

## PHASE II DRAFT WORK PROGRAM ADDENDUM

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This Addendum to the Phase II Work Program is intended to reflect priorities and concerns identified during the Phase I effort, as expressed during Steering Committee meetings and in the round of Steering Committee member interviews. The structure and content of the original Work Program remains largely unchanged from the earlier version (approved May 2002); however, the sequencing of certain tasks has been reordered and the individual tasks have been more clearly defined.

As originally conceived, each technical task includes a Steering Committee meeting. It is anticipated that as a general pattern for these meetings the first portion will consist of presentation and discussion of materials prepared by the Consultant Team; the second portion of the meeting will introduce the upcoming task and will offer an opportunity for the Steering Committee to specify key aspects of the work to be completed.

### PHASE II: TECHNICAL ANALYSIS

#### TASK 2.1: GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Throughout the study, geographic information systems (GIS) will be used to explore the County's physical layout (past and present) as well as to explore the spatial impacts of "what if" future scenarios (see Task 2.7 below). 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. In general, maps will be produced in tandem with technical memoranda prepared by the Consultant Team. Please see specific task descriptions detailed below

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

#### TASK 2.2: HISTORY

A narrative of Sonoma County's land use history will be prepared and presented to the Committee in memorandum format. This history is intended to illuminate the institutions, innovations, and regulations that have combined to shape the economic and physical conditions that characterize the County's land use patterns today. Discussion of events and trends prior to 1970 will be primarily qualitative; discussion of more recent trends (post 1970) will incorporate quantitative data points as available.

The history will include a review of:

- Regional economic context;
- Agricultural uses and production
- Residential development (housing units); within the cities and the unincorporated County;

- Population and income;
- Major employment sectors and high-growth industries;
- Environmental quality as indicated by endangered species listings, habitat, water quality

Please note that quantitative analysis and discussion of historical and more recent trends in land use (acres by use type) has been intentionally postponed until Task 2.5 (see below).

**Product: Technical Memorandum #1 - Sonoma County Historical Narrative.**

### TASK 2.3: REVIEW OF JURISDICTIONAL LAND USE TOOLS

Jurisdictions in Sonoma County that have authority to influence or control land use will be thoroughly reviewed and described. Ultimately this information will provide the Steering Committee a context for considering the appropriateness, utility, and merits of policy options. Jurisdictions reviewed will include the cities, County, LAFCO, Special Districts, and the Sonoma County Water Agency and others. The influence of key State and federal agencies will also be considered, particularly the “resource” agencies that regulate habitat and threatened and endangered species. Information will be provided regarding the statutory responsibilities and geographical boundaries of each jurisdiction as these relate to land use in the County. Current circumstances will be described, including emerging policy trends within each jurisdiction and the likely effects of endangered species listings or habitat designations. Although emphasis will be on depicting the current jurisdictional landscape and perspective, key historical events will be described as appropriate, for example the advent of the cities’ “urban limit lines” and other growth control measures, beginning with Petaluma in the early 1970’s.

**Product: Technical Memorandum #2 - Sonoma County Jurisdictional Landscape.**

### TASK 2.4: MAJOR INFRASTRUCTURE CAPACITY AND ISSUES

The capacity and limitations of major infrastructure have had and will continue to exert influence upon land use patterns in Sonoma County as elsewhere. In this task, emphasis will be placed upon documenting current infrastructure capacity and infrastructure providers along with key historical shifts, emerging issues, and opportunities. The major infrastructure items considered will include:

- Water Supply
- Sewage Disposal
- Urban Drainage and Flood Control
- Transportation (highways, arterial roads, transit, airports)

**Product: Technical Memorandum #3 - Sonoma County Infrastructure Landscape.**

### TASK 2.5: IDENTIFICATION & ANALYSIS OF LAND USE PATTERNS & TRENDS

The Consultant Team will analyze recent historical trends and current conditions in the County (since 1970) with the intention of understanding development trends and rates of change. The analysis will gather information on land use trends (acres by use type including residential, intensive agriculture, grazing lands, and natural wooded areas) and will synthesize information presented in Tasks 2.2 through 2.4 to illuminate how various social, economic, and political events have influenced land use patterns in the County.

**Product: Technical Memorandum #4 -Recent Historical and Current Conditions and Trends (with illustrative maps).**

### TASK 2.6: ARTICULATION OF COMMON GOALS

This task is envisioned as a group exercise to establish the areas of common ground that have emerged to this point in the course of the Study. Building on technical work completed in previous tasks and Committee discussions, the group will draft a preliminary “platform” articulating common goals and identifying areas that offer promise for collaboration and possibly future action. During this exercise it may be necessary to “agree to disagree” on certain topics, recognizing that the group as whole may not be able to move forward consensually on every issue or concern that has been raised. This approach will allow the group to focus its energy on the areas that are most ripe for collaboration between the agricultural and environmental communities.

The group exercise and preliminary platform will lay the foundation for identifying “what if” scenarios for further analysis (see Task 2.7 below).

**Product: Group Exercise and Notes.**

### TASK 2.7: FUTURE SCENARIOS

Focusing on common concerns and goals articulated in Task 2.6, the Steering Committee will select three broad brush “what if” land use scenarios to be developed and analyzed by the Consultant Team. “Broad brush” means that the level of detail of these scenarios will be generalized, consisting of graphic (mapped) expressions. Statistical breakdowns will be limited to major jurisdictional boundaries. The scenarios are intended to describe plausible scenarios for the future of Sonoma County under varying assumptions regarding economic growth, resource and infrastructure limitations, and effectiveness of land use controls. In the context of the Land Use Audit, the scenarios

will provide a backdrop for considering the need for and merits of policy options in the subsequent task. As an example, a “what if scenario” might be prepared that describes a future where the cities’ urban growth boundaries are not renewed thus setting the stage for additional urban development around existing cities.

The purpose of analyzing future scenarios is to test spatial implications of events or changes that the Committee believes are plausible and are of particular concern. Once the implications of the scenarios are analyzed and mapped, the Committee will have an opportunity to discuss potential impacts that have been identified and to consider policy options in the event that impacts are deemed undesirable (see Task 2.8 below).

**Product: Technical Memorandum #5 - “What If” Scenarios and illustrative maps.**

#### TASK 2.8: POLICY CASE STUDIES AND OPTIONS DISCUSSION

A series of “policy case studies” will be prepared to document and describe techniques that have been successfully used elsewhere for achieving specific land use and growth management goals. Case studies, which will examine program initiatives, will include an analysis of the successes and failures in program application elsewhere as well as a review of any “unintended consequences” that have resulted from growth management policies. Emphasis will be on case studies that address potential impacts and concerns regarding the future as revealed in the Future Scenarios analysis (Task 2.7)

Following presentation of the case studies, the Committee will discuss experiences in other communities: Which strategies appear most relevant to Sonoma County? Which seem most successful? What are the merits and unintended consequences? Do any represent courses of action that the Committee would consider pursuing or supporting? Ideally, the Committee will be able to identify potential courses of action to prevent undesirable future land use scenarios explored in Task 2.7.

**Product: Technical Memorandum #6 - Case Studies**

#### TASK 2.9: 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 2.10: 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 3: Review outlines for History, Jurisdictional Land Use Tools, and Infrastructure memoranda

Meeting 4: Part I: Review of completed memoranda (see above)  
Part II: Discussion of upcoming Task 2.5 (Analysis of Land Use Patterns)

Meeting 5: Part I: Review of Land Use Patterns memorandum  
Part II: Group Exercise Articulating Common Goals (may need to be postponed until the following meeting)

Meeting 6: Identification of "What If" Scenarios

Meeting 7: Part I: Review of "What If" Analyses  
Part II: Discussion of upcoming Task 2.8 (Case Studies)

Meeting 8: Part I: Review of Case Studies and Discussion  
Part II: Discussion of Draft Report (content, format, etc.)

Meeting 9: Review of Draft Report

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

## TASK 2.11: PROJECT REPORTS

It is envisioned that the technical memoranda prepared in previous tasks will be synthesized and integrated into a complete project report. The draft report will be organized thematically 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.**