost of phasing out and relocating existing functions.
- The type of uses that could be expected to be developed on the site in the near, mid and long term, and strategies (e.g., catalyst uses, major amenities, etc.) that could be employed to increase the market attractiveness of the site.
- The building prototypes (residential, office, R&D, hotel, retail) that could be expected to be supported on different portions of the site, given adjacent districts and neighborhoods, local market conditions, residual land values, and expected site improvement costs.
- The types of uses most suitable for the waterfront area, given the desire to maximize its amenity value, the configuration of the freeway ramps, and noise conditions.
- The effect of on-site toxics and hazardous wastes on the ability to attract potential land uses, phasing, and the market and financial performance of the project.

3.1.2: *Transportation and Circulation*

- The generalized traffic capacity of the site, given the existing street system and the potential for enhancement of this capacity with on and off-site improvements.
- An assessment of existing vehicular accessibility to the site and the ability to enhance it through on and off-site improvements.
- Transit service to and in the vicinity of the site, and the potential for extensions to or through the site.
- Current levels of passenger rail service and the likelihood for increase over time, given new technologies, rider preferences and funding potentials.
- The key traffic and circulation improvements that will likely be required to support downtown and regional objectives as well as on-site development.
- The locational criteria for an inter-modal transportation center (e.g., Amtrak, LRT, Greyhound, city bus, others) given operational requirements, land use and development relationships, pedestrian linkages, ridership objectives and parking needs.
- The operational requirements and safety considerations for interim freight operations on the site.

3.1.3: *Urban Design*

- The ability to create strong and attractive pedestrian, visual and activity linkages between the Depot area, Alkalai Flats, Downtown Plaza, the CBD, Old Sacramento and the riverfront.
- The ability to create continuity and extension between adjacent areas in terms of street pattern, building form and density, open spaces, activities, etc.
- Historical and architectural considerations that should be recognized in the reuse of the Southern Pacific Depot and in the character and scale of buildings surrounding it.
- The historical and architectural significance of other existing buildings on the site and the feasibility of maintaining and reusing them, given competing land uses, structural integrity, and costs related to upgrade.

Task 3.2: Summary of Community Objectives and Input

As a result of the first community workshop, and other public input resulting from the first two months of the study process, the consultant team shall prepare a summary of community objectives and input, highlighting areas of consensus as well as issues. These shall be compiled simultaneously with the development of opportunities and constraints, and shall include:

- Public feeling related to the future role of the Southern Pacific site in downtown and Sacramento.
- Comments on potential land uses identified for the site.
- Desired community facilities, recreational, arts and cultural programs.
- Characteristics (e.g., form, architectural treatment, open space, activities) that should be incorporated in the plan.
- Ideas related to the establishment of an inter-modal transportation center on the site, related to location, modes to be incorporated, anticipated level of usage, etc.
- Ideas for the reuse of the historic Depot, and the relationship of new development to it.
- Environmental concerns and objectives.

Task 3.3: Principles Objectives and Criteria for Evaluation

The opportunities and constraints (Task 3.1) and the summary of community objectives and input (Task 3.2) shall be presented to the community in a second workshop. The purpose of this workshop shall be to determine the principles (e.g., unequivocal rules or standards that all agree should be followed), objectives (e.g., targets that the public and Policy Committee generally feel should be met), and criteria (the standard to which the subsequent alternatives and the selected plans shall be evaluated). The workshop shall also be used to brainstorm potential alternatives and options to be explored in the subsequent task. On the basis of input from the workshops, a final Principles, Objectives and Criteria report shall be prepared as a summary document, suitable for reproduction and distribution at the third workshop.

Summary of Task 3 Products

- A preliminary issues, opportunities and constraints paper with supporting graphics to be delivered to the Policy Committee at the end of the first month. (30 copies)
- A draft opportunities and constraints paper, and the draft Principles, Objectives and Criteria report to be delivered to the Policy Committee at the end of the second month. (30 copies and one-of-a-kind graphics)
- A final Objectives, Principles and Criteria report to be delivered to the Policy Committee in the third month, suitable for public distribution. (30 copies and camera-ready)
- A series of drawings suitable for public presentations and understanding shall be prepared. These drawings shall be in diagram form on an isometric base-map of the site and adjacent downtown neighborhoods, and shall include description of a range of issues including, but not limited to: current on-site land uses and operations, adjacent land uses, existing site conditions (hazardous wastes and toxics), existing, proposed and potential site access (vehicular, transit, pedestrian, bicycle), urban design characteristics of the site and adjacent neighborhoods, buildings of potentially historic and architectural value, key public views to and from the site, etc.

4.1.2: Transportation Options

Transportation opportunities which may require further testing include:

- Alternative locations and configurations for the inter-modal transportation center.
- Alternative ramp solutions to and from the I-5 Freeway, and a more specific exploration of the potential for modifying the freeway (e.g., depressing it) to create better linkages to the waterfront, and better access to the site.
- Alternative configurations for interim on-site rail operations and facilities.
- Alternative strategies for the phase-out of rail operations and facilities.
- A minimum of two alignments for the LRT extension shall be developed (e.g., 7th/8th bisecting site in north-south alignment, service to existing Amtrak Station in east-west alignment over to I-5). Geometric concepts shall be developed to identify LRT right-of-way requirements, grades, approximate elevations, curve radii, etc. to allow for detailed integration of the LRT with the site plan and to facilitate decision-making related to the adoption of a preferred alternative through the site. The alignment studies will allow the development plan to take a "pro-active" posture with regard to the LRT extension, so vital to the project's success.

4.1.3: Environmental Options

- Alternative strategies for trip reduction and improvement of air quality.
- Alternative strategies for remedial actions related to on-site toxics and hazardous wastes.

4.1.4: Market/Land Use Options

- Alternative program elements and design strategies aimed at enhancing market penetration.
- Alternate strategies for phasing and site development, based upon land availability, absorption rates, and potential site improvement costs.

Task 4.2: Define Overall "Visions"

Simultaneous to the preparation of the optional treatments, the ROMA team shall develop three preliminary "visions" for the 36-acre site and the 240-acre site. The visions shall be designed to address the overall role of the project in the downtown and the region, and shall incorporate concepts suggested by the public in the workshops and outreach program. As an example, the visions might include the following scenarios:

4.2.1: "A Place to Live Near Work"

This vision could include a vital mix of uses set within a new downtown neighborhood of diverse residential types (live-work to high-density condominium) and a mix of low and high-density commercial, all designed with the objective of contributing to the downtown's jobs/housing balance.

4.2.2: "A Place of Business and Regional Commerce"

The site could be envisioned as an extension of downtown commercial uses and Richards Boulevard back office and R&D, and perhaps include a major institution or business sector cluster that would provide strong project focus and identity in the region.

4.2.3: "A Place to Visit"

The site's strategic location along the river and in close proximity to Old Sacramento and the downtown could lead to a vision with a predominantly destination-oriented mix of educational/recreational/cultural/amusement uses. Such a development could serve as a major amenity for downtown and be complementary with Old Sacramento and other commercial development on the property.

These visions shall be illustrated with the following drawings:

- 1"=100' illustrative site plan of 240-acre property.
- 1"=40' illustrative isometric of the 36-acre development site.
- Ground-level sketches to convey the character of the development.
- Key cross and longitudinal site sections to explain key relationships to adjacent areas/buildings and to the waterfront.
- Diagrams describing land use, open space, circulation, and phasing options.

In addition to the drawings, a model of the existing site shall be built at 1"=50' for later use in modeling the recommended concept plan and the draft and final development and master plans.

Task 4.3: Refine and Screen Alternatives

After reviewing them with the Policy Committee, the alternative visions and optional treatments shall be presented to the public at the third community workshop. Based upon input from the public in the workshops and subsequent focus groups, they shall be refined and re-packaged, each to represent a distinct approach to the remaining issues under discussion in the community and within the client group. The optional treatments explored for specific issues (Task 4.1) shall be incorporated within the alternatives as appropriate and fully evaluated as discussed below. More detailed programmatic alternatives shall be developed for the 36-acre first phase development parcel around the Southern Pacific Depot.

In developing the alternatives, the consultant team shall confer with the environmental consultant to determine whether the range of planning alternatives will be suitable to meet CEQA standards, and whether additional environmental alternatives should be developed and evaluated. (Note: For budgeting purposes, it is assumed that a maximum of three on-site planning alternatives will be developed.)

4.3.1: Alternative Plan Drawings and Design Parameters

Alternative plan drawings shall be the same as those described above under Task 4.2. In addition, computer simulations of the development from key public vantage points, and in relation to existing and proposed development, shall be prepared to describe the massing of the project and to give the community a context with which to evaluate the concepts (e.g., skyline views, view from I Street with station in foreground, view to waterfront from station, etc.). For each of the alternatives, generalized urban design concepts and parameters and associated graphic diagrams shall be prepared, including:

- Land use
- Distribution of public and private development program
- Ground-level uses and amenities
- Development intensity
- Height, massing and architectural treatment
- Treatment of historic structures
- Open space, streetscape and pedestrian linkages
- Parking configuration
- Vehicular and service access

4.3.2: Screening of Planning Alternatives

Each alternative shall be evaluated on the basis of criteria established by the community and Policy Committee, and documented within the Principles, Objectives and Criteria report. Both the 36-acre first phase portion of the development and the overall master plan shall be evaluated, with more focused attention being given to the former. This evaluation shall be based upon preliminary data generated by the more quantitative and detailed impact analysis undertaken in Task 4.5, and shall be oriented toward the resolution of key planning issues and the facilitation of decision-making.

Criteria will likely include:

- The ability of the plan to conform with existing federal, state and City of Sacramento plans and policies, and to meet stated community objectives for the property.
- The urban design implications of the alternatives and their potential to create a high quality environment adjacent to downtown Sacramento.
- The effect of development on surrounding traffic and utility systems, and the cost of off-site mitigations that will be necessary to support the development.

- The ability of the alternatives to reduce vehicle trip ends and to meet/surpass air quality standards.

This evaluation shall be documented in a manner that clearly states the consultant team's rationale for specific planning recommendations.

4.3.3: Financial Modeling

In addition, the consultant team shall prepare an in-house development financial model for assessing the feasibility of the detailed development plan alternatives and the overall master plan concepts. This model shall be used for evaluating the most appropriate mix of uses, project phasing options, alternative densities and related building and parking types, and particularly the impact of on and off-site improvements on project economics. The financial model shall have two elements: a land development component and a full buildout component. The team will be applying existing in-house computer models for the Southern Pacific Railyards assignment.

The team shall also prepare a fiscal (revenue-cost) model which shall be used to test the fiscal impact of project planning alternatives on the City and impacted governmental agencies.

The financial and fiscal models will be important in evaluating public-private opportunities. However, the final model to be used will be the public facilities financial model. This model, in conjunction with the private and fiscal models, shall be used to evaluate alternative public facilities financing arrangements which will be an important element of the master plan/development plan implementation program.

Task 4.4: Recommended Concept

On the basis of the above evaluation and input from the outreach program, the consultant team shall prepare a recommended concept to bring to the fourth workshop. This workshop shall present the evaluation findings and the consultant's rationale for the hybrid concept. The recommended concept plan shall be developed in sufficient detail to provide direction to the subsequent preparation of the development plan for the 36-acre site and the overall master plan.

The recommended concept plan shall be presented with illustrative plan drawings, and a 1"=50' scale study model. It shall include the following components:

- The recommended combination of land uses for the 240-acre site and, more specifically, for the 36-acre first phase parcel.
- The development program in square feet for each of the private development components.
- The recommended pattern, form and density of development.
- The recommended combination of arts, cultural and recreational facilities.
- The recommended reuse program and design approach for the Southern Pacific Depot.

- A recommended plan for historic preservation of existing structures.
- The recommended open space, streetscape and pedestrian circulation system for the overall project, with particular detail given to the 36-acre parcel and its relationship to the existing street and freeway network, and its linkages to downtown, Old Sacramento and the riverfront.
- A recommended phasing and parcelization strategy within the 36-acre parcel and for the overall 240 acres.
- The recommended implementation and financial strategy.

Task 4.5: Preparation of Impact Analysis

Once the range of environmental alternatives and the recommended concept have been established, the consultant team shall prepare an impact analysis, suitable for use by the environmental consultant in the administrative draft of the EIR. For purposes of budgeting, it is assumed that the environmental alternatives will include three on-site alternatives (including the proposed project), and a no-project alternative. An off-site alternative will also be evaluated, but since the location of this alternative has not yet been determined, its analysis is not included in the budget; once an off-site alternative has been defined, a proposed scope and budget will be presented to the Policy Committee for their review and action.

4.5.1: Land Use

The alternatives shall be evaluated for their compatibility with existing zoning, plans and land use policies.

4.5.2: Population, Housing, Employment

The alternatives shall be evaluated for their consistency with public policy and criteria related to demographics, housing, and the jobs/housing balance.

4.5.3: Traffic and Circulation

This task will build upon the sketch plan analysis of trip generation accomplished for alternatives screening in Task 4.3. The transportation impact analysis shall be performed for three alternative land use/circulation alternatives to provide a quantitative assessment of project and cumulative impacts upon:

- Vehicular Circulation
- Transit
- Parking and Pedestrian Access

Impacts shall be identified by comparison to the "no project" scenario. Off site alternative(s) shall be evaluated at this time as well. The study area for the impact analysis shall include downtown intersections and freeway facilities proximate to the project, transit lines serving the project vicinity, and project parking and pedestrian facilities. Consideration shall be given to

areawide freeway corridor and downtown transit and parking impacts. In addition, a multi-modal transportation analysis of the alternatives shall be prepared, examining transportation demand and trip purpose, and resulting in recommendations related to future transportation requirements (e.g., number of bus/light rail seats, number of lanes, number of stalls, etc.). A parking analysis shall also be conducted to determine total parking demand by type (short versus long term) and potential reductions that could be achieved as a result of sharing parking due to the mixture of uses.

The result of this task shall be a Transportation Report for use by the EIR consultant.

4.5.4: Air Quality

Each alternative shall be evaluated on its ability or potential to reduce vehicle trip ends and to meet/surpass air quality standards and regional goals. Specifically the alternatives would be evaluated on:

- whether or not the alternative creates a local air quality problem;
- the alternative's contribution to regional air quality problems;
- its compliance with air quality strategies contained in the updated Sacramento Air Quality Plan;
- its relationship to any indirect source criteria developed as part of the AB 2595 planning process.

4.5.5: Noise

The future noise environment at the project site and in the project vicinity shall be determined for the planning alternatives. Traffic noise levels shall be calculated based on traffic volume projections made for the project and alternatives. The future noise environment for the project and alternatives shall be evaluated using the City of Sacramento's Noise and Land Use Compatibility Guidelines contained in the Noise Element of the General Plan. The compatibility of existing noise sources such as I-5 and railroad operations on project-generated noise at existing land uses shall be assessed. Feasible mitigation measures shall be recommended to mitigate impacts on project and existing land uses.

4.5.6: Infrastructural System

An evaluation shall be undertaken to determine the ability of the existing infrastructural system (sanitary and storm sewers, water supply, solid waste) to accommodate the alternatives and the level of improvements that would be required to serve the alternatives.

4.5.7: Microwave/Radar/Radio Considerations

Construction on the project site may potentially block existing microwave, radio and radar transmissions. If blockage were serious enough, modifications to the existing communications systems would be required, as it has for other projects in the Downtown area. Existing microwave communications systems (e.g., Pacific Bell, Western Union, state, city, county) and line-of-site radio systems (e.g., National Water Service, County DPW, etc.) that could be effected shall be identified, and the alternatives shall be evaluated for their effects on these systems. Mitigation measures for any microwave, radio and radar blockage effects shall be recommended.

4.5.8: Community Services

An evaluation shall be undertaken to determine the ability of existing community services (police, fire, schools, utilities including gas and electricity to accommodate the alternatives, and the level of improvements that would be required to serve the alternatives.

4.5.9: Aesthetics and Visual Quality

An evaluation shall be undertaken to determine the consistency of alternatives in relation to existing plans and polices and established urban design criteria. The use of computer simulations, with alternatives illustrated on the downtown skyline (to include existing and proposed buildings) and within key view sheds shall be included.

4.5.10: Geotechnical and Hazardous/Toxic Wastes

This task shall be undertaken by a geotechnical consultant(s) to be selected by the Management Committee. The selected consultant will evaluate the alternatives for their suitability to existing soils and geology. Mitigation measures that may be necessary to accommodate the range of proposed uses will also be determined. In addition, the alternatives shall be evaluated against established criteria for hazardous and toxic wastes and the potential clean-up measures that will be necessary for the implementation of the alternatives.

4.5.11: Cultural Resources

The alternatives shall be evaluated against established cultural resources criteria.

4.5.12: Fiscal Impacts

The fiscal impact analysis shall focus on whether the revenues generated by the alternatives will be greater or less than the capital and annual operating costs caused by the project for impacted local governments. The primary local government entities will be the City and Redevelopment Agency, however other local agencies (e.g., Regional Transit) shall be considered as well.

In particular, a major concern will be the potential use of tax increments. The fiscal model shall demonstrate the impact on the General Fund of including or excluding the project area into a redevelopment project area, and shall also show the impacts of alternative use of the tax

increment funds. The consultant teams' existing computerized impact assessment model shall be used to conduct the measurements on an annual and cumulative basis, as well as in current and constant dollars.

Summary of Task 4 Products

- A preliminary alternatives report documenting the optional treatments of key issues (Task 4.1) and the preliminary visions (Task 4.2) shall be prepared for review by the Policy Committee. (30 copies)
- A draft alternatives report documenting the refined alternatives, the planning evaluation, financial models, and the consultant's recommended concept. (30 copies)
- A final alternatives report, including impact analysis for use by the environmental consultants in preparing the EIR. (30 copies)

TASK 5: PREPARATION OF DRAFT/PROPOSED MASTER PLAN AND DETAILED DEVELOPMENT PLAN

Task 5.1: Draft Master Plan/Detailed Development Plan

On the basis of input provided in the previous workshops, the outreach program, and on direction provided by the Policy Committee, the planning and design team will prepare the detailed development plan for the 36-acre site and the overall master plan for the 240-acre railyards property.

5.1.1: Detailed Development Plan

The 36-acre first phase development plan will be designed to a pre-schematic level of detail, to give the developer and the public a clear vision of the architectural character and environment of the project. Supporting this plan will be detailed design guidelines for new development and for the restoration/reuse of the depot building. An implementation program describing parcelization, development program, projected costs, phasing and public-private financing of on and off-site improvements will also be provided. Drawings and presentation materials for the 36-acre first phase development will include:

- 1" = 50' illustrative site plan and isometric drawing.
- 1" = 16' ground-level plans of Depot building and surrounding development, showing treatment of open spaces and public uses.
- 1" = 16' plans for typical upper levels and parking levels.
- 1" = 16' elevations.
- 1" = 16' cross sections showing key relationships (e.g., between new development and existing buildings, the freeway, riverfront, etc.).
- Bird's-eye perspective rendering of 36-acre development, with downtown Sacramento in background.
- Character sketches of the development indicating the range and quality of public-oriented activities on site.

In addition, the first phase development will be presented on the 1" = 50' scale model.

5.1.2: Master Plan

The overall master plan will remain more general in nature, but will provide a clear land use, open space, circulation, transportation and parcelization framework. Urban design guidelines and standards for public improvements (e.g., streets, open spaces) will be prepared, as well as an implementation strategy for the phasing and financing of the site. Drawings and presentation materials will include:

- 1" = 50' model of overall site, indicating full buildout, building massing, open space and streetscape treatment, and circulation patterns. (Note: the 36-acre portion of the development will be prepared to a greater level of detail, indicating more specifically architectural treatment of buildings.)
- 1" = 100' illustrative site plan.
- Site sections indicating key relationships.
- Sketches indicating character of future development, including public spaces and amenities, general form and treatment of buildings, etc.
- 1" = 200' plan diagrams indicating land use, open space/cultural facilities, transportation and circulation, infrastructure improvements, and phasing.

The draft development plan and master plan, and the preliminary analysis discussed below, will be presented to the community in a fifth workshop.

Each of the following sections will be prepared in a manner suitable for use by the City's environmental consultant in the Draft EIR. This analysis will provide an impact evaluation of the draft plans on the basis of the principles, objectives and criteria outlined in Task 3.

5.1.3: Land Use/Open Space Cultural Facilities

- Description of permitted land uses and densities (including provisions for the intermixing of uses).
- Recommended zoning classifications.
- Public open space system.
- Cultural and community facilities, public art, waterfront access and activities.
- Analysis of land use compatibility and relationships with surrounding areas: (Old Sacramento, riverfront, Richards Boulevard, Central Business District, Alkalai Flats, West Sacramento, Downtown Plaza expansion).
- Analysis of open space linkages and relationships with existing open spaces surrounding site.
- Analysis of cultural and civic activities on site in relation to adjacent activity centers and facilities.

5.1.4: Transportation Demand

- Multi-modal transportation analysis of draft master plan/development plan, examining transportation demand and trip purpose, and resulting in a projection of future transportation requirements (e.g., number of bus/light rail seats, number of lanes, number of stalls, etc.).

- Detailed parking analysis to determine total parking demand by type (short versus long term) and potential reductions that could be achieved as a result of sharing parking due to the mixture of uses.

5.1.5: Transportation and Circulation

- Transit service to and through site (local bus, commuter bus, light rail, commuter rail, Amtrak) and facilities to service operations (e.g., inter-modal transportation center).
- Freight rail lines and operational support areas.
- Roadway network, including arterials, collectors and neighborhood streets, and their relationship to existing street network.
- Freeway access and ramp configurations.
- Pedestrian and bicycle circulation, and relationship to existing networks.
- Proposed Transportation Management Plan to comply with City of Sacramento Ordinance 88-083, including the recommended structure and financing strategy for a Transportation Management Association (TMA) or Organization (TMO).

5.1.6: Air Quality

Local carbon monoxide impacts, including the following steps:

- Identification of all sensitive receptors for air pollutants in the vicinity of the project.
- Performance of microscale modeling of carbon monoxide levels near freeway segments or intersections selected as having the greatest potential for carbon monoxide problems, using the CALINE-4 computer model.
- Comparison of predicted carbon monoxide concentrations with state and federal standards, extrapolating to other areas of the project and vicinity.
- Calculation of carbon monoxide emissions within any parking garage by floor, and estimation of concentrations based on air changes per hour for ventilated floors and based upon a box model for naturally ventilated floors to assess the potential for exceeding indoor air quality standards.

Regional impacts of the alternatives and proposed project, including the following steps:

- Preparation of analysis of regional changes in emissions due to adoption of each alternative for future years based on regional travel and speed data generated by consultant team using the URBEMIS-2 computer program. Emission factors would be derived from the EMFAC-7PC computer program.

- Comparison of project emissions to thresholds of significance suggested by air quality planning agencies.
- Preparation of an analysis of the project's relationship and conformity to adopted measures to achieve attainment of the federal ambient air quality standards under the Clean Air Act as contained in the State Implementation Plan.
- Description of the project's relationship to efforts to attain the State ambient air quality standards under the California Clean Air Act.

In conjunction with the transportation team, feasible mitigation measures for air quality impacts, including those set forth in the Sacramento Air Quality Plan, will be developed (e.g., transit incentives, pedestrian/bicycle incentives, other TSM programs, fireplace restrictions, in-lieu fees for offsets, etc.) and evaluated for their effectiveness.

5.1.7: Housing

- Target program of housing by type, and range of costs per unit.
- Analysis of jobs/housing link on local and regional basis.
- Feasibility of providing housing for handicapped, elderly, low, and moderate-income groups.

5.1.8: Infrastructure Improvements

- A phased program of public facility improvements shall be prepared, including: water, sewer, storm drainage, solid waste disposal and recycling, to serve both the 36-acre development site and the overall master plan area.
- Cost estimates and a financing strategy for the construction of these improvements will also be provided.

5.1.9: Community Service Facilities

- Description of community/service facilities that will be required by the development, including police, fire, emergency services, schools, child care, health and other social service facilities.
- Arts and cultural facilities identified for inclusion within the project.

5.1.10: Historic and Archaeological Preservation

- Policies for on-site archaeological testing and/or excavation.
- Policies for preservation and enhancement of historic buildings and archaeological and historic resources, including criteria for evaluating whether structures or areas of historic significance should be maintained.

- Specific plans for the appropriate rehabilitation of historic structures will be prepared, based upon existing resources and historic information such as photographs and drawings. These shall include appropriate architectural and district design guidelines, and shall discuss the treatment of new development in relation to historic resources.

5.1.11: Resource Enhancement

- Mitigations related to groundwater and hazardous/toxic wastes on the site will be developed by Southern Pacific Transportation Company's geotechnical consultant (Woodward-Clyde) for inclusion in the administrative draft EIR.

5.1.12: Urban Design Guidelines

Specific urban design guidelines for the 36-acre detailed development plan and design policies for the overall master plan will be prepared. Key provisions will include, but not be limited to:

- Building height, massing and scale.
- Architectural treatment and materials.
- Ground-level treatment and configuration of public-oriented uses.
- Building orientation, entrances, setbacks.
- Relationship to areas beyond project boundaries.
- Landscape and urban design treatment of open spaces, public ways, and streetscapes.
- Street standards by classification of roadway.
- Treatment of historic buildings, including relationship to new development.
- Waterfront treatment.
- Freeway treatment.
- Areas or districts within property that should have unique design treatment.
- Signage treatment.
- Exterior lighting of public and private areas.

5.1.13: Implementation

The consultant team will prepare a comprehensive implementation program for the recommended master plan and detailed development plan, including phasing, parcelization and scheduling of on and off-site improvements matched with the performance of achievable absorption on the site.

In addition, the implementation program will include a public finance strategy identifying methods of public-private financing for necessary public improvements and facilities incorporated into the master plan. This task will include consideration of assessment districts, redevelopment (tax increment), Mello Roos community facilities districts, available Federal and State grants, and other pertinent local government funding mechanisms.

Task 5.2: Proposed Master Plan/Detailed Development Plan

The draft plan will be presented to the community at the fifth workshop. On the basis of impacts identified in Task 5.1 and input received from the public through these forums and through the outreach program, the consultant team will refine the draft plan and prepare the proposed Master Plan/Detailed Development Plan for consideration by the Planning Commission and Redevelopment Commission and for adoption by the City Council. Products for the refined plan will include all of those described above under Task 5.1.1 and 5.1.2. and will include a brochure to be used for public distribution prior to the public hearing process.

Summary of Task 5 Products

- Preliminary, and Draft Master Plan/Detailed Development Plan report incorporating graphics, impact analysis, and urban design guidelines. (30 copies)
- Preliminary, Draft and Final Proposed Master Plan/Detailed Development Plan, incorporating all final presentation materials. (30 copies)
- Full-color brochure providing summary of Detailed Development Plan and Master Plan, incorporating graphics, model photographs. (camera ready)

**TASK 6: ASSISTANCE IN PREPARATION OF IMPLEMENTATION DOCUMENTS
(ADDITIONAL SERVICES TO BE PROVIDED ON TIME AND MATERIALS BASIS)**

Task 6.1: Implementing Documents

The consultant team shall be available to assist City staff in the preparation of proposed amendments to applicable plans and the Zoning Ordinance. This may include adoption of a Special Planning District for the area. Plans to be evaluated for possible amendment include the General Plan, the Central City Community Plan, and any applicable Redevelopment Plan within the Richards Boulevard area. These amendments will provide the regulatory framework for the Southern Pacific Master Plan.

In addition to the amendments described above, the consultant team shall also be available to assist in the preparation and negotiation of the development agreement, in relation to implementation and planning issues.

Following receipt of comments, the consultant team shall update graphics and text within the Detailed Development Plan and the Overall Master Plan to reflect any changes made by City Council during the adoption process.

Summary of Task 6 Products

- Assistance in preparation of amendments to applicable plans, including required graphics and text related to planning, transportation, environmental and implementation issues.
- Assistance in preparing exhibits and text related to above issues for Development Agreement.

TASK 7: EIR COORDINATION

As illustrated on the work flow and schedule charts, a highly integrated relationship between the environmental and planning processes is proposed. The consultant team shall coordinate directly with the City's selected EIR consultants throughout the process. Information received through agency consultation and with the TCC shall be shared, and meetings shall be set up to coordinate the preparation of the existing conditions analysis, the definition and evaluation of the alternatives, the refinement and analysis of the draft master/detailed development plans, and the preparation of planning amendments. All draft products shall be issued to the environmental consultant for their review, prior to the delivery of final versions.

For budgeting purposes, a fixed fee for EIR coordination is provided through the preparation of the Administrative Draft EIR. Following the provision of data and analyses for this document, all further coordination shall be provided on a time and materials basis as an additional service.