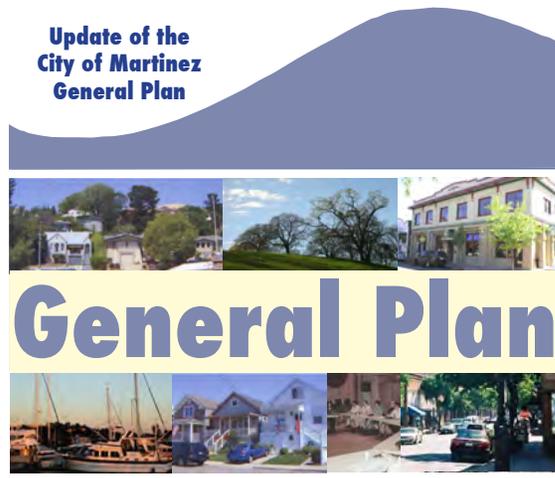


“Martinez 21st Century”

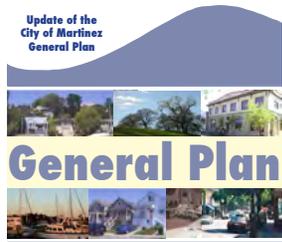


DRAFT WORK PROGRAM FOR UPDATING THE CITY OF MARTINEZ GENERAL PLAN

*Prepared for the February 17, 2010 City Council and Planning
Commission Study Session*

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WHAT IS A GENERAL PLAN, WHAT MUST IT COVER, AND HOW IS IT USED?

Each city (and county) in California must prepare and adopt a comprehensive, long-term general plan for the physical development of the city and of any land outside its boundaries which in the planning agency's judgement bears relation to its planning (for example, sphere of influence). The California Supreme Court has called the general plan the "constitution for future development."

The California Government Code defines specific purposes and content requirements for general plans. At the same time, the City of Martinez General Plan is intended to do much more than merely meet legal requirements. The City's General Plan exists as the community's statement of its fundamental values and as a shared vision for its future development. It is intended to articulate how the citizens of Martinez view the community, now and in the future, and, most importantly, how the community intends to deal with current and future planning and development issues.

The Plan must cover the following elements (or topics): land use, circulation, housing, conservation, open space, noise and safety. In addition, local agencies may cover other topics of local concern. These can be included in specific elements (termed "optional elements" in State law) or may be addressed in other ways within required elements of the general plan. In addition, general plans are required to be fully integrated and in conformance with the regional Sustainable Communities Strategy under SB375.

The Martinez General Plan must be structured to assure an integrated, internally consistent and compatible statement of development policies with diagrams and text setting forth objectives, standards, and plan proposals. The General Plan must meet standards of consistency both within individual elements and across all elements or policies contained in the entire general plan. In addition, once adopted, the General Plan provides the basis for most future decision-making. For instance, all subdivisions, zoning, capital improvements, and other land use actions must be found consistent with the General Plan.

*"MANDATORY ELEMENTS" (or topics)
that must be covered in a General Plan:*

***Land Use** — The land use element designates the type, intensity, and general distribution of uses of land for housing, business, industry, open space, education, public buildings and grounds, waste disposal facilities, and other categories of public and private uses.*

***Circulation** — The circulation element identifies the general location and extent of existing and proposed major thoroughfares, transportation routes, terminals, and other local public utilities and facilities.*

***Housing** — The housing element must be updated every seven years and is a comprehensive assessment of current and projected housing needs for all economic segments of the community. It embodies policies and includes action programs for providing adequate housing.*

PURPOSE OF THE GENERAL PLAN UPDATE WORK PROGRAM

Most of the existing Martinez General Plan is about 37 years old, with the bulk of the Plan adopted in 1973. After more than three and half decades of use, it is appropriate to re-evaluate the scope and content of the City's General Plan. State standards, legal requirements, and professional practices for preparing general plans have evolved over the past three-plus decades, and conditions have changed significantly, both locally and within the region. Also, with more limited City resources, service level decisions have become more challenging. For these reasons alone, there is a need to evaluate and update the City's existing General Plan's policies and programs.

The Work Program for **Martinez 21st Century** (the General Plan Update) provides a guide for identifying the needed tasks, budget parameters, staffing recommendations, technical support needs, community involvement techniques, and schedule for the update. Guiding the Work Program are the following considerations for the **Martinez 21st Century** process and eventual outcomes:

- (1) Create a state-of-the-art General Plan for Martinez that will provide a clear, useful and strategic guide for City decision-making.
- (2) Respond to State Law requirements for general plans and CEQA (California Environmental Quality Act), including requirements under AB32 and SB375.
- (3) Accomplish the work efficiently within the finite resources available for the update, while assuring high product quality and valued community involvement.
- (4) Undertake and document the technical analysis of important concerns to respond to trends, provide a basis for City policies, establish a baseline for monitoring progress in implementing the General Plan, and to make it easier for future updates of the General Plan to occur.

"MANDATORY ELEMENTS" (cont.)

Conservation — *The conservation element addresses the conservation, development, and use of natural resources, including water, forests, soils, rivers, and mineral deposits.*

Open Space — *The open space element details plans and measures for the long-range preservation and conservation of open-space lands, including open space for the preservation of natural resources, the managed production of resources (including agricultural lands), outdoor recreation, and public health and safety.*

Noise — *The noise element identifies and appraises noise problems within the community and forms the basis for land use distribution.*

Safety — *The safety element establishes policies and programs to protect the community from risks associated with seismic, geologic, flood, and wildfire hazards.*

- (5) Provide easy to access and useful material to the community during the **Martinez 21st Century** process to enable informed community participation on City policy choices, and to enhance the community dialogue when the General Plan is implemented.

DIRECTION AND APPROACH FOR THE GENERAL PLAN UPDATE

The following are guiding directions for the **Martinez 21st Century** process that will lead to an updated General Plan for the City of Martinez when it is adopted:

INCORPORATION OF RECENT PLANS. Review and incorporate the policies and implementation measures contained in recent planning documents, while assuring consistency among all City policy documents. Recent documents include:

- (1) Downtown Martinez Specific Plan
- (2) Updated Housing Element (in process)
- (3) Downtown Martinez Community Based Transportation Plan
- (4) City of Martinez Climate Action Plan and Greenhouse Gas Inventory
- (5) Park System Master Plan

PRODUCT FORMAT AND QUALITY. Tailor the product(s) and process to community issues and use. Assure that the General Plan document is useful in day-to-day decisions and is an effective tool for “managing the City’s planning functions.” Make the General Plan and all products easy to use (clear, simple, user friendly graphic design and organization).

COMMUNITY AUTHORSHIP. Assure the credibility of the adopted General Plan by implementing a process that values community comments through a logical and sequential process. The intent is to ensure effective participation from the community, decision-makers, and all City departments in the formulation of General Plan policies. Incorporate the following approaches into the **Martinez 21st Century** community involvement process:

AB32 and SB375 Highlights — LINKING REGIONAL TRANSPORTATION PLANS TO STATE GREENHOUSE GAS REDUCTION GOALS

■ *Establishes a process for the California Air Resources Board (ARB) to implement the state’s global warming legislation (AB 32) for the transportation sector. Requires ARB to adopt by September 30, 2010 regional greenhouse gas (GHG) targets for emissions associated with the automobile and light truck sector.*

■ *Requires the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) to develop a Sustainable Communities Strategy (SCS), which will be a new element of the regional transportation plan (RTP) to strive to reach the GHG reduction targets.*

■ *Synchronizes future regional housing needs allocations (RHNA) process with the RTP process, requires local governments to rezone their general plans, consistent with the updated housing element within three years of adoption, and provides that allocations must be consistent with the development pattern in the SCS. Also moves RHNA to an eight year cycle from a five year one.*

Each of the General Plan elements should contain the following policy structure:

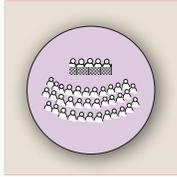
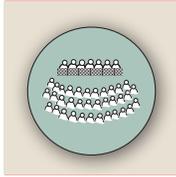
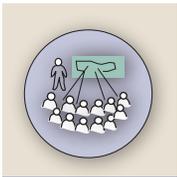
Goals and Policies — *Goals, policies, plan proposals and standards are generally grouped by the plan elements. Goals are the ideals to strive for, or the desired state of things. Policies establish a recognized community position on a particular issue. General Plan policies are set forth both as written text and as policy maps, such as the Land Use Plan. These are complementary; written policies set forth the basic approach to be taken while the policy maps show the intended spatial application of the policies.*

Implementing Programs — *The programs identified in the general plan usually require a further action such as additional study, new ordinances, special funding, and public review. The details relating to each action can then be evaluated at the time of implementation.*

- (1) Establish a General Plan Update Task Force representative of different interests and geographic areas of the City to oversee the work in developing the Draft General Plan. A maximum of 17 people on the Task Force is recommended. The Task Force would meet regularly until completion of the Draft General Plan.
- (2) Establish a “City Council Charge for the General Plan Task Force” and a process for regular community noticed check-ins at joint meetings of the Planning Commission and City Council on progress and direction.
- (3) Identify community groups and engage them in the process — this may be done either through notification and/or the establishment of “partner groups” by members of the General Plan Task Force.
- (4) Complete “Community Conversations” effort (and summary product) to identify possible General Plan topics of consideration.
- (5) Conduct four community-wide workshops in various areas of the City at two times in the process — early on to identify topics of concern and overall goals; and mid-way to review policy alternatives.
- (6) Provide outreach, review and comment opportunities by various City commissions.
- (7) Form a “City Advisory Team” (CAT) to foster involvement from all City Departments.
- (8) Make a diligent effort to inform the community during the process and how to participate in the update, including the establishment of a General Plan Mailing List, use of the City’s website, newspaper notices and press releases, newsletter, etc.
- (9) Inform and involve appropriate State, Regional and Local agencies.
- (10) Conduct public work sessions and hearings on the Draft General Plan prior to adoption.

PROCESS AND SCHEDULE. Strive to complete all of the work, up through adoption of the Updated General Plan (and completion of the Final EIR), within two years as established in the General Plan Process Graphic. The schedule should reflect about an 18-month time period for completion of a Draft General Plan and Draft EIR, and a six-month time period for completion of the Final EIR and review and adoption of the Updated General Plan (24 months total). Progress on the schedule would be covered at the periodic check-ins on the Work Program. This is a reasonable time period for a thorough, comprehensive update to be prepared within the budget parameters of the Work Program.

Roles and Responsibilities At-A-Glance

								
Title:	City Council	Planning Commission	General Plan Update Task Force	Community Workshops in Various Geographic Areas of the City	Special Task Groups that May Be Formed on Special Topics	General Plan Update Task Force Outreach to "Partner Groups"	Comm and Econ Develop Staff and Consultants	City Advisory Team (CAT) and Staff Level Input from Other Agencies
Membership:	City Council	Planning Commission	By Application and Appointment by the City Council	Open to all in the community	Sub-Committee of City Council and/or Commission Members Formed to Look at Special Topics	Community Groups and Organizations	City Planning Staff and Consultants	Representatives of City Departments and Agencies
Role:	Direct Policy and Make Final Decisions	Recommend Policy Direction	Prepare a Recommended General Plan	Public Input and Feedback	Development of Policy Approaches on Special Topics	Public Input and Feedback	Prepare Draft Products and Provide Administrative Support	Technical Input; Product Review; and Resource for the Community
Decision-Making/ Operating Procedures:	Majority	Majority	Consensus as Defined in Meeting Guidelines	Discussion and Feedback	Prepare Recommended Policy Approaches	Discussion and Feedback	Support Staff to Council and Commission; Facilitate Involvement from the Public, Other Departments and Agencies	Data and Input

PRODUCTS. Strive to avoid redundancy as much as possible in the products prepared during the **Martinez 21st Century** process. This would include the documentation of community comments, background technical analysis, and the General Plan and EIR products themselves. Each product should be a stand-alone document that may be referenced by the General Plan and the EIR. By the end of the process, the intent is to provide a complete set of documents and maps to establish a baseline for monitoring progress in implementing the General Plan, and to make it easier (and cheaper) to keep the General Plan up-to-date. Documents will also be posted on the City’s website.

Proposed “OPTIONAL ELEMENTS” for inclusion in the Martinez General Plan Update:

- *Arts and Cultural*
- *Economic Development and Fiscal*

Other “Optional Elements” may be included as a result of discussion during the update process.

General Plan Documents



General Plan Documents

- (1) Policy Direction Report
- (2) Draft General Plan
- (3) Adopted General Plan



EIR Documents

- (1) Notice of Preparation — NOP (date for analysis of existing conditions in the EIR)
- (2) Scoping Session Summary and Comments on the NOP
- (3) Draft EIR
- (4) Final EIR (with responses to comments and modifications to the Draft EIR)



Community Outreach Documentation

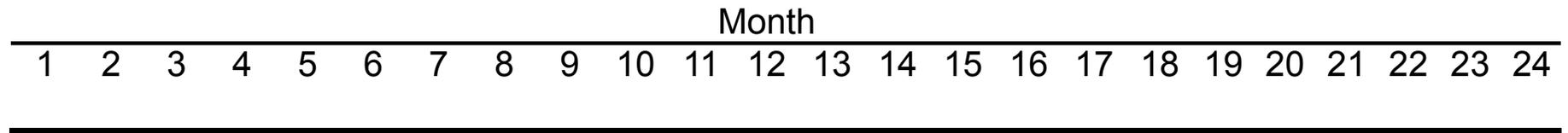
- (1) Community Conversations
- (2) Community Workshops Summaries
- (3) Community Groups and Partner Groups Feedback
- (4) Task Force Meeting Summaries
- (5) Summaries of Public Meetings and Hearings



Technical Reports

- (1) Existing Conditions Report (with sections corresponding to technical issues)
- (2) Alternatives Analysis (assessing policy alternatives in the Policy Direction Report)
- (3) Draft Background Report (completed with the Draft General Plan and Draft EIR)
- (4) Final Background Report with modifications to reflect the Adopted General Plan

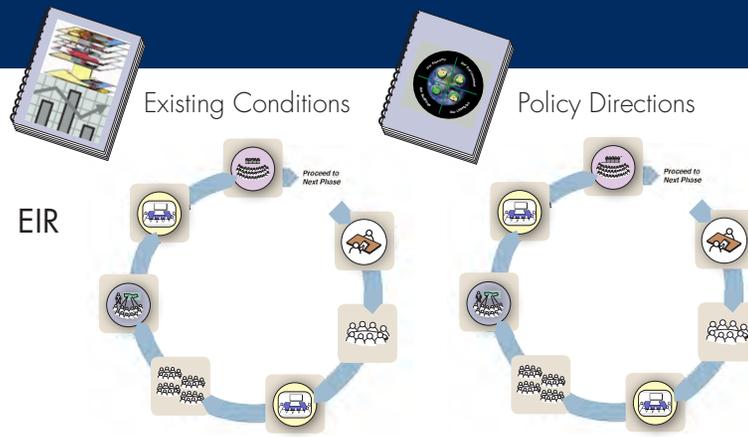
Overall Process and Schedule Highlights



PHASE I — PREPARE FOR THE PROCESS

Community Conversations

PHASE II — DEFINE STRATEGIC POLICY AGREEMENTS, AND PREPARE THE DRAFT GENERAL PLAN AND DRAFT EIR



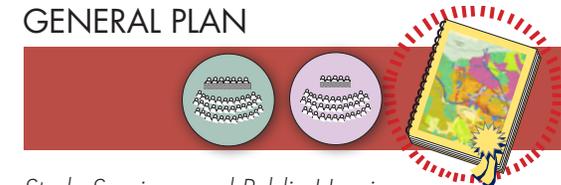
Outreach Module #1 — Define and/or Reaffirm Goals and Confirm Policy Issues

Outreach Module #2 — Review Alternative Strategy Approaches



Draft General Plan
Draft EIR
Background Report
Documentation of Community Comments

PHASE III — ADOPT THE GENERAL PLAN



Study Sessions and Public Hearings on the Draft General Plan and Draft EIR

EIR Thresholds of Significance

Under CEQA, an environmental impact report must identify and focus on the significant environmental effects of a project. Significant effect on the environment means a substantial, or potentially substantial, adverse change in the environment (Public Resources Code, Section 21068). CEQA further states that the CEQA Guidelines shall specify certain criteria to be used in determining whether projects would have a significant effect on the environment. However, the agencies with jurisdiction over air quality regulation and GHG emissions such as CARB and BAAQMD have not established regulations, guidance, methodologies, significance thresholds, standards, or analysis protocols for the assessment of GHG emissions and climate change. This issue will need to be addressed in the Martinez General Plan Update and the EIR.

PREPARATION OF A “PROGRAM EIR.” An EIR is an informational document intended to: (1) advise decision-makers and the public of the significant environmental effects of the plan revision project; (2) identify ways to minimize significant effects; and (3) describe reasonable alternatives. As a means of avoiding redundancy in Environmental Impact Reports (EIR), CEQA and the Guidelines allow agencies to prepare different types of EIR and to use certain procedural methods. In general, the Program EIR (described in CEQA Guidelines Sec. 15168) analyzes the broad environmental effects of a program with the acknowledgment that subsequent site-specific environmental review may be required for particular aspects of portions of the program should they be introduced for implementation.

Program EIR are first-tier EIR meaning that they typically cover issues in a broad generalized level of analysis. Tiering is used as a multilevel approach to preparing specific types of EIR. After preparation of a first-tier report, subsequent CEQA documents (second-tier EIR, Negative Declarations, and Mitigated Negative Declarations) incorporate by reference general discussions from broader first-tier EIR. The CEQA Guidelines encourage the use of Program EIR, citing five advantages [Sec. 15168(b)]:

- (1) Provision for a more exhaustive consideration of impacts and alternatives than would be practical in an individual EIR
- (2) Focus on cumulative impacts that might be slighted in a case-by-case analysis
- (3) Avoidance of continual reconsideration of recurring policy issues
- (4) Consideration of broad policy alternatives and programmatic mitigation measures at an early stage when the agency has greater flexibility to deal with them
- (5) Reduction of paperwork by encouraging the reuse of data (through tiering)

CEQA does not provide a system for recouping the cost from future projects and there is the difficulty of determining how long the data in the Program EIR can be successfully used as a basis for tiering (typically determined on a case-by-case basis). Despite these shortcomings, the Program EIR is considered a useful tool for evaluating community-wide and regional impacts for a General Plan and for saving agencies time and money as they comply with CEQA on subsequent projects.

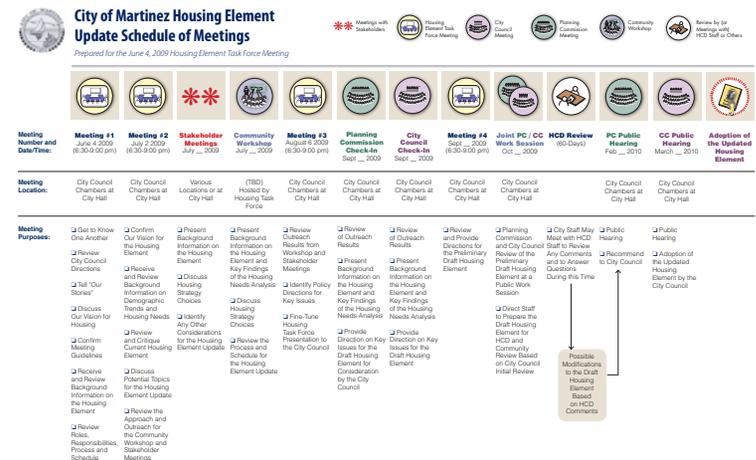
DETAILED LIST OF TASKS

Three phases are proposed for the **Martinez 21st Century** process — Phase I is to “Prepare for the Process;” Phase II is to “Define Strategic Agreements, and Prepare the Draft General Plan and Draft EIR;” and Phase III is to “Adopt the General Plan.” Activities in the three phases of the General Plan Work Program will overlap to a degree, with the initial work for each phase occurring during the preceding phase. Concurrently, technical data collection and analysis and project management tasks will occur throughout the process, focusing on key issues, products, and process needs. The entire update process is expected to occur over a 24-month period. The phases are described below.

PHASE I — PREPARE FOR THE PROCESS — This phase initiates the community outreach, technical work tasks and organizational elements of the process. Preparation for the community outreach process in Phase II are accomplished in this phase. Other key assignments include project team organization, initial data collection and analysis, and public information and publicity activities.

Key products resulting from this phase include confirmation on key policy issues and process for agreement from the “Community Conversations Summary Report,” a “Report Card” evaluating the City’s performance in key issue areas, and a “Future Trends Report” on emerging issues. The Report Card will identify those policies and programs that adequately reflect community values and will also identify critical areas where the General plan policies and/or planning processes have not provided expected results. The Future Trends Report will examine demographic, economic, land use, technological and other trends that could affect future planning in the City of Martinez. In this way, any new policy direction will not just carry forward the policy status quo based on past or perceived trends.

Example (Sequence of Meetings for the General Plan Update Task Force —similar to the Housing Element Task Force example below)



PHASE II — DEFINE STRATEGIC POLICY AGREEMENTS, AND PREPARE THE DRAFT GENERAL PLAN AND DRAFT EIR

— This phase encompasses the primary public participation activities, organized into two “workshop modules” to involve members of the community and key stakeholders in considering key policy issues, evaluating alternative policy strategies, and confirming strategic policy directions. The resulting “strategic policy agreements,” reviewed by the Planning Commission/City Council, will provide near-term direction for the preparation of the Draft General Plan and the Draft EIR that will occur later in this phase.

The Draft General Plan and Draft EIR will be prepared under the stewardship of the General Plan Update Task Force. This phase will also involve background data collection and analysis refined to provide the technical basis for the policies and programs contained in the Draft General Plan, and the analysis required in the Draft EIR. An Administrative Draft of the Draft General Plan will be prepared for review by the City Advisory Team (CAT). A Preliminary Draft General Plan would then be prepared for review with the General Plan Update Task Force.

Technical reports will be prepared for use in the General Plan and the EIR. The technical reports will be either included in whole or summarized in the Background Report. Complete versions of any studies would be included in the appendices.

This Work Program is designed so that preparation of the General Plan EIR is concurrent with the technical inventory and preparation tasks to the extent feasible and not added to the end of the update process. Instead, technical background reports for the update are designed to generate the information required for baseline conditions necessary for the EIR. Future scenarios and alternative policies considered for the General Plan (as contained in the Phase II Policy Summary Report and Planning Commission/City Council directives on policy) will evolve into the alternatives analyzed in the EIR. The General Plan EIR is expected to be a Program EIR that will cover the subjects as identified in CEQA Sections 15124 through 15129.

Technical Analysis

Sub-sections of the Background Report will be prepared covering the following:

Land Use and Development

*Circulation and Transportation***

Demographics and Housing

Open Space, Conservation, and Resource Management

*Noise***

Safety and Environmental Hazards

Community Facilities and Services

*Air Quality and Climate Change***

*Fiscal***

*Economic Development***

Arts and Cultural

***Notes topics requiring technical consultant assistance*

II-A: Community Outreach Tasks

Module #1 — Define and/or Reaffirm Goals and Confirm Policy Issues

- II-A.1 Review Approach for Module #1 Outreach with the GPU Task Force
- II-A.2 Prepare Outreach and Feedback Material
- II-A.3 Publicize Community Workshops (4)
- II-A.4 Conduct Community Discussion/Feedback #1
- II-A.5 Conduct Key Stakeholders Outreach (Partner Groups and Others)
- II-A.6 Prepare Summary Report of Results #1
- II-A.7 Review Results with the GPU Task Force, CAT, Others
- II-A.8 Review Results at Planning Commission/City Council Check-In #2

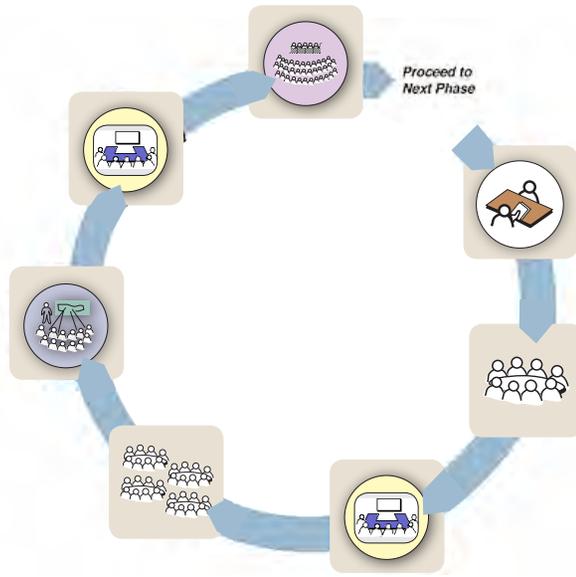
Module #2 — Review Alternative Strategy Approaches

- II-A.9 Review Approach for Module #2 Outreach with the GPU Task Force
- II-A.10 Prepare Outreach and Feedback Material
- II-A.11 Publicize Community Workshops (4)
- II-A.12 Conduct Community Discussion/Feedback #2
- II-A.13 Conduct Key Stakeholders Outreach (Partner Groups and Others)
- II-A.14 Prepare Summary Report of Results #2
- II-A.15 Review Results with the GPU Task Force, CAT, Others
- II-A.16 Review Results at Planning Commission/City Council Check-In #3
- II-A.17 Conduct Review of Administrative Draft General Plan by CAT
- II-A.18 Conduct Review of Preliminary Draft General Plan by GPU Task Force
- II-A.19 Conduct Other Monthly GPU Task Force Meetings

II-B: Technical Work Tasks

- II-B.1 Conduct Existing Land Use Inventory
- II-B.2 Complete Demographics and Housing Background Report
- II-B.3 Complete Open Space and Conservation Background Report
- II-B.4 Complete Environmental Constraints/Hazards Background Report
- II-B.5 Complete Noise Background Report

Outreach Modules #1 and #2



- II-B.6 Complete Community Facilities and Services Background Report
- II-B.7 Complete Land Use/Development Potential Background Report
- II-B.8 Complete Circulation and Transportation Background Report
- II-B.9 Complete Economic Development and Fiscal Background Report
- II-B.10 Complete Arts and Cultural Background Report
- II-B.11 Complete Air Quality and Climate Change Background Report
- II-B.12 Prepare Policy Direction and Alternatives Analysis Reports
- II-B.13 Prepare Other EIR Baseline Data Collection and Analysis
- II-B.14 Complete Background Report Maps and Graphics
- II-B.15 Prepare Administrative Draft General Plan for Review with the CAT
- II-B.16 Prepare Preliminary Draft General Plan for Review with the GPU Task Force
- II-B.17 Finalize Draft General Plan for Public Review following GPU Review
- II-B.18 Complete Draft EIR (DEIR)
- II-B.19 Prepare Notice of Completion for the DEIR

II-C: Project Management Tasks

- II-C.1 Manage the Project
- II-C.2 Modify Work Program Based on Strategic Policy Directions (as needed)
- II-C.3 Undertake Administrative Support Tasks
- II-C.4 Coordinate with City Advisory Team (CAT)

PHASE III — ADOPT THE GENERAL PLAN — Under Phase III, the Draft General Plan and Draft EIR will be distributed for review and comment to the public, public agencies, Planning Commission and City Council. Study Sessions would be conducted prior to the formal public hearings and process for adoption through the Planning Commission and City Council. Per the requirements of CEQA and the General Plan process, the General Plan and EIR will be circulated for a minimum 45-day public review period. All responses to comments raised on the Draft General Plan and EIR will become part of the Final document that will be considered by the Planning Commission prior to certification of the EIR and adoption of the General Plan by the City Council.

III-A: Community Outreach Tasks

- III-A.1 Prepare Outreach and Feedback Material on the Draft General Plan/DEIR
- III-A.2 Publicize Public Study Sessions and Public Hearings
- III-A.3 Conduct Study Sessions
- III-A.4 Conduct Public Hearings

III-B: Technical Work Tasks

- III-B.1 Prepare Responses to Comments and Complete Final EIR
- III-B.2 Prepare Responses to Comments on the Draft General Plan
- III-B.3 Prepare Draft General Plan Public Meeting Materials
- III-B.4 Prepare Final General Plan Following Adoption
- III-B.5 Prepare Notice of Determination

I-C: Project Management Tasks

- III-C.1 Manage the Project
- III-C.2 Undertake Administrative Support Tasks
- III-C.3 Coordinate with City Advisory Team (CAT)
- III-C.4 Complete Project Wrap-Up

The following three pages show the detailed task list by schedule in a modified Gantt chart format. The tasks are organized by the General Plan Update phases below.

General Plan Update Phases



Phase I — Prepare for the Process



Phase II — Define Strategic Policy Agreements, and Prepare the Draft General Plan and Draft EIR



Phase III — Adopt the General Plan

Task Timeline

Task	Month																							
Number Description of Work Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

Phase I: Prepare for the Process



I-A: Community Outreach Tasks

I-A.1 Organize Community Outreach Effort and Select GPU Task Force	█	█																						
I-A.2 Complete Community Conversations Report	█	█																						
I-A.3 Review Approach for Community Outreach with GPU Task Force			█																					
I-A.4 Conduct Other Monthly GPU Task Force Meetings				█	█																			

I-B: Technical Work Tasks

I-B.1 Develop Bibliography and Library	█	█																						
I-B.2 Prepare General Plan Report Card Report	█	█																						
I-B.3 Prepare Future Trends and Issues Report		█	█																					
I-B.4 Complete GIS and Mapping Approach		█	█	█	█																			
I-B.5 Set-up Graphics and Mapping Conventions		█	█	█	█																			
I-B.6 Initiate Technical Data Collection for the General Plan		█	█	█	█																			

I-C: Project Management Tasks

I-C.1 Work Program Approval and Refinement	█	█																						
I-C.2 Refine Project Organization and Product Needs	█	█																						
I-C.3 Hire Technical Consultants	█	█	█																					
I-C.4 Manage the Project	█	█	█	█	█																			
I-C.5 Undertake Administrative Support Tasks	█	█	█	█	█																			
I-C.6 Coordinate with City Advisory Team (CAT)			█																					
I-C.7 Conduct Check-in #1 with Planning Commission and City Council				█																				

Phase II: Define Strategic Policy Agreements, and Prepare the Draft General Plan and Draft EIR



II-A: Community Outreach Tasks

Module #1—Define and/or Reaffirm Goals and Confirm Policy Issues

II-A.1 Review Approach for Module #1 Outreach with GPU Task Force				█																				
II-A.2 Prepare Outreach and Feedback Material				█	█																			
II-A.3 Publicize Community Workshops (4)					█																			
II-A.4 Conduct Community Discussion/Feedback #1						█	█	█																
II-A.5 Conduct Key Stakeholders Outreach (Partner Groups and Others)						█	█	█	█															
II-A.6 Prepare Summary Report of Results #1							█	█																
II-A.7 Review Results with the GPU Task Force, CAT, Others								█	█															
II-A.8 Review Results at Planning Commission/City Council Check-in #2										█														

Task Timeline

Task Number Description of Work Task	Month																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Module #2—Review Alternative Strategy Approaches																									
II-A.9 Review Approach for Module #2 Outreach with GPU Task Force																									
II-A.10 Prepare Outreach and Feedback Material																									
II-A.11 Publicize Community Workshops (4)																									
II-A.12 Conduct Community Discussion/Feedback #2																									
II-A.13 Conduct Key Stakeholders Outreach (Partner Groups and Others)																									
II-A.14 Prepare Summary Report of Results #2																									
II-A.15 Review Results with the GPU Task Force, CAT, Others																									
II-A.16 Review Results at Planning Commission/City Council Check-in #3																									
II-A.17 Conduct Review of Administrative Draft General Plan by CAT																									
II-A.18 Conduct Review of Prelim Draft General Plan by GPU Task Force																									
II-A.19 Conduct Other Monthly GPU Task Force Meetings																									
II-B: Technical Work Tasks																									
II-B.1 Conduct Existing Land Use Inventory																									
II-B.2 Complete Demographics and Housing Background Report																									
II-B.3 Complete Open Space and Conservation Background Report																									
II-B.4 Complete Environmental Constraints/Hazards Background Report																									
II-B.5 Complete Noise Background Report																									
II-B.6 Complete Community Facilities and Services Background Report																									
II-B.7 Complete Land Use/Development Potential Background Report																									
II-B.8 Complete Circulation and Transportation Background Report																									
II-B.9 Complete Economic Development and Fiscal Background Report																									
II-B.10 Complete Arts and Cultural Background Report																									
II-B.11 Complete Air Quality and Climate Change Background Report																									
II-B.12 Prepare Policy Direction and Alternatives Analysis Reports																									
II-B.13 Prepare Other EIR Baseline Data Collection and Analysis																									
II-B.14 Complete Background Report Maps and Graphics																									
II-B.15 Prepare Administrative Draft General Plan for Review by the CAT																									
II-B.16 Prepare Prelim Draft General Plan for Review by GPU Task Force																									
II-B.17 Finalize Draft General Plan for Public Review																									
II-B.18 Complete Draft EIR (DEIR)																									
II-B.19 Prepare Notice of Completion for the DEIR																									
II-C: Project Management Tasks																									
II-C.1 Manage the Project																									
II-C.2 Modify Work Program Based on Strategic Policy Directions																									
II-C.3 Undertake Administrative Support Tasks																									

Task Timeline

Task Number Description of Work Task	Month																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Phase III: Adopt the General Plan																									
III-A: Community Outreach Tasks for the General Plan																									
III-A.1 Prepare Outreach Material on the Draft General Plan/DEIR																									
III-A.2 Publicize Public Study Sessions and Public Hearings																									
III-A.3 Conduct Study Sessions																									
III-A.4 Conduct Public Hearings																									
III-B: Technical Work Tasks																									
III-B.1 Prepare Responses to Comments and Complete Final EIR																									
III-B.2 Prepare Responses to Comments on the Draft General Plan																									
III-B.3 Prepare Draft General Plan Public Meeting Materials																									
III-B.4 Prepare Final General Plan Following Adoption																									
III-B.5 Prepare Notice of Determination																									
III-C: Project Management Tasks																									
III-C.1 Manage the Project																									
III-C.2 Undertake Administrative Support Tasks																									
III-C.3 Coordinate with City Advisory Team (CAT)																									
III-C.4 Complete Project Wrap-Up																									

MANAGEMENT, STAFFING, AND CONSULTANT NEEDS

Successful implementation of the General Plan Work Program will require effective project management systems, including clear definition of roles and responsibilities and a sufficient allocation of staff and financial resources. The graphic earlier in this document (Roles and Responsibilities At-A-Glance) identifies the responsibilities of the various participants in the update process.

The Work Program analysis considered several management and staffing options for undertaking the work for the General Plan Update and the EIR, including: (#1) consultant management and staffing of the update working under the direction of City staff; (#2) a combination of City staffing and management of the project with selected consultant add-ons as needed; and (#3) a combination of City staffing and management of the project with selected consultant add-ons as needed and the hiring of a consultant to prepare the EIR. The only alternative that appears to be achievable within the budget and process parameters as set-forth in the Work Program is Alternative #2. However, in order to evaluate the differences between these approaches, the goals for the management and staffing of the project are identified and summarized below:

- (1) Draw upon the knowledge, expertise and experience of City staff as much as possible — use the staff's knowledge of local issues, conditions, community concerns, community relationships, availability, and history.
- (2) Foster belief in the Plan on the part of Plan "users" — create a sense of authorship by the long-term "users" of the City of Martinez General Plan — the community, local decision-makers and City staff.
- (3) Consider staff's current workload and responsibilities — recognize limitations in using City staff due to ongoing commitments and staff availability.

- (4) Draw upon the expertise and experience of consultants to enhance the community's ability to effectively manage the process and address important technical issues.

Based on these considerations, it is recommended that a combination of City staffing and management of the project with selected consultant add-ons as needed for the work recommended in this Work Program. The work on the General Plan update will be the responsibility of the Community & Economic Development Department (Planning Division). The Planning Manager would serve as the overall Project Manager responsible for the day-to-day management of the project and assuring the schedule and budget are respected, with oversight by the Assistant City Manager/Community & Economic Development Department Director. The Planning Manager would devote an average of 20-25 hours/week to the update project. Other Planning staff would be available for a total of 10-15 hours/week.

The Planning Manager will provide status reports on the General Plan Work Program, budget and other administrative issues for the City Manager, City Council and the Planning Commission. Consultant assistance will be needed in the following areas:

- (1) Community outreach activities.
- (2) General Plan and EIR data collection and analysis, policy and programs development, and product preparation assistance (with the work being done "in-house" in coordination with City staff).
- (3) Map preparation and GIS.
- (4) Traffic analysis.
- (5) Noise analysis.
- (6) Air quality and climate change analysis.
- (7) Fiscal analysis.
- (8) Economic development analysis.

PROPOSED BUDGET

The amount of time necessary to complete a General Plan Update and EIR varies depending upon the complexity of issues, the extent of community involvement and controversy, the degree to which outside consultants are used, and the degree to which the schedule and sequence of steps is adhered to during the process. A two-year process is both reasonable and realistic, but if the project is delayed then additional costs may be incurred. So, adherence to the schedule as best as possible is one means of controlling costs.

The Work Program has important schedule mandates and identifies check-ins with the Planning Commission/City Council to help ensure the General Plan update can be successfully completed within the time frame and budget. The management, staffing and consultant recommendations also respect the need for the update to result in a quality process and products but at a reasonable public cost.

The other factor in cost control is the degree of participation by City staff. The Work Program recognizes the central importance of City staff involvement in the Update process, both from a budget standpoint and a product quality standpoint, as well as the need for consultants to augment staff resources and to provide technical analysis of specific topics. Over the two-year time frame, approximately 24 person/months of Planning staff time will be available for the work. This would be supplemented with an additional estimated 12 person/months by the Planner/EIR Assistance consultant.

Even with the cost controls contained in the Work Program, it is recommended that the budget also contain a 15-20% amount for contingencies, as unanticipated issues may evolve out of the public participation process that will need to be addressed, or if the assumptions that have been made concerning the level of effort to address certain issues prove low. Monitoring of the budget will occur throughout process and check-ins with the Planning Commission/City Council will provide an opportunity for discussion of budget allocations to assure the budget is not exceeded.

Estimated Outside Costs

- (1) **Noise Consultant:** Consultant expertise is needed to review current and potential future noise problems and analyze alternatives for the General Plan and EIR. \$8,000 budgeted.
- (2) **Air Quality and Climate Change Consultant:** This section of the Plan and EIR is needed because of the recent and likely future State emphasis on air quality effects of Plan policies and programs. Modelling of alternatives for the EIR would be included, as would analysis of climate change. \$15,000 budgeted.
- (3) **Traffic Consultant:** A minimal amount is budgeted to provide technical input on key issues and the EIR. \$20,000 budgeted.
- (4) **Printing, Mailing and Miscellaneous Office Expenses:** This can be a significant cost item if a significant number of multi-color maps are desirable. \$12,000 budgeted.
- (5) **Mapping Consultant:** It is recommended that completion of the Geographic Information System (GIS) mapping occur as part of the General Plan update. GIS provides long-term cost savings and enables easier tracking of planning indicators. Approximately 20 maps would be included under the recommended budget, with General Plan and EIR maps prepared as layers on the GIS as appropriate. \$12,000 budgeted.
- (6) **Planner/EIR Assistance Consultant:** A consultant to assist with work on the community outreach and the GPU Task Force work, and General Plan and EIR products is recommended. The consultant would essentially serve as an extension of City staff in providing expertise in general plan and EIR preparation, as well as community participation. \$140,000 budgeted (approximately 12 person/months).

- (7) **Economic Development and Fiscal Consultant:** More detailed discussion is needed to determine the exact scope of work for an economic development/fiscal consultant. At this point, \$25,000 is budgeted.

Budget Summary

Noise Consultant.....	\$8,000
Air Quality and Climate Change Consultant	\$15,000
Traffic Consultant	\$20,000
Printing, Mailing and Miscellaneous Office Expenses	\$12,000
Mapping Consultant	\$12,000
Planner/EIR Assistance Consultant	\$140,000
Economic Development and Fiscal Consultant	\$25,000
Subtotal	\$232,000
20% Contingency.....	\$46,000
Total Budget for the General Plan and the EIR	\$278,000