RESOLUTION - ACTION REQUESTED 2017-621

MEETING: September 12, 2017

TO: The Board of Supervisors

FROM: Sarah Williams, Planning Director

RE: 2017 General Plan Annual Report (County Project No. 2017-114)

RECOMMENDATION AND JUSTIFICATION:
Consider Public Comments and Adopt a Resolution Accepting the 2017 General Plan Annual Report, Directing that the 2017 Annual Report beFiled with the State Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD), and Establishing the 2017 Schedule of General Plan Amendments.

State law and County requirements direct the Planning Commission and the Board of Supervisors to review progress made during the past year (2016) in accomplishing the policies and implementation measures of the General Plan. The Annual Report must be submitted to two designated State agencies, OPR and HCD. The Board also needs to establish a schedule of times for considering proposed 2017 amendments to the General Plan.

As a result of the Board’s review and recommendations, amendments to the action portion of the attached draft Board resolution may be necessary.

BACKGROUND AND HISTORY OF BOARD ACTIONS:
The Board of Supervisors adopted the General Plan in December of 2006. A number of minor amendments to the General Plan have been approved by the Board since 2006. The 2017 General Plan Annual Report summarizes progress made on implementation during 2016, and it proposes priorities and a schedule for considering General Plan amendments for 2017.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:
Failure to complete action on the General Plan Annual Report would put the County out of compliance with State law and with the requirements of the Mariposa County General Plan.

FINANCIAL IMPACT:
None

ATTACHMENTS:
CAO RECOMMENDATION
Requested Action Recommended

RESULT: ADOPTED [UNANIMOUS]
MOVER: Kevin Cann, District IV Supervisor
SECONDER: Merlin Jones, District II Supervisor
AYES: Smallcombe, Jones, Long, Cann, Menetrey
MARIPOSA COUNTY RESOLUTION NO. 17-621

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF MARIPOSA ACCEPTING THE 2017 GENERAL PLAN ANNUAL REPORT AND ESTABLISHING A SCHEDULE OF DATES EXPECTED FOR PUBLIC HEARINGS TO CONSIDER 2017 AMENDMENTS TO THE MARIPOSA COUNTY GENERAL PLAN

WHEREAS, the laws of the State of California require Mariposa County to adopt and maintain a General Plan to guide the long-term development of the County, pursuant to Government Code Section 65300 et seq.; and

WHEREAS, after six years of public workshops, policy drafts, plan revisions and final public hearings, the Board of Supervisors did adopt the Mariposa County General Plan on December 18, 2006; and

WHEREAS, State Government Code Section 65400(a)(2) requires that an annual report be prepared on the progress in the implementation of the General Plan, and the progress the County is making with regard to meeting its share of regional housing needs; and

WHEREAS, comments from all County Departments were requested with respect to their involvement in the implementation of the General Plan; and

WHEREAS, a duly noticed Planning Commission public hearing and workshop on the 2017 General Plan Annual Report was scheduled for the 7th day of July, 2017; and

WHEREAS, the Planning Commission did hold a public hearing and workshop and considered the information provided by County Departments and in the public record, including the 2017 General Plan Annual Report; and

WHEREAS, Planning Commission adopted Resolution 2017-007, recommending that the Board of Supervisors accept the 2017 General Plan Annual Report and forward it to State Agencies; and

WHEREAS, General Plan policy 4-3a establishes that General Plan amendments shall be scheduled on a regular basis every year; and

WHEREAS, Implementation Measure 4-3a (1) and State law limit the times at which the adopted General Plan can be amended to no more than 4 times per year; and

WHEREAS, Implementation Measure 4-3a (2) provides that one of the four General Plan Amendment hearings shall be held for the use of the Board of
Supervisors to adopt updates and modifications to the General Plan that are generated during the Annual Review; and

WHEREAS, the Planning Commission has reviewed this schedule and the Annual Report and recommended approval of the Schedule for General Plan Amendments on July 7th, 2017; and

WHEREAS, actual meeting dates in the Schedule of 2017 General Plan Amendments (Exhibit A) are approximated, and advisory, and will be finally established as public hearing dates are officially noticed and advertised; and

WHEREAS, it is in the public interest to have an adopted schedule of expected hearing dates to inform applicants, staff, advisory bodies and the public of the times at which they may expect to see changes considered to General Plan policies, and use diagrams or Area Plans.

NOW THEREFORE BE IT RESOLVED THAT the Board of Supervisors hereby adopts this Resolution accepting the 2017 General Plan Annual Report, and the Schedule included in Exhibit A as the schedule of dates expected to consider Mariposa County General Plan Amendments in 2017.

BE IT FURTHER RESOLVED THAT the Board of Supervisors hereby directs the Planning Director to file the 2017 General Plan Annual Report to the Department of Housing and Community Development and the State Office of Planning and Research.

ON MOTION BY Supervisor Cann, seconded by Supervisor Jones; this resolution is duly passed and adopted this 12th day of September, 2017 by the following vote:

AYES: SMALLCOMBE, JONES, LONG, CANN, MENETREY
NOES: NONE
ABSENT: NONE
ABSTAIN: NONE

Marshall Long, Chair
Mariposa County Board of Supervisors

ATTEST: APPROVED AS TO FORM:

René LaRoche
Clerk of the Board of Supervisors

Steven W. Dahlem
County Counsel
## EXHIBIT A

### Schedule of 2017 General Plan Amendments

<table>
<thead>
<tr>
<th>Applications</th>
<th>Application Deadline</th>
<th>Planning Commission Public Hearing</th>
<th>Board of Supervisors Public Hearing</th>
</tr>
</thead>
<tbody>
<tr>
<td>One - (private or public)</td>
<td>Public application (approval of Tenaya Cabins)</td>
<td>n/a</td>
<td>June 27</td>
</tr>
<tr>
<td>Two - (private or public)</td>
<td>Other applications submitted and completed by July 1, 2017</td>
<td>July 1, 2017</td>
<td>July 21*</td>
</tr>
<tr>
<td>Three - (private or public)</td>
<td>Other applications submitted and completed by August 30, 2017</td>
<td>August 30</td>
<td>November 14*</td>
</tr>
<tr>
<td>Four - (private or public)</td>
<td>Other applications submitted</td>
<td>TBD as necessary*</td>
<td>*</td>
</tr>
</tbody>
</table>

*Public hearing dates are not definite until they have been noticed and advertised.*
Scope of Services

Our proposed scope of services for Phase 1 is presented below. For each task, we identify products associated with the work to be performed. Our corresponding budget identifies a detailed level of effort and budget to develop the strategic implementation work program (see Budget and Rate Schedule, below). General estimates are then provided for key implementation items anticipated to be completed under Phase 2 of this work effort (see Estimated Level of Effort for Anticipated Future Tasks, below). These more general estimates will be refined through subsequent task orders.

Task 1. Kickoff Meeting and Ongoing Project Management

The objectives of this task are to kick off the project and set expectations and protocols for project management.

1.1. Kickoff Meeting

Key members of the Michael Baker team will attend a half-day kickoff meeting with County staff. The kickoff meeting is an opportunity to establish project goals and to confirm how the scope of work, schedule, and budget will be executed. In this meeting, we will:

- Discuss the current status of the General Plan implementation measures.
- Identify pertinent County documents, policies, and other regulatory documents (e.g., specific plans, community plans, policy direction from the Board of Supervisors).
- Confirm state law changes related to the General Plan that should be addressed by the strategic implementation work plan.
- Discuss and finalize a list of emerging local policy issues facing the County that are not currently addressed by the General Plan.
- Establish preferences for communications, including project status reports and frequency of coordination calls with County staff.
- Refine and detail the project scope, budget, and schedule, as necessary.

Meetings:

- In-person meeting with County staff and key members of the Michael Baker team

Deliverables/Outcome:

- Summary of General Plan implementation measure status
- Refined scope of work, schedule, and budget

1.2. Ongoing Project Management

Ongoing and active project management is essential to ensure a successful project. This task provides for project management by the Michael Baker team throughout the project, including overall project management, coordination of team members and tasks, preparation of invoices and updates, general consultation with the County, strategic coordination team meetings, and quality control reviews. We recommend conference calls every other week throughout the project. These calls are an opportunity to review tasks in progress, share information, and review key milestones and deliverables. We will generate agendas and notes for each
team meeting for the County's records and use in updates to the Board of Supervisors or interested parties. We recognize that the Michael Baker team will also communicate with the County team by email and phone as needed throughout the project, independent from the scheduled calls.

Meetings:
- Scheduled coordination calls every two weeks between County staff and consultant team

Deliverables/Outcome:
- Coordination call meeting agenda and notes
- Monthly progress status memos to accompany monthly invoices

Task 2. Refine Implementation Checklist
The focus of this task is to identify outstanding (yet-to-be-completed) measures on the implementation checklist and to augment the checklist with additional items that may be considered related to changes in state law or emerging local planning issues.

2.1. Review and Refine Status of General Plan Implementation Checklist Measures
Building from discussions at the kickoff meeting, Michael Baker will identify implementation measures from the existing General Plan implementation checklist that have been completed, are in progress, or are outstanding. For those measures that are in progress or outstanding, we will develop and apply a list of criteria to evaluate each measure. These criteria may include resource availability (e.g., funding, staff, expertise), regulatory compliance timelines, order of operations (measures that may trigger or delay other associated measures), or relationship to an identified emerging local planning issue. The results of this evaluation will be used to assign preliminary completion time frames for in-progress or outstanding implementation measures.

Meetings:
- No in-person meetings anticipated

Deliverables/Outcome:
- Refined General Plan implementation checklist

2.2. Review Existing General Plan Policies for Consistency with Current Issues
Michael Baker will review existing General Plan goals and policies in light of current issues, including:
- Consistency with state legislation approved since the General Plan was last amended in 2006 (as noted in the Project Understanding).
- Applicability to emerging local planning issues (as described in the Project Understanding).

This review will determine the relevancy of the existing General Plan goals and policies and identify policy topics that should be addressed by new programs in the implementation checklist. Time frames for completion of proposed updates will also be identified.

Meetings:
- No in-person meetings anticipated
Deliverables/Outcome:
- Technical memorandum summarizing policy topics to be addressed

2.3. Planning Commission and Board of Supervisors Study Sessions (2)

Michael Baker recommends conducting study sessions before the Planning Commission and the Board of Supervisors to gather input on the refined implementation checklist (Task 2.1) and the technical memorandum identifying policy topics to be addressed (Task 2.2). Input from these study sessions, along with input received from Task 2.4, will be used to prepare a revised implementation checklist, including current issues, to be used in developing the strategic implementation work plan (Task 3). This task assumes two study sessions: one before the Planning Commission, followed by one before the Board of Supervisors. At County staff's discretion, this task could be modified to be held as two joint study sessions before both decision-making bodies.

Meetings:
- Study session with Planning Commission
- Study session with Board of Supervisors

Deliverables/Outcome:
- Meeting presentations and related materials
- Summary of input from Planning Commission and Board of Supervisors

2.4. Staff Meeting to Review Checklist and Policy Topics

Michael Baker will meet with County staff, including key staff from other departments and agencies, to review the refined implementation checklist (Task 2.1) and the technical memorandum identifying policy topics to be addressed (Task 2.2). Input received from the Planning Commission and Board of Supervisors (Task 2.3) will also be presented. Input from this meeting will be used to prepare a revised implementation checklist, including current issues, to be used in developing the strategic implementation work plan (Task 3).

Meetings:
- In-person meeting between County staff and key members of the Michael Baker team

Deliverables/Outcome:
- Revised implementation checklist

2.5. Planning Commission and Board of Supervisors Study Sessions (2)

Michael Baker recommends conducting study sessions before the Planning Commission and the Board of Supervisors to ensure concurrence with recommendations proposed in the revised checklist and to discuss new programs emerging from policy topics before the strategic implementation work program is prepared. A key objective of these study sessions would be to work with decision-makers to establish preliminary priorities for new and existing/outstanding implementation programs. This task assumes two study sessions: one before the Planning Commission, followed by one before the Board of Supervisors. At County staff's discretion, this task could be modified to be held as two joint study sessions before both decision-making bodies.

Meetings:
- Study session with Planning Commission
- Study session with Board of Supervisors
Deliverables/Outcome:

- Meeting presentations and related materials
- Revised prioritized implementation checklist following Board of Supervisors session

Task 3. Develop Strategic Implementation Work Plan

The focus of this task is to develop a strategic implementation work plan for the Mariposa County General Plan. The work plan will act as a guiding document, describing how future implementation tasks will be managed and a recommended process for executing the tasks.

3.1. Prepare and Refine Draft Strategic Implementation Work Plan

Michael Baker will prepare a draft strategic implementation work plan. As an initial work item, we will collaborate with County staff to develop a format and outline for the work plan that makes the document easy to read, trackable, and accessible. At a minimum, the strategic implementation work plan will include the following components:

Project management plan. This section will describe an overall project management plan, clearly delineating consultant and County staff responsibilities for future task orders. The project management plan will establish protocols for communication, project status updates, and the anticipated process for preparation and approval of future task orders identifying a detailed scope, budget, and schedule to implement programs identified in the work plan.

Prioritized task lists. This section will identify anticipated future tasks in priority order based on the work completed in Task 2. Based on our initial review of the County’s existing implementation checklist (and subject to refinement based on the findings of Task 2), we anticipate that the following types of tasks will be presented and prioritized, resulting in subsequent task orders to complete the identified work. Each type of task identified could result in multiple task orders, and the strategic implementation work plan would identify the priority order in which they should be prepared.

- Prepare community and area plans.
- Update zoning and subdivision regulations.
- Update building codes and standards, grading ordinance, public works standards, public facilities and service standards, and other County codes.
- Create/update design guidelines and standards.
- Establish/refine resource management programs (e.g., agriculture, water, mineral resource, historic resources).
- Coordinate related planning efforts (e.g., economic development, transit, arts, housing), including those conducted by external agencies.
- Modify/update development project review process and requirements.
- Complete other tasks determined to respond to emerging issues (e.g., marijuana regulations) or state law requirements (e.g., climate change adaptation).

Within each type of task identified above, subtasks will be developed to identify the desired scope of work to be performed for each.

Engagement plan. This section will describe options available to engage the community while completing tasks identified in the work plan. It will outline the various forms of engagement to be completed (e.g., workshops, advisory committee meetings,
surveys, pop-ups, study sessions), matching desired forms of engagement for each identified task. For each task, the plan will delineate the desired levels of recommendation and decision-making for each task (e.g., advisory committees, Planning Commission, Board of Supervisors), what level of engagement is anticipated with other agencies, and which County departments should be engaged in the effort.

**Monitoring and reporting.** This section will establish mechanisms for monitoring progress toward completion of individual tasks, along with a reporting template to be used by County staff to provide an annual report on progress toward implementation of the General Plan to the Board of Supervisors.

Michael Baker will prepare a draft version of the strategic implementation work plan for County staff review. Following receipt of a single set of consolidated County staff comments and a meeting with County staff to discuss comments, Michael Baker will prepare a revised draft of the work plan for review and discussion with the Planning Commission and the Board of Supervisors.

**Meetings:**
- In-person meeting between County staff and key members of the Michael Baker team

**Deliverables/Outcome:**
- Outline for strategic implementation work plan
- Draft strategic implementation work plan
- Revised draft strategic implementation work plan

3.2. Planning Commission and Board of Supervisors Joint Study Session (1)

Michael Baker will conduct a joint study session before the Planning Commission and the Board of Supervisors to review the revised draft strategic implementation work program developed in Task 3.1. A key outcome of this study session would be to gain decision-maker support for the updated work program, and potentially to kick off a number of initial work items. We recommend that this study session be held jointly between both decision-making bodies. At County staff’s discretion, this could be completed in a sequential manner similar to Tasks 2.3 and 2.5.

**Meetings:**
- Joint study session with Planning Commission and Board of Supervisors

**Deliverables/Outcome:**
- Meeting presentations and related materials

3.3. Prepare Final Strategic Implementation Work Plan

Following the joint study session and confirmation with County staff of desired changes, Michael Baker will revise the strategic implementation work plan to prepare a final version to be used to support scheduling, funding, and execution of future task orders.
Project Timeline

The schedule below presents completion of Phase 1 of the project in approximately seven months from contract initiation by January 2018. Subsequent follow-up tasks would continue from February 2018 through 2020 and beyond. The schedule is flexible, based on our project understanding and the County's needs and resources, and can be either shortened or extended as needed at the project kickoff meeting.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>2017</th>
<th>2018</th>
<th>Feb 2018-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1. Kickoff Meeting and Ongoing Project Management</td>
<td>1.1. Kickoff Meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2. Ongoing Project Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 2. Refine Implementation Checklist</td>
<td>2.1. Review and Refine Status of General Plan Implementation Checklist</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2. Review Existing General Plan Policies for Consistency with Current Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3. Planning Commission and Board of Supervisors Study Sessions (2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4. Staff Meeting to Review Checklist and Policy Topics</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5. Planning Commission and Board of Supervisors Study Sessions (2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3. Develop Strategic Implementation Checklist</td>
<td>3.1. Prepare and Refine Draft Strategic Implementation Work Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2. Planning Commission and Board of Supervisors Joint Study Session (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3. Prepare Final Strategic Implementation Work Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow-Up Task Orders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow-Up Task Orders – to be determined</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Budget and Rate Schedule**

The Michael Baker team’s proposed budget for Phase 1 planning activities for this project is provided below. It identifies team member levels, hourly rates, estimated hours per task, and total number of hours and cost. Our budget is aligned with expectations established by the County, resulting in expenditures of up to $54,960 through completion of Phase 1. Payments would be made on a monthly basis based on actual time spent by Michael Baker team staff toward completion of project tasks in the previous month.

Our objective in assembling the budget is to provide a realistic assessment of the effort required to complete the work items identified in the RFP. The work program and budget remain flexible at this time and may be adjusted as needed to meet County needs and priorities based on mutual agreement.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Project Manager $190</th>
<th>Assl PM $150</th>
<th>Sr Planner $165</th>
<th>Assoc Planner $105</th>
<th>Graphics $85</th>
<th>Editing $85</th>
<th>Admin $70</th>
<th>Total Hours</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1. Kickoff Meeting and Ongoing Project Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1. Kickoff Meeting</td>
<td>4</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16</td>
<td>$2,240</td>
</tr>
<tr>
<td>1.2. Ongoing Project Management</td>
<td>20</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>44</td>
<td>$7,080</td>
</tr>
<tr>
<td>Task 2. Refine Implementation Checklist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1. Review and Refine Status of General Plan Implementation Checklist Measures</td>
<td>2</td>
<td>4</td>
<td>16</td>
<td>30</td>
<td>2</td>
<td>2</td>
<td>56</td>
<td></td>
<td>$7,080</td>
</tr>
<tr>
<td>2.2. Review Existing General Plan Policies for Consistency with Current Issues</td>
<td>2</td>
<td>4</td>
<td>40</td>
<td></td>
<td>2</td>
<td>2</td>
<td>50</td>
<td></td>
<td>$5,490</td>
</tr>
<tr>
<td>2.3. Planning Commission and Board of Supervisors Study Sessions (2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td>16</td>
<td></td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>2.4. Staff Meeting to Review Checklist and Policy Topics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>8</td>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>2.5. Planning Commission and Board of Supervisors Study Sessions (2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td>16</td>
<td></td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>Task 3. Develop Strategic Implementation Checklist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1. Prepare and Refine Draft Strategic Implementation Work Plan</td>
<td>4</td>
<td>8</td>
<td>20</td>
<td>80</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>124</td>
<td>$14,820</td>
</tr>
<tr>
<td>3.2. Planning Commission and Board of Supervisors Joint Study Session (1)</td>
<td>4</td>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td>$1,960</td>
</tr>
<tr>
<td>3.3. Prepare Final Strategic Implementation Work Plan</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>7</td>
<td>2</td>
<td></td>
<td>1</td>
<td>20</td>
<td>$2,615</td>
</tr>
<tr>
<td>Subtotal</td>
<td>54</td>
<td>80</td>
<td>40</td>
<td>157</td>
<td>6</td>
<td>8</td>
<td>21</td>
<td>366</td>
<td>$48,065</td>
</tr>
<tr>
<td>Direct Costs (printing &amp; travel)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,965</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$50,030</td>
</tr>
</tbody>
</table>

Note: Budget-level estimated costs for anticipated follow-up tasks are provided in the section below.
In addition to these Phase 1 costs, the following bill rates apply to staff identified in this proposal for follow-up task orders that may result from the strategic work plan following November 30, 2017. These bill rates are subject to change over time and may be refined in task orders through mutual agreement between the County and Michael Baker.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Title</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff Henderson, AICP</td>
<td>Project Manager</td>
<td>$190</td>
</tr>
<tr>
<td>Sara Allinder, AICP</td>
<td>Assistant Project Manager</td>
<td>$150</td>
</tr>
<tr>
<td>Holly Pearson, AICP</td>
<td>Senior Planner</td>
<td>$165</td>
</tr>
<tr>
<td>Patrick Hindmarsh</td>
<td>Senior Environmental Planner</td>
<td>$160</td>
</tr>
<tr>
<td>Courtney Wood, AICP, LEED AP, IAP2</td>
<td>Community Engagement Specialist</td>
<td>$125</td>
</tr>
<tr>
<td>Dana Hoffman, AICP</td>
<td>Associate Planner</td>
<td>$105</td>
</tr>
<tr>
<td>Alessandra Lundin</td>
<td>Associate Planner</td>
<td>$105</td>
</tr>
<tr>
<td>Margo Nayyar</td>
<td>Architectural Historian</td>
<td>$95</td>
</tr>
<tr>
<td>Assistant Planner</td>
<td></td>
<td>$90</td>
</tr>
<tr>
<td>Graphics/GIS/Technical Editing</td>
<td></td>
<td>$85</td>
</tr>
<tr>
<td>Administrative Support</td>
<td></td>
<td>$70</td>
</tr>
</tbody>
</table>

**Estimated Level of Effort for Anticipated Future Tasks**

The following level of effort discussion identifies likely future follow-up tasks to be completed under Phase 2 of this work effort, presenting a general cost estimate associated with each type of task. These tasks would be authorized by the County in the future under separate task orders associated with this project contract. We anticipate that detailed scopes of work, schedules, and budgets would be identified for each individual task order, based on outcomes of the strategic implementation work plan process completed under Phase 1 of the project.

The following list of anticipated future tasks is based on our initial review of the County’s existing implementation checklist. There could be more or fewer potential tasks, as identified in the strategic implementation work plan, once completed. The general cost estimates identified below are based on our experience with similar tasks in similar environments, assuming an average level of effort. These estimates are provided primarily to assist the County in budgeting for future planning efforts in advance of more detailed information.
<table>
<thead>
<tr>
<th>Type of Task</th>
<th>Estimated Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare community and area plans</td>
<td>$50,000—$70,000 per plan</td>
</tr>
<tr>
<td>Update zoning and subdivision regulations</td>
<td>$60,000—$80,000 for a comprehensive update</td>
</tr>
<tr>
<td>Update building codes and standards, grading ordinance, public works standards, public facilities and service standards, and other County codes</td>
<td>$5,000—$20,000 per set of standards or ordinance</td>
</tr>
<tr>
<td>Create/update design guidelines and standards</td>
<td>$5,000—$20,000 for an update to existing design guidelines and standards</td>
</tr>
<tr>
<td></td>
<td>$15,000—$35,000 for preparation of new design guidelines and standards per area</td>
</tr>
<tr>
<td>Establish/refine resource management programs (e.g., agriculture, water, mineral resource, historic resources)</td>
<td>$10,000—$25,000 for an update to an existing management program</td>
</tr>
<tr>
<td></td>
<td>$20,000—$50,000 + for establishment of a new management program</td>
</tr>
<tr>
<td>Coordinate related planning efforts (e.g., economic development, transit, arts, housing), including those conducted by external agencies</td>
<td>$5,000—$15,000 to integrate and coordinate related planning efforts per topic</td>
</tr>
<tr>
<td>Modify/update development project review process and requirements</td>
<td>$10,000—$35,000 to update a development project review process</td>
</tr>
<tr>
<td>Complete other tasks determined to respond to emerging issues (e.g., marijuana regulations) or state law requirements (e.g., climate change adaptation)</td>
<td>$5,000—$75,000 per topic, depending upon complexity</td>
</tr>
</tbody>
</table>