

## Attachment A

# WORK PROGRAM

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The following work program, a modification of the original work program proposed by the EPS team, is now organized into two major phases, as directed by the Steering Committee. Phase I is intended to build consensus regarding project goals, data resources, and the scope of the technical effort. Phase II will consist primarily of technical analysis and will be guided by regular interaction with the Steering Committee. Adjustments to the Phase II work program may be necessary pending the results of Phase I work effort.

## **PHASE I: STEERING COMMITTEE ANALYSIS AND TECHNICAL SCOPING**

The first phase of the project is designed with the following goals in mind:

- \* Build familiarity and trust between Steering Committee members as well as between Committee members and the Consultant Team;
- \* Discuss specific concerns, biases, and desired outcomes that each participant brings to the process;
- \* Review and discuss data sources to understand fully what information is available, to reveal any potential "data biases," and to reach consensus on which sources are most appropriate for this study effort;
- \* Provide ample opportunity for the Consultant Team to synthesize the wealth and diversity of knowledge Committee members bring to the project;
- \* Refine the Phase II scope of technical work if necessary to ensure it reflects priorities of the Steering Committee.

In order to accomplish these goals, the following tasks are proposed:

### TASK 1: PREPARE ANNOTATED BIBLIOGRAPHY.

The Consultant Team will prepare an annotated bibliography of data sources that may be appropriate for each technical topic identified in the Team's original scope of work (i.e. the history, current conditions, and future challenges associated with environment & natural resources; agriculture; employment & demographics; land development; and planning & regulatory institutions). The bibliography will represent the Team's collective knowledge of available data resources and also will include a glossary of key terms. It will be prepared and submitted to the Steering Committee in advance of the first project initiation meeting, at which time it will be reviewed and discussed (see below). It is requested that Steering Committee members review this document in preparation of the meeting.

**Product: Annotated Bibliography**

## TASK 2: CONDUCT PROJECT INITIATION MEETING.

This kick-off meeting is conceived as a five-hour workshop, including a break for lunch, and will focus on the following components:

- a) *Introductions and group "bias discussion"*. This exercise is intended to better understand individual perspectives, concerns, and goals for the project related to land use trends in the County. Steering Committee members will be provided with a brief list of questions before the meeting and will be asked to make a few informal remarks on each. Careful notes will be taken and used to develop project goals. These goals will help to guide the project and may also be used at project completion to assist in evaluating the project's success.
- b) *Discussion of communication protocols*. The Consultant Team will prepare a set of recommended protocols to guide communication within the group and with members of the public and the press. These guidelines will be discussed, revised as necessary, and adopted by the Steering Committee.
- c) *Discussion of annotated bibliography*. Together, the group will thoroughly review the bibliography assembled by the Consultant Team and discuss known biases in the data as well as other concerns group members may have about the sources. This is also an opportunity for Steering Committee members to expand the bibliography to include sources that initially may have been overlooked. If additional sources are suggested, it is requested that detailed information about the source be provided (e.g., sponsoring agency, dates, geographic purview, format, cost etc.). It is intended that the discussion will conclude with consensus on a core body of data sources to employ in the study effort.
- d) *Overview of individual interview process and scheduling*. In order to give each participant more time to discuss her/his goals and priorities for this study, the Consultant Team proposes to conduct individual interviews with each Steering Committee member. These individual interviews will be conducted at a later date by pairs of consultants and will last up to one hour each (see **Task 3** below). Each participant will be asked to discuss a standard series of interview questions. Interview notes will be synthesized and submitted back to the group.
- e) *Discussion of public involvement strategy*. The Consultant Team will present a revised strategy for informing the public of the study and involving key agencies in the effort. **At this time, it appears more valuable to spend project time and financial resources working within the group to build consensus and to produce a comprehensive, high-quality technical document rather than focusing on an extensive public involvement process.** The Consultant Team will present and discuss with the group a modified approach that will keep the public abreast through press releases, emails, and Web postings while targeting key agencies and individuals for more interactive involvement in the study. It is recommended that a more intensive public participation effort be postponed to a later phase.

**Product: Kick-off meeting and minutes**

### TASK 3: CONDUCT INDIVIDUAL INTERVIEWS

The Consultant Team will conduct individual interviews with Steering Committee members, preferably during a one- to two-day block of time. It is anticipated that each of the Consultant Team members will assist in conducting these interviews by working in pairs and it is strongly recommended that all Steering Committee members participate. A standard set of questions will be used for each interview; notes will be written up and submitted back to the group.

**Product: Individual interviews and notes.**

### TASK 4: AMEND TECHNICAL SCOPE

Following the project initiation meeting and the completion of individual interviews, the Consultant Team will amend the Phase 2 scope-of-work as needed. Amendments will reflect priorities that have emerged through group and individual exercises and will present a directed and strategic approach to the technical analysis. The draft will be prepared and submitted to the Steering Committee in advance of the next group meeting (see below).

**Product: Phase II Technical Work Program (amended draft).**

### TASK 5: CONDUCT SECOND MEETING

A second Steering Committee meeting will be convened to review and discuss the Consultant Team's recommendations regarding the technical tasks to be completed in Phase II. At this time the Consultant Team will seek consensus from the Steering Committee regarding the work program tasks and proposed data resources. After discussion, it is hoped that the Steering Committee will unanimously adopt the Phase II work program. It is recognized that certain tasks may need to remain flexible in order to respond to new information or other factors. These tasks will be flagged for future discussion with the Steering Committee as necessary.

**Product: Steering Committee meeting and direction regarding Phase II.**

## **PHASE II: TECHNICAL ANALYSIS**

At this time, it is expected that the technical work program will follow the outline provided below. It is recognized that certain tasks may need to be revised or amended to respond more effectively to priorities and concerns identified during Phase I.

### TASK 6: REVIEW OF JURISDICTIONAL LANDSCAPE

Jurisdictions in Sonoma County that have authority to influence or control land use will be thoroughly reviewed and described. Key jurisdictions include the cities, County, LAFCO, Special Districts, and the Sonoma County Water Agency. Information will be provided regarding the statutory and geographical boundaries of their authority as it relates to land use.

**Product: Technical Memorandum #1 - Sonoma County Jurisdictional Landscape.**

## TASK 7: DEVELOP GIS BASE MAP AND DATA BASE

A Geographic Information System (GIS) will be used to explore the County's current physical layout. All data will be derived from existing digital sources including existing County and Green Info Network GIS data, the farmland mapping completed by both the Department of Conservation and the Department of Water Resources; USEPA and USGS land cover data; and the lands at risk data compiled by the Greenbelt Alliance. We will first create a base map of the County that will include roads, creeks and waterbodies, county and city boundaries, and topography. Map layers to be incorporated into the GIS database from existing digital sources may include:

- Existing parks, open space areas and other protected lands
- Agricultural soil suitability (prime/non-prime farmland)
- Existing agricultural lands
- Slope
- City limits
- Sphere of influence boundaries
- Lands at risk for development (as defined by Greenbelt Alliance); underlying base information only
- Existing zoning
- Existing land use
- Lands in Williamson Act contracts
- Coastal Zone

The GIS will be used throughout the planning process both to convey existing information and to investigate the spatial impacts of proposed actions.

**Product: Project base maps and accompanying documentation.**

## TASK 8: HISTORY & BACKGROUND

A thorough review of Sonoma County's economic and land use history will be prepared and presented to the Committee in memorandum format. Emphasis will be on events and trends since 1970, shortly following the State's 1969 legislation requiring all counties to adopt General Plans. The survey will include:

- Description of the County's natural features and resources including an overview of the local climate, geology, hydrology, soils, vegetation and habitat lands and changes in these features and resources over time. Information will be generated from existing data and information available from organizations participating in the Steering Committee.
- History of agriculture addressing key agricultural periods in Sonoma County's history; key factors influencing changes in crops and production; and production by crop by year; and
- State and regional factors that have influenced the economic and demographic growth of the County including transportation innovations, social and institutional occurrences such as the siting of a state university in the County, and legislative actions such as Proposition 13.

This history is intended to illuminate the trends, institutions, innovations, and regulations that have combined to shape the economic and physical conditions that characterize the County today.

**Products: Technical Memorandum #2 - Sonoma County Land Use History (with illustrative maps).**

### TASK 9: CURRENT CONDITIONS & TRENDS

Building on research and analysis completed in previous tasks, the Consultant Team will analyze current conditions in the County focusing on:

- Regional economic context;
- Agricultural uses and production;
- Quality of life as indicated by environmental and social attributes (e.g. water, air, habitat, education, recreation, affordable housing);
- Population and income,
- Major employment sectors and high-growth industries;
- Land-use patterns;
- Inter-jurisdictional cooperation and planning.

Where data is available, quantitative analysis will be conducted to document thirty-year historical trends. This memo will be presented and discussed at a Steering Committee Meeting.

**Product: Technical Memorandum #3 - Current Conditions and Trends (with illustrative maps).**

### TASK 10: FUTURE CHALLENGES

Informed by historical trends and current conditions that are identified in previous tasks, the Consultant Team will identify and analyze pressing future growth-management challenges faced by the County. The team will analyze population and employment projections and will examine land patterns to identify fast-growing and newly emerging land uses. Impacts on environmental quality indicators such as water and air will also be discussed. This memo will be presented and discussed at a Steering Committee Meeting.

**Product: Technical Memorandum #4 - Future Challenges (with maps).**

### TASK 11: POLICY OPTIONS AND SCENARIOS

First, current land use policies will be modeled to demonstrate expected future outcomes under "baseline" or "status quo" conditions. Outcomes will be displayed spatially using GIS techniques.

Second, a series of policy case studies be prepared to document and describe techniques that are used elsewhere for sustaining agricultural activities, protecting ecological resources, preserving open space, limiting sprawl, and promoting sustainable communities. Case studies will include an analysis of successes and failures as well as a review of any "unintended consequences" that have resulted from growth management policies.

Third, working with the Steering Committee, policy options for preserving open space and promoting agricultural viability that are relevant to Sonoma County and which can be readily implemented given current institutions will be identified. These policy options or "interventions" will be analyzed to determine their effects on land use patterns and consumption and on their ability to shape desired growth management outcomes.

Possible interventions to be considered may include:

- General Plan and Zoning Changes (City & County)
- Urban Growth Boundaries
- Growth Rate Controls
- Affordable Housing Incentives
- Density Intensification/Density Transfer Programs
- Increased Environmental Restrictions
- Public/Private Land Fee and Easement Acquisitions
- Infrastructure Alternatives (Transit, Water, Sewage)

It is assumed that a set of policy scenarios will be selected that can be mapped, reflecting the market response (growth patterns) that occur under scenario.

**Products: Technical Memorandum #5 -- Policy Options & Scenarios (with maps).**

## TASK 12: PUBLIC INVOLVEMENT

Although an intensive public outreach process is not included in this project scope, the Consultant Team will work with the Steering Committee to identify a limited number of key agency representatives and individuals to target for more involvement in the study effort. The Consultant Team will contact these agency representatives and other individuals at the beginning of the effort to present the project's goals, objectives, and timeline. In-person meetings may be arranged as appropriate. The Team will provide this target group with periodic updates throughout the project via letter, phone, or email.

Once a draft of the full report is crafted and has been reviewed by the Steering Committee, the team will host a meeting for the target group to present and discuss findings in the report. In addition, the Consultant Team will host a meeting open to the public to present major findings and policy options identified in the report.

**Products: Initial meetings with selected agency representatives; one presentation to selected agency representatives; one presentation open to the public.**

## TASK 13: PHASE II STEERING COMMITTEE MEETINGS

In addition to the two Steering Committee meetings and individual interviews outlined in Phase I, the team will participate in up to seven Steering Committee meetings to present and discuss project findings. These meetings will occur approximately monthly during the course of the project. The meetings will be led by Ray Krauss and will be attended by other team members as appropriate. Mr. Krauss will be responsible for communicating the Committee's comments and concerns to the rest of the team and for re-directing the work effort in response as necessary.

The information to be discussed at each meeting will be provided to the Steering Committee five days prior to the meeting. The following Steering Committee Meetings and topics are envisioned:

- Meeting 1: Jurisdictional Authority
- Meeting 2: History and Background
- Meeting 3: Current Conditions
- Meeting 4: Future Challenges
- Meeting 5: Review Policy Case Studies and Select Policy Options
- Meeting 6: Draft Land Use Audit
- Meeting 7: Unassigned

**Products: Seven Steering Committee meetings and associated minutes.**

#### TASK 14: PROJECT REPORTS

It is envisioned that the five technical memoranda prepared in previous tasks will be synthesized and integrated into a complete project report. The draft report will be organized thematically to address history, current conditions, and future challenges of each major element identified for study (Environment, Agriculture, Employment & Demographics, Land Development & Use Patterns, and Planning Framework & Regulatory Institutions) to provide a comprehensive analysis that traces significant trends through time. The policy options section of the draft will analyze mechanisms that cut across major themes to achieve policy and growth management goals supported by the Steering Committee.

The draft report will be submitted to the Steering Committee for review and discussion at a Steering Committee meeting. Revisions will be made based upon Steering Committee comments and a revised draft will be issued.

The Team will provide 50 printed copies of the final report to the Steering Committee and will also provide it in PDF format via CD. It is recommended that the Steering Committee consider distributing the final report to the public-at-large in PDF format via CD and by posting it on the Greenbelt Alliance and Farm Bureau Web sites. Electronic distribution will dramatically reduce production and distribution costs.

**Product: Final Report (50 printed copies) and transmission of the PDF file.**

#### BUDGET

The Consultant Team will complete the project for \$150,000. Phase 1 has an estimated budget of \$25,000, which includes meeting time and necessary preparation (see **Table 1**). General estimates for staff hours and task budgets for Phase II work is provided in **Table 2**. The distribution of resources in Phase II may be revised pending the outcome of Phase I work; however, the overall project budget will-not-exceed \$150,000.

## PAYMENT

EPS will submit invoices for time and materials expended (including all subcontractors) upon completion of each draft task-product identified in the Work Program. Payment will be due upon receipt. The exception to this method will be Steering Committee meetings planned for Phase II (Task 13). Time and materials expended in the preparation and attendance of these meetings will be billed following each meeting (rather than at the completion of all seven meetings).