Exhibit 1
Final Work Program
VENTURA COUNTY GENERAL PLAN UPDATE

FINAL WORK PROGRAM

This General Plan Update work program outlines a series of logical phases and tasks, with information and community feedback from each step creating the foundation for the next step. Since the County has indicated that staff will take a lead role in preparing the Update, this work program reflects greater County staff involvement compared to a typical general plan update to that relies more on consultants. Staff seminars at the beginning of most phases of the project give County staff the background and information about what to expect and to confirm roles and responsibilities of the Consultant Team. In this work program “Consultants” refers to members of the Consultant Team assembled for the General Plan Update assigned to each task. This work program mirrors much of what is included in the Consultants contract for the General Plan Update, but is not the contract scope of work.

PHASE 1 PROJECT INITIATION

Task 1.1: Project Kick-off Meeting and County Tour

The Consultants will meet with County staff to review the County’s objectives for each project component and to discuss key issues of integration and consistency with existing and future plans and programs. The Consultants will work with County staff as part of this task to accomplish the following:

- Review and discuss overall format and organization of the General Plan Update products;
- Determine a typical review schedule needed by County staff for draft and final work products and a method by which comments should be compiled;
- Establish the roles and responsibilities of the staff and Consultants in preparing the General Plan, PEIR, and involvement in public outreach efforts;
- Identify all available GIS mapping data including its accuracy, status, and most recent update;
- Determine/confirm the planning area and community boundaries;
- Develop a detailed project schedule;
- Establish monthly status reporting and project status meeting protocols;
- Determine consultation and coordination of the General Plan Update with appropriate governmental agencies;
- Identify all water, wastewater, flood protection, and drainage service area providers (e.g., Special Districts, regional organizations, State and Federal agencies) within unincorporated areas of the county. Confirm service area boundaries and likely relationship to area plan boundaries.

County staff will lead a tour of the county for the Consultants and highlight areas of interest or places that are experiencing change or are expected to experience change and other geographic-based issues.
Staff Seminars
At the beginning of Phases 1, 2, 3, 4, and 5, we will conduct seminars with staff to prepare for and define roles and responsibilities for that Phase. We will base these seminars on our three-day Do-It-Yourself General Plan™ training program which we have conducted for several California communities. Each seminar will include an initial presentation by the Consultants, work product examples, case studies, templates, and style guides. Following the presentation and overview of the materials, we will facilitate an extensive discussion between staff and the Consultants. At the end of each seminar, we will clarify roles and responsibilities for that Phase. This approach is similar to our highly successful Hayward General Plan Update program in which staff and consultants functioned as a fully integrated team. MIG, Ascent, ADE and KAI are all part of the Hayward team.

Task 1.2: Seminar #1: Community Engagement Program and Strategy
The Consultants will facilitate a seminar with staff about conducting public outreach and establishing the Community Engagement Program and Strategy. The seminar will cover the following topics:

- Creating a comprehensive contact database
- Identifying community connectors
- Using social media
- Setting up and using an online townhall forum
- Developing and maintaining the GPU project website
- Preparing community workshop exercises and conducting workshops
- Summarizing and confirming community input
- Forming and using Focus Groups
- The Planning Commission role, responsibilities, and work sessions
- Conducting Board of Supervisors study sessions
- Preparing and evaluating the public opinion survey
- Preparing email blasts and press releases
- Providing translation services

At the end of the seminar, staff and the Consultants will formulate the final community engagement strategy. The Consultants assume that County staff will be the “face of the project” and as such, will be primarily responsible for facilitating public meetings; the Consultants would provide technical support, outreach materials, and participate as needed. As a part of this first seminar, we will define and agree on roles and responsibilities. This step will likely require refinement to the remaining work program described below. For example, we include both the Consultants and staff as facilitating the Planning Commission work sessions. However, staff may wish to facilitate those sessions themselves, with Consultants attending only when necessary. We will work with staff to address this and other details of the work program.
Task 1.3: Develop Community Workshop Materials

The Consultants will develop three community outreach modules and materials to support three phases of the planning process. The purpose of the modules and materials will be to provide the project team—primarily County staff—with an outreach approach and supporting tools that are custom designed for each planning phase, and to support the education and engagement needs of stakeholders and community members. Additionally, the modules and materials will be flexible enough for different communities and/or stakeholders, as needed, but still maintain a baseline consistency in educational material and engagement topics.

Initially, the Consultants will design a recommended approach, presentation outline, and engagement tools for each module for review and approval by staff. We will then develop the full module for review and approval by staff. Materials will be designed for easy delivery and reproduction by staff. Additionally, we will design the engagement and input materials for simple and organized collection of community member input. Materials will include an instructional guide for staff, PowerPoint slideshow, agenda handout, comment card handout, and interactive exercise handouts (as needed).

The Consultants will lead three two-hour training sessions (one for each phase) with staff on how to conduct outreach with the modules and materials. The purpose of the training will be to orient County staff to the modules and materials, provide facilitation instruction and support, and identify any final refinements to the modules and materials, as needed. For each round of community outreach, the Consultants will attend the first community outreach meeting to observe/assist County staff members’ delivery of the module. Following the first outreach meeting, the Consultants will assist in any additional refinements to the module and materials, as needed, and will provide feedback to County staff on the delivery approach for subsequent outreach meetings.

The Consultants could also serve as the lead facilitator of community outreach meetings. In this role the Consultants would serve as the “emcee” of each meeting, being responsible for managing time, the agenda, and community discussion/input. County staff would still serve in a prominent, community-facing role at the meetings, including delivering the presentations, serving as subject matter experts, leading small group discussions, interacting one-on-one with participants, recording input, and similar roles.

Task 1.4: Develop Final Work Program

Following the kick-off meeting and Community Engagement seminar, the Consultants will work with staff to confirm the final overall work program, budget, and detailed schedule for the project. This will include refining the scope of work, preparing a detailed project schedule, finalizing staff and Consultants roles and responsibilities, and developing a management structure that will ensure project deadlines are met and the update is completed on time and within the budget.

Task 1.5: Planning Commission Work Session #1

The Consultants and staff will facilitate the first work session of the Planning Commission. The Commission will function as the General Plan advisory body throughout the Update process. At this first meeting we will discuss the Commission’s role and responsibilities and the final work program and schedule. The work program discussion will include a detailed description of each project phase, and how the overall program is expected to proceed. We will also facilitate a discussion about the community engagement strategy. The Planning Commission work sessions are expected to be less formal than regular Commission meetings and encourage active public participation.
Task 1.6: Create the Technical Advisory Committee and Facilitate Meetings

The Consultants will work with staff to create a Technical Advisory Committee (TAC) consisting of staff from County agencies. The TAC will provide technical input and review of administrative draft documents throughout the General Plan Update. The TAC should consist of senior level staff from County departments, such as the Agricultural Commissioner's Office, Resource Management Agency, Environmental Health Division, Office of Emergency Services, Public Works Agency, Department of Airports, Health Care Agency, Human Services Agency, Fire Department, Sheriff's Office, and other applicable departments and agencies. The Consultants and staff will facilitate TAC meetings at key phases in the GPU process, including the Background Report; Issues, Assets, Opportunities, and Vision; Alternatives; General Plan preparation; and Draft PEIR.

Task 1.7: Form and Facilitate Focus Groups Meetings

The Consultants will work with the staff to create five Focus Groups to provide technical and policy input throughout the General Plan Update. Each Focus Group should consist of 10 to 12 members formed around the key General Plan topics. While we will work with staff to determine the exact topics covered by the Focus Groups, we imagine they could cover the following issue areas: Water, Agriculture/Open Space, Economic Development; Healthy Communities; Climate Change, and Transportation and Infrastructure.

The Consultants suggest five Focus Groups, but that could be increased or reduced. We envision members of the Focus Groups including representatives from existing County boards and commissions, as well as local and regional stakeholders with expertise in a given topic area.

We anticipate the Focus Groups meeting during four phases of the Project: Project Initiation; Background Report; Alternatives; and General Plan preparation. The Consultants and staff will facilitate the Focus Group meetings. The first meeting should cover the following topics:

- role and responsibilities of the Focus Groups;
- the General Plan Update work program and schedule; and
- a detailed discussion of the key City assets, issues, and opportunities that need to be addressed during the General Plan Update.
PHASE 2  BACKGROUND REPORT

Task 2.1:  Seminar #2: Reconnaissance and Existing Conditions
The Consultants will facilitate a seminar with staff, including the TAC, which focuses on preparing the Background Report. The purpose of the seminar is to inform staff about the approach to and content of the Background Report, confirm the data needs list, and discuss the responsibilities of the TAC members for fulfilling the data needs request. The seminar will cover the following topics:

- Refining the data needs list
- Working with the TAC to gather information
- Confirming consultant/staff communication protocols
- Getting outside agencies and organizations to cooperate
- Preparing a GIS database, maps, and charts
- Drafting the Background Report
- Confirming content and level of detail
- Identifying key issues and findings
- Using the Background Report for the PEIR Environmental Setting
- Maintaining and updating the Background Report
- Reviewing the Administrative Draft Background Report

Task 2.2:  GIS Database and Base Maps
The Consultants will work with staff to gather and format information for a Geographic Information Systems (GIS) database covering the county. The Consultants assume the County's GIS data is accurate and up to date for the purposes of the General Plan Update. If the database is incomplete or inaccurate, the Consultants will work with County staff and other agencies and organizations to refine the data.

The Consultants will prepare the base map for reports and display presentation, including establishing a uniform legend and title block for use on all maps prepared as part of the planning documents. The Consultants will develop all GIS data and mapping prepared for the General Plan Update consistent with County protocols and data formats to ensure easy integration into the County's information system.

The Consultants will work with County staff to establish assumptions for the land use database for the County. The Consultants and County will use the database developed for land use planning, identification of development constraints, and preparation of development estimates.
Task 2.3: Administrative Draft Background Report

The Consultants will inventory and document data and information on existing conditions in the county and regulations affecting development and resource management. We will highlight future opportunities and constraints and lay the groundwork for subsequent policy development. The Background Report will include maps, graphics, and photographs to illustrate trends and make information easy to understand. Each topic area of the report will be organized as follows:

- **Introduction** to the topic area, its planning implications, and why it is important to Ventura County.
- **Findings** important to the consideration of alternatives and policy development.
- **Regulatory Setting** that governs the topic discussed.
- **Existing Setting** that describes on-the-ground conditions in and around Ventura County.
- **Key Terms** used in the document.
- **References** for source documents, data, and individuals.

While the current Ventura County General Plan organizes background information in an appendix and uses the same structure as the four General Plan Elements, the Consultants recommend organizing the topics addressed in the Background Report in parallel to the organization of the Updated General Plan. Regardless of the organization and structure, the Background Report will cover, at a minimum, the following topics:

- **Demographics and Employment**
  - Population and Household Trends
  - Employment and Industry Trends
  - Population and Employment Projections
  - Economic Development
  - Regional Market Trends
  - Existing Labor Force Patterns
  - Agribusiness and Agri-tourism
  - Market Demand Measures for Different Land Uses
  - Recent Industry Employment Trends
  - Business-to-Business Transaction Patterns

- **Land Use and Community Character**
  - Planning Boundaries
  - Annexation and Development Trends
  - Existing Land Use
  - General Plan Land Use Designations
  - Area Plan Land Use Designations
  - Existing Zoning
  - Development Capacity
  - City Land Use Plans
  - Other Agency Plans
  - Military Institutions and Installations
- Disadvantaged Unincorporated Communities
- Housing (to be prepared later near the end of the GPU Program)
- Transportation and Mobility
  - Roadways
  - Bikeways and Trails
  - Pedestrian Facilities
  - Transit Service (Bus/Rail)
  - Goods Movement (Truck/Rail)
  - Harbor Facilities
  - Aviation Facilities
  - Transportation Demand/System Management
  - Costs and Revenues for Major Improvements
- Public Facilities, Services, and Infrastructure
  - Water Supply, Treatment, and Delivery
  - Wastewater Collection and Treatment
  - Storm Drainage and Flood Protection
  - Solid and Hazardous Waste Disposal and Recycling
  - Utilities and Major Utility Corridors (gas, electric)
  - Telecommunications
  - Law Enforcement
  - Fire Protection
  - Emergency Services
  - Medical Services
  - Schools and Childcare
  - County Services
- Natural Resources
  - Water Resources (groundwater, surface water, desalinization)
  - Air Quality
  - Biological
  - Habitat/Wildlife Corridors
  - Agriculture
  - Open Space
  - Scenic Resources
  - Beaches and Dunes
  - Recreation
  - Mineral Resources
  - Energy Resources
  - Oil and Gas Resources
  - Cultural Resources
- Hazards and Safety
  - Seismic and Geologic
Flood Hazards
Fire Hazards
Aviation Hazards
Hazardous Materials
Climate Change
Greenhouse Gas Emissions Inventory
Greenhouse Gas Forecasts and Reductions
Climate Change Effects and Impacts
Regional and Local Climate Action Plans and Programs

- Noise
  - Ground Transportation
  - Aircraft
  - Non-transportation Sources

- Health
  - Public health (obesity, asthma, chronic disease, etc.)
  - Access to healthy foods, parks, and recreation opportunities
  - Active transportation
  - Barriers to active and healthy lifestyles
  - Special needs population
  - Safe routes to schools
  - “Place-health” connections

**Task 2.4: Public Review Draft Background Report**
The Consultants will facilitate staff and TAC review of the Administrative Draft Background Report. While TAC members will be free to review the entire Report, they will be principally responsible for reviewing sections of the Report for which they provided data to assure that the information is complete and accurate. Staff will be responsible for providing the Consultants a single, consolidated set of comments in track changes. Following receipt of the comments, the Consultants will prepare a Screencheck Draft Background Report for staff to confirm the accuracy and completeness of the revisions. Following that review, the Consultants will prepare the Public Review Draft Background Report.

**Task 2.5: Planning Commission Work Session #2**
The Consultants and staff will facilitate a Planning Commission work session to present the Public Review Draft Background Report. The Consultants will prepare and present a summary of the Background Report key findings and input from the Focus Groups. Following the presentation, the Consultants will facilitate a discussion with the Planning Commission to gather input on and confirm key county assets, issues, and opportunities, which will inform Task 3.2.

**Task 2.6: Newsletter: General Plan Update Overview**
The Consultants will prepare a newsletter that presents the General Plan Update program and publicizes the first round of community workshops. This newsletter will also highlight the Assets, Issues, and Opportunities Summary Report.

**Task 2.7: Community Workshops: Assets, Issues, and Opportunities**
County staff will facilitate community workshops in conjunction with existing MAC meetings. The Consultants will prepare all of the workshop materials and meet with staff to review the materials and discuss workshop facilitation. If requested, the Consultants will attend the first one or two workshops to assist staff. The workshops will include an overview of the project and a description of why the general plan update is important. Staff will then conduct a series of interactive exercises. The Consultants will work with staff to develop the details of the exercises during Task 1.2. However, the workshops should provide participants with an opportunity to give the input on what they feel are the county’s most important assets and opportunities for the future and what critical issues and topics should be addressed in the General Plan.

**Task 2.8: Assets, Issues, and Opportunities Summary Report**

The Consultants and County staff will prepare an Assets, Issues, and Opportunities Summary Report that highlights the key county issues and opportunities. We will base the summary on the major findings from the Background Report, the Public Opinion Survey, and public input gathered during the development of the General Plan Update Work Program.

**PHASE 3: VISION AND GUIDING PRINCIPLES**

**Task 3.1: Seminar #3: Vision and Guiding Principles**

The Consultants will facilitate a seminar with staff that focuses on the next step in the process: working with the community to create a vision for the future. The session will cover the following topics:

- What are the Vision and Guiding Principles?
- Types of Vision Statements
- Using the Vision and Guiding Principles in the Update
- Steps in preparing the Vision and Guiding Principles
- Working with Community Members
- Visioning Workshop Exercise Examples

At the end of the seminar the Consultants and staff will determine specific responsibilities and schedule for preparing the Vision and Guiding Principles.

**Task 3.2: Community Workshops: Visioning**

With Consultant support and assistance as needed, staff will facilitate a series of community workshops in conjunction with existing MAC meetings. Staff will present a summary of the Issues, Assets, and Opportunities and introduce the visioning exercises. Residents will identify values and build consensus on a few “big ideas” for Ventura County’s future. This step will likely include a facilitated dialogue about the guiding principles that should form the foundation of the General Plan. Participants will discuss their vision for quality of life; mix of uses; open space protection; physical character and design; economic vitality; environmental quality and sustainability; and other characteristics of the county.

**Task 3.3: Planning Commission Work Session #3**

The Consultants and staff will facilitate a work session with the Planning Commission to review and discuss the results of the community workshops, Assets, Issues, and Opportunities Summary Report, and solicit feedback on the Draft Vision and Guiding Principles. The Planning Commission will provide feedback on both documents, which we will refine for public review.
Task 3.4: Draft Vision and Guiding Principles
The Consultants and staff will prepare the Draft Vision that represents the ideal future for the county, and a set of Guiding Principles that support the Vision and represent the County’s core values. We will base the draft Vision and Guiding Principles on public input gathered during the development of the General Plan Update Work Program, as well as recent Countywide visioning efforts such as the Compact for a Sustainable Ventura County.

Task 3.5: Planning Commission Work Session #4
The Consultants and staff will facilitate a work session with the Planning Commission to review community workshop results and solicit feedback on the draft Vision and Guiding Principles.

Task 3.6: Board of Supervisors Study Session
The Consultants and staff will facilitate a study session with the Board of Supervisors to present input from the community workshops, Focus Groups, and Planning Commission; discuss the Assets, Issues, and Opportunities Summary Report; and refine the Draft Vision and Guiding Principles. This will also be an opportunity for the Consultants and staff to update the Board on the General Plan Update progress and schedule.

PHASE 4: EVALUATING ALTERNATIVES
The alternatives phase of the general plan update program typically develops and explores different options for how the County could grow in the future and how the general plan could address major policy issues. It provides an opportunity to facilitate discussions with community members, stakeholders, and decision-makers about land use alternatives and policy options. This provides the community with an opportunity to discuss pros and cons of different options, decide the best way to achieve the vision, and build consensus for a preferred land use alternative. This phase could provide the framework for future growth and development and establish the basis for the updated goals, policies, and implementation programs contained in the general plan.

However, Ventura County is unique compared to other counties because for many years it has guided growth and new development based on the Guidelines for Orderly Development and the various Save Open Space and Agricultural Resources (SOAR) initiatives. While the Guidelines for Orderly Development were developed and adopted by the County, cities, and LAFCo, and could be modified by those entities at any time, SOAR was put in place by the voters. Any change to SOAR requires a vote of the people. SOAR is widely supported by residents in the county. The current term for the County SOAR ends in 2020 and it is expected that a renewal initiative will be placed on the ballot sometime in the next few years (e.g., as soon as November 2016). Based on input from the stakeholder interviews conducted as part of the Work Program project, any significant changes to SOAR seem unlikely.

SOAR and the Guidelines for Orderly Development are important topics to consider with regard to the Alternatives phase. The Board of Supervisors has express little interest in revisiting the guidelines for Orderly Development. If the voters confirm that SOAR should be continued for another 20 or 30 years, there will be little rationale for conducting an Alternatives analysis that evaluates growth in unincorporated areas of the county outside areas covered by Area Plans. However, that does not mean there aren’t important policy and development issues to be considered at this stage in the update process or land use alternatives in areas not covered by SOAR.
Depending on the results of the first three Phases of the project, there may be a need for developing focused land use alternatives for one or more of the existing 10 unincorporated communities that have area plans. Or, the County may want to consider a broader range of allowed land uses in the unincorporated agricultural and open space areas. For example, the County should expand the types of allowed uses in agricultural areas to include industrial-type processing facilities for agricultural products. This work scope assumes the development of a limited number of focus area land use alternatives. However, should the County determine at the end of Phase 3 that a land use alternatives analysis is unnecessary we will work with staff to revise this work scope to only address policy alternatives.

**Task 4.1: Seminar #4: Alternatives**

The Consultants will facilitate a seminar with staff that focuses on identifying and analyzing development constraints; developing, describing, modeling, and evaluating focus area land use and policy alternatives; and selecting a preferred land use alternative. The session will cover the following topics:

- Analyzing constraints and considerations
- Identifying focus areas
- Developing meaningful alternatives
- Establishing evaluation criteria
- Modeling the alternatives
- Evaluating and comparing alternatives
- Reviewing the alternatives and selecting a preferred alternative

At the end of the seminar, the Consultants and staff will determine specific responsibilities and schedule for drafting the Alternatives.

**Task 4.2: Develop Land Use Alternative Concepts and Policy Option Topics**

The Consultants and staff will develop alternative concepts for selected Focus Areas. This task will include an existing trends (i.e., implementation of the existing Area Plan) scenario and one or two alternative growth concepts per Focus Area. In addition to land use concepts, the Consultants and staff will identify policy option topics to address key programmatic issues and opportunities (e.g., alternative policy approaches guiding community expansion or establishing sustainable growth criteria). The Consultants and staff will review existing land use designations and develop a set of updated land use designations on which to base the land use alternative concepts. The land use designations will include allowed uses and standards of population density and building intensity, as well as guidelines for urban form. The designations will be illustrated with graphics and images to show the intended development outcome. The Consultants will provide technical analysis to estimate a balanced land supply for the different components of market demand through the planning horizon year.

**Task 4.3: Alternatives Concept Report**

The Consultants and staff will compile the land use alternatives concepts, policy option topics, and key issues into an Administrative Draft Alternatives Concept Report for TAC review. Following TAC review, we will revise the Alternatives Concepts to reflect suggested changes and publish the Alternatives Concept Report.

**Task 4.4: Planning Commission Work Session #5**
The Consultants and staff will facilitate a Planning Commission Work Session to present the Alternatives Concept Report, summarize Focus Group input, and solicit Planning Commission direction. We will ask the Planning Commission to provide feedback on the selection of focus areas, proposed evaluation criteria, the range of alternatives, and the policy option topics. Based on Planning Commission direction, the Consultants and staff will refine the land use alternatives concepts, policy option topics, and evaluation criteria and initiate the alternatives evaluation.

**Task 4.5: Evaluate Growth Alternatives and Identify Policy Options**

Using the Alternatives Concepts, the Consultants and staff will develop population and employment projections based on buildout of each alternative. The Consultants will evaluate the land use alternatives in terms of impacts on an identified set of topics, such as existing/programmed public facilities or networks, the natural environment, the economy, GHG emission reduction, and County finances. We will address the fiscal implications of each alternative in five-year increments within the 20-year planning horizon. The Consultants and staff will develop policy options to address identified key assets, issues, and opportunities.

**Task 4.6: Traffic Model Forecasts**

The Consultants will conduct a technical review of the VCTC traffic demand model and make reasonable adjustments to address model accuracy and specify the modeling steps required to remedy model inconsistencies/inaccuracies (if VCTC has completed the Traffic Model update at this point, adjustments are not likely to be necessary). The Consultants will use the modified VCTC model to perform circulation forecasts for the focus area land use alternatives. We will also perform future year buildout traffic operations analyses for each alternative, review future year LOS forecast results for reasonableness relative to existing conditions, and identify future deficiencies in the county.

**Task 4.7: Alternatives Report**

The Consultants will compile the alternatives evaluation and policy options into an Administrative Draft Alternatives Report for staff review. Following internal staff review, we will revise the Alternatives Report to reflect changes directed by staff and produce and publish the Alternatives Report.

**Task 4.8: Planning Commission Work Session #6**

The Consultants and staff will present the Alternatives Report to the Planning Commission for review and discussion. We will revise the Report based on Planning Commission direction.

**Task 4.9: Newsletter: Alternatives**

The Consultants will prepare a newsletter summarizing the Land Use Alternatives and policy options. The newsletter will include a summary of population projections based on land use buildout and specific impact on existing/programmed public facilities or networks, impact on the natural environment, and fiscal implications for each Alternative. It will also summarize key assets, issues, and opportunities, and describe policy options to address the identified topics.

**Task 4.10: Community Workshops: Alternatives**

With Consultant support and assistance as needed, staff will facilitate a series of community workshops in conjunction with existing MAC meetings. These workshops will give County residents the opportunity to review alternative futures for Ventura County, provide input on a Preferred Land Use Alternative for the community, and discuss policy preferences for the General
Plan. At the conclusion of the workshops, the Consultants and staff will summarize the workshop results and post them on the General Plan Update website.

**Task 4.11: Planning Commission Work Session #7**
The Consultants and staff will facilitate a Planning Commission work session to review the Community Workshop results and discuss the alternatives analysis, and select a preferred land use alternative for each focus area and preferred policy options. The Planning Commission will make a recommendation to the Board of Supervisors on the preferred focus area land use alternatives and preferred policy options.

**Task 4.12: Board of Supervisors Study Session**
The Consultants and staff will facilitate a Study Session with the Board of Supervisors and summarize the Alternatives Report and input from the community workshops and the Planning Commission recommendations. We will also present a summary of input received on the Vision, Guiding Principles, and General Plan. The Board of Supervisors will provide direction on preferred focus area land use alternatives and preferred policy options.

**Task 4.13: Preferred Alternative**
Based on direction from the Board of Supervisors, the Consultants and staff will prepare a Preferred Alternative land use diagram and description, as well as a set of preferred policy options to address identified assets, issues, and opportunities.

**PHASE 5: PREPARING THE GENERAL PLAN**

**Task 5.1: Seminar #5: Preparing the General Plan**
The Consultants will facilitate a seminar with staff that focuses on preparing the General Plan goals, policies, and implementation programs. The seminar will cover the following topics:

- Evaluating the existing General Plan
- Choosing a format
- Preparing the introduction
- Revising existing goals, policies, and programs
- Drafting new goals and policies
- Developing the implementation programs
- Integrating GHG emission reduction policies and programs
- Classifying policies according to implementation method
- Revising the land use and circulation diagrams
- Refining and integrating the Area Plans

At the end of the seminar, the Consultants and staff will determine specific responsibilities and schedule for drafting the General Plan and refining the Area Plans. We will also agree on the General Plan structure, format, and contents.

**Task 5.2: Evaluate Existing General Plan**
The Consultants and staff will conduct a detailed evaluation of the existing General Plan strengths and weaknesses and the efficiency and effectiveness of its policies and implementation programs. Building on evaluation efforts started during the
General Plan Update Work Program, County staff will detail the experience working with the existing General Plan and prioritize a list of major policy issues. The Consultants will facilitate a meeting with the TAC to discuss the review of the goals, policies, and programs using the General Plan Evaluation Checklist, a proprietary tool developed by the Consultants. The evaluation will address the following topics:

- **Execution.** Indicate whether the policy or implementation program was achieved or carried out.
- **Clarity.** Assess the clarity of the language and its ability to be interpreted to meet its intended purpose. A frequent impediment to implementing a policy or implementation program is wording that does not provide clear direction.
- **Progress.** Assess whether implementation of the policy or implementation program is capable of being monitored. The policy may not be written to provide enough direction or may not be monitored effectively.
- **Outcome.** Indicate whether the policy or implementation program resulted in the desired outcome and achieved the objectives of the General Plan.
- **Continuation.** Indicate whether the goal, policy, or implementation program should be carried forward into the updated General Plan.
- **Current.** Indicate whether the goal, policy, or implementation program already adequately addresses the issues and opportunities the county is currently facing.
- **Modification.** Provide additional recommendations on how the goal, policy, or implementation program should be modified to provide better direction or address current issues and trends.

**Task 5.3: Prepare the Administrative Review Draft General Plan**

The Consultants and staff will prepare an Administrative Review Draft General. The plan will address the six required topical elements, including land use, circulation, conservation, open space, safety, and noise, as well as several optional elements (e.g., water, agriculture, economic development). We will also focus on refinements and updates to address key policy topics (e.g., sustainability/climate change, healthy communities), new plans and trends, and new State mandates and guidelines. It is expected that the cross-cutting topics of climate change/sustainability and healthy communities would be themes addressed throughout the Plan, rather than separate, stand-alone elements. Finally, the General Plan will include specific guidance for the structure and content of Areas plans and for future Area Plan updates. The Housing Element will be updated separately, likely following General Plan adoption, and is discussed below in Task 8.1, Additional General Plan-related Topics.

The Plan will serve as the County’s climate action plan by including policies and programs that reduce GHG emissions to achieve County targets. Technical analysis conducted as part of the development of the General Plan will include a GHG gap analysis, which would also be included in the GHG analysis in the PEIR necessary to have the General Plan and accompanying GHG reduction measures and analysis qualify as a CEQA Guidelines Section 15183.5 plan to reduce GHG emissions. The Consultants will also prepare necessary transportation analysis to address the potential for new standards (e.g., VMT), consistent with CEQA Guidelines.

The Consultants and staff will translate the preferred focus area land use alternatives into specific refinements to goals and policies and reflect the preferred policy options. We will also incorporate County staff input from the existing General Plan evaluation. The Consultants and staff will prepare comprehensive implementation strategy that includes discrete, tangible
actions the County will undertake to implement the goals and policies. The implementation strategy will focus on creating a proactive action plan that engages all County agencies in implementing the General Plan.

The General Plan will include a comprehensive implementation strategy that includes discrete, tangible actions the County will undertake to implement the goals and policies. The implementation strategy will focus on creating a proactive action plan that engages all County agencies in implementing the General Plan.

**Task 5.4: Prepare Land Use and Circulation Diagrams**

The Consultants and staff will collaborate to prepare the land use and circulation diagrams as part of the Administrative Draft General Plan. The diagrams will implement the preferred focus area land use alternatives selected by the Board of Supervisors.

**Land Use Diagram.** The Consultants and staff will develop land use designations and prepare a Draft Land Use Diagram. We will review existing countywide land use designations and area plan designations, and determine a concise set of land use designations that fit the needs of all areas of the county. The designations and Diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land use designations will broadly define the purpose of each land use category as well as allowed uses. Land use designations will also include standards of population density and building intensity.

**Circulation Diagram.** Based on the distribution of land uses on the Land Use Diagram, the Consultants will develop and prepare a Draft Circulation Diagram. We will review existing levels of service (LOS) and roadway classifications and work with staff to develop a concise set of roadway classifications that fit the needs of the County and that address new State regulations related to multi-modal transportation. The classifications and diagram will indicate the distribution, location, and standards for county roadways. If desired by the County, the classifications could also expand upon the functional classifications to consider street context and non-auto travel modes. This definition ensures that street standards are not uniformly applied, but consider a street’s relation to surrounding land uses, appropriate travel speeds, and need to accommodate multiple travel modes. Roadway standards could also be developed to use Vehicle Miles Traveled (VMT) instead of or in addition to LOS standards.

**Task 5.5: Preliminary Public Review Draft General Plan**

The Consultants and staff will facilitate a meeting with the TAC to organize the internal County staff review of the Administrative Draft General Plan. Following that review, the Consultants and staff will revise the Plan to respond to TAC comments and prepare a Preliminary Public Review Draft General Plan for review by the Planning Commission and Board of Supervisors. The Plan will include the refined Area Plans. The step of preparing a Preliminary Public Review Draft General Plan for review and confirmation by the Planning Commission and Board of Supervisors is important to ensure the draft plan meets the expectations of the Commission and Board before conducting any CEQA analysis.

**Task 5.6: Integrating the Area Plans**

The Consultants and staff will review each Area Plan (excluding Ahmanson Ranch and the Coastal Area Plans) comparing the Area Plan goals, policies, and programs for consistency with the Preliminary Public Review Draft General Plan. The Consultants and staff will amend the Area Plan text where necessary to eliminate redundancy or inconsistencies. We will eliminate all goals, policies, and programs not specific to the areas. We will review area-specific goals, policies, and programs
for relevance and reduce them to essential, area-specific topics. The Consultants and staff will compare the Area Plan land use and circulation diagrams and revise as necessary as part of the focus area alternatives analysis (Phase 4).

The Consultants and staff will then reformat the Area Plans consistent with the updated General Plan. We will organize the Plans to provide continuity and consistency among the plans. The revised Area Plans will be presented to the Planning Commission, residents, and Board of Supervisors as part of the meetings outlined below. The Area Plans will be combined together as a new section or part of the updated General Plan. This Task will occur in parallel with Task 5.3.

**Task 5.7: Planning Commission Work Sessions #8, #9, #10, #11, and #12**
The Consultants and staff will facilitate five work sessions with the Planning Commission to review and refine the draft goals, policies, implementation programs, and Area Plans. We will make revisions to the Draft General Plan based on Planning Commission direction.

**Task 5.8: Newsletter: Preliminary Public Review Draft General Plan**
The Consultants will prepare a newsletter summarizing the Preliminary Public Review Draft General Plan. The newsletter will indicate how the public can provide feedback on the draft plan, and will publicize the upcoming series of community workshops.

**Task 5.9: Community Workshops: Draft General Plan**
The staff, with Consultants support, will facilitate community workshops in conjunction with existing MAC meetings. These workshops will give County residents the opportunity to review the Preliminary Draft Policy Document and Area Plans (see Phase 5a) and provide feedback on the goals, policies, and implementation programs. At the conclusion of the workshops, the Consultants will summarize the workshop results and post the summary on the General Plan Update website.

**Task 5.10: Planning Commission Work Session #13**
The Consultants and staff will facilitate Planning Commission review of input from the Focus Groups and Community Workshops and consider revisions to the Preliminary Public Review Draft General Plan. The Planning Commission will recommend any final revisions or adjustments to the Board of Supervisors.

**Task 5.11: Board of Supervisors Study Session**
The Consultants and staff will facilitate a study session with the Board of Supervisors to review and confirm the changes to the Preliminary Public Review Draft General Plan. The Board of Supervisors will provide direction on revisions or adjustments to the General Plan prior to preparation of the PEIR.

**Task 5.12: Public Review Draft General Plan**
Based on direction from the Board of Supervisors, the Consultants will prepare the Public Review Draft General Plan for publication and environmental review.

**Task 5.13: General Plan Consultation and Referrals**
The Consultants will work with staff to consult with appropriate Federal, State, regional, and local agencies, including Native American Tribes and Military Branches. The consultation provisions are located throughout the State Government Code and
have varying requirements for when draft and final documents must be submitted for review and how long agencies have to review and provide comments. The Consultants maintain a checklist of agency consultation requirements and will ensure the County provides the General Plan Amendments to the appropriate agencies.

**PHASE 6: ENVIRONMENTAL REVIEW**

The Consultants will prepare a Program Environmental Impact Report (PEIR) for the Ventura County General Plan and Non-coastal Zoning Ordinance updates pursuant to Section 15063(b) of the California Environmental Quality Act (CEQA) Guidelines. The purpose of the PEIR is to provide a comprehensive evaluation of the spatial and temporal impacts to the environment that would result from implementation of the goals, policies, and programs of the General Plan and how the goals, policies, and programs will be implemented through the Zoning Ordinance and other regulatory documents.

**Task 6.1: Notice of Preparation**

The Consultants recommend that an Initial Study not be prepared, as we anticipate that the PEIR will address all topics in Appendix G of the State CEQA Guidelines. This approach will allow for a comprehensive examination of all issues and potential impacts and provide a solid foundation for using the PEIR for tiering of future projects subject to CEQA.

A Notice of Preparation of a Draft Environmental Impact Report (NOP) will be prepared and circulated to the State Clearinghouse; Responsible Agencies; Trustee Agencies; other interested and affected State, County and local government agencies; local Native American tribal representatives; and other groups and individuals that may have interest in the Program PEIR. The Consultants will work with County staff to develop a distribution list for the NOP and subsequent notices and documents concerning milestones in the PEIR process. The NOP will consist of a one-page form letter with a brief description of the scope of the project, the name and address of a County staff contact to submit comments to, and a map of the County planning area. The Consultants will produce, mail, and track all notices.

The Consultants will organize one public scoping meeting to solicit public comments concerning environmental impact topics of concern and suggested approaches to avoid or reduce impacts of the updated General Plan. Our budget assumes that County staff will be responsible for arranging the date, time, and place of the scoping meeting, and will have staff in attendance. The Consultants will lead the scoping meeting by giving an overview of the PEIR purpose and process and giving directions on the kinds of comments that are appropriate for the meeting. The Consultants will graphically record the meeting minutes, noting the environmental concerns raised during the meeting. The scoping meeting will be announced in the NOP.

We propose to release the NOP as early as possible in the work program to establish a date for the existing environmental conditions relatively coincident with completion of the Background Report.

**Task 6.2: Scoping Meeting**

The Consultants will facilitate a public/agency scoping meeting associated with the release of the NOP. The Scoping Meeting will be held during the 30-day NOP period to provide an overview of the EIR process and obtain input on the EIR scope of work. It will include a brief presentation, followed by receipt of input from meeting attendees. The Consultants will prepare a summary of all input gathered.
Task 6.3: Administrative Draft Program EIR

The Consultants will prepare a comprehensive Program EIR containing all information required by Sections 15124 through 15129 of the CEQA Guidelines. A table of contents is presented below.

- Introduction
- Executive Summary
- Project Description
- Environmental Setting, Impacts, and Mitigation Measures
- Significant Irreversible Environmental Changes
- Growth Inducing Impacts
- Cumulative Impacts
- Alternatives
- Organizations and Persons Consulted
- Appendix: Technical Reports (separate document)

For each of the impact topics, our approach will be to characterize the existing physical conditions and pertinent regulatory framework, then quantify or qualitatively describe the future conditions resulting from implementation of the proposed General Plan elements. Impact significance will be assessed with respect to the thresholds defined in Appendix G of the CEQA Guidelines using methodologies that are appropriate for a long-range planning program. Impact significance will be determined after consideration of the beneficial effects of proposed policies designed to avoid or reduce environmental impacts.

Programmatic analysis requires a reasonable assessment of future, potential changes to the physical environment due to the policies of the General Plan. The analysis may not be based on build out of the planning area if build out is not anticipated to occur within the planning horizon. Our analysis will hinge on the fact that the General Plan, in and of itself, does not result in the growth of population, household, employment, or traffic. Growth occurs from a dynamic system of birth, death, immigration, emigration, and other factors that include the state of the economy and land use options. The analysis will be based on the ability of the General Plan update to accommodate anticipated growth while avoiding impacts to the environment. Our approach will minimize incorporation of mitigation measures by ensuring policies adopted in the element updates serve as programmatic measures to minimize or eliminate environmental impacts.

To streamline the PEIR preparation process and thus reduce costs, we plan to use the background information and mapping compiled for each of the updated General Plan elements. As noted above, this information is expected to be sufficient to fulfill the contents required for the General Plan, as prescribed in California Government Code Sections 65302, and to fully characterize the environmental setting for each impact topic. This will allow an assessment of impacts to be made relative to the baseline conditions assumptions in the General Plan.

The Consultants assume two rounds of staff comments will be necessary to establish the Screencheck PEIR, and that County staff will provide one set of consolidated comments using Word’s track changes function. The following highlights key components of our approach to the PEIR.

**Project Description.** This will consist of a summary of the main features of the proposed General Plan, focusing on anticipated land use policy changes, changes to the Circulation Element, policies related to resource conservation, and other major goals and
objectives defined for the updated Plan. Exhibits will include a regional and vicinity map, the proposed Land Use Plan, the proposed Circulation Plan, and photographic survey of key points in the planning area.

**Air Quality and Climate Change.** The Consultants will model and analyze air quality and climate change impacts for the project. We will characterize the existing air quality environment, applicable regulatory framework, and assess long-term air quality impacts in accordance with the regulations and standards of the Ventura County Air Pollution Control District (VCAPCD). The Consultants will analyze greenhouse gas emissions and climate change in accordance with guidance provided by the California Air Pollution Control Officers Association (CAPCOA) and SCAQMD interim guidance. Climate change protocols are constantly evolving in light of AB32 and the Consultants will analyze climate change impacts in accordance with the latest guidance.

The Consultants will model criteria pollutants and greenhouse gas emissions using the California Emissions Estimator Model (CalEEMod) based on the proposed land use plan and the project traffic analysis. We will model emissions from existing developed uses and future potential uses and compare the difference to the thresholds promulgated by the VCAPCD. We will discuss construction emissions qualitatively because it is speculative to analyze construction impacts at the program level. We will also discuss carbon monoxide hotspots qualitatively. We will identify any existing toxic air contaminant emitters in and within one-quarter mile of the planning area and discuss land uses that could support future emitters. We will discuss land uses that produce odor impacts and analyze both existing and potential future impacts on the planning area and vicinity. We will also analyze consistency with the Air Quality Management Plan (AQMP). It is likely that significant and unavoidable air quality impacts will occur as a result of emissions of one or more criteria pollutants.

The PEIR analysis will be designed pursuant to Section 15183.5 (Tiering and Streamlining the Analysis of Greenhouse Gas Emissions) of the CEQA Guidelines. In essence, a climate action plan will be developed within the PEIR and General Plan to eliminate the need for future GHG emissions analysis for projects consistent with the General Plan. The threshold for determining greenhouse gas emissions impacts will be coordinated with SCAQMD and will likely require that emissions from the planning area be reduced by approximately 30 percent. We will also analyze consistency with the State Scoping Plan and the 2012 Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS).

**Noise.** The Consultants will model and analyze the existing and future noise levels in the community. Completed work products will provide essential information for incorporation analyzing the potential impacts of changes in land use and circulation in PEIR. We will conduct noise measurements to calibrate the traffic noise model and to establish representative examples of fixed and transportation-related sources. Using traffic data for the traffic analysis, we will analyze the existing and future traffic noise levels adjacent to the arterials and highways within the planning area. We will develop noise contours for each arterial and highway segment included in the traffic study relative to the roadway centerline. We will develop the contours using either the community noise equivalent level (CNEIL) or the day-night sound level (Ldn) metric, as preferred by the County. The PEIR will also identify areas where significant noise impacts could occur and suggest programmatic measures to avoid such impacts through implementation of standard planning and environmental review procedures.

**Cumulative Impacts.** The Consultants will examine this issue in terms of how the updated elements are consistent with or may conflict with applicable regional growth management plans and policies adopted by the Southern California Association of Governments (SCAG). We will design the PEIR to account for planning areawide impacts for project-level cumulative impact tiering.
Alternatives. In summary narrative and matrix format, the Consultants will describe and compare the alternatives and impacts of each to those of the proposed General Plan. These will include a “No-Project” Alternative. We will identify alternatives in collaboration with staff and we will screen the viability of each to identify (1) if the alternative meets most or all of the objectives of the project and (2) if it could avoid any significant impacts of the project. We will exclude alternatives not meeting both of these criteria from further analysis.

Other CEQA Sections. The Consultants will provide, in addition to the sections described above, all other required CEQA sections (e.g., areas of controversy, significant unavoidable impacts).

Task 6.4: Screencheck draft Program EIR
Following receipt of one consolidated set of staff comments concerning the adequacy of the Administrative Draft PEIR, the Consultants will discuss and clarify specific comments as needed, and prepare appropriate revisions to the document to address those concerns. We will submit a Screencheck PEIR for final review to identify any remaining minor revisions necessary to complete the PEIR sufficiently to commence the public review process. The Consultants will make final minor revisions, as necessary.

Task 6.5: Draft Program EIR
The Consultants will produce and circulate the Draft PEIR for the mandatory 45-day public review period with the Notice of Availability (NOA). The NOA will identify the project and explain the public review process. Particularly, the NOA will identify what types of comments are helpful and require responses pursuant to CEQA and the appropriate format. Staff will be responsible for publication in the local newspaper. The Consultants will produce, mail, and track all notices. We will provide public agencies with a notice and an electronic copy of the DPEIR. Other parties will receive a notice and a link to a downloadable version of the DPEIR. We will send 15 executive summaries and electronic copies of the DPEIR to the State Clearinghouse, including the mandatory Notice of Completion (NOC).

Task 6.6: Response to Comments
Following the end of the 45-day public review and comment period on the Draft PEIR, the Consultants will prepare written responses to all written comments submitted to the County concerning the adequacy of the information and analysis presented in the Draft PEIR. We will include all correspondence and highlight and number all comments that are specific to the adequacy of the Draft PEIR to correspond to the appropriate response to each comment, for each author. If a substantial number of comments express the same concern(s), we will prepare a “master response” to that (those) comment(s). We will identify comments that do not require responses and include a summary from the CEQA Guidelines explaining why no response is provided. The Consultants will respond to one round of staff comments on the draft responses. Our budget identifies the hours allocated to address responses to comments.

Task 6.7: Statement of Facts and Findings
To expedite the final phase of the project approval process, the Consultants will prepare Findings required under Section 15091 and, if necessary, a Statement of Overriding Considerations (SOC) pursuant to Section 15093 of the State CEQA Guidelines. We will submit the draft Findings and SOC for one round of review by staff and the County Counsel, and make one set of revisions to each. We assume minor revisions to the project and/or mitigation measures will occur and that the Facts and Findings will need to be revised.
Task 6.8: Final PEIR
The Consultants may make minor revisions to PEIR text and exhibits, if warranted, to correct errors and/or provide clarifications or additional information. Minor changes would not include any significant new information such as the identification of an additional significant impact or a new mitigation measure that requires a substantial alteration to the proposed project. We will present these minor revisions in an “Errata” section to be incorporated into the Final PEIR. We will include responses to comments in the Final PEIR. Hard copies of the Final PEIR for decision-making bodies will be limited to the DPEIR (Volume I) and the FPEIR; appendices will be included as an electronic copy unless specifically requested. File copies will include hard copies of all PEIR sections.

Prior to consideration of the Final PEIR, the Consultants will prepare a Mitigation Monitoring and Reporting Program (MMRP) in accordance with Section 21081.6 of the CEQA Statutes. We can provide this as a stand-alone document, to attach to findings and resolutions, or we can incorporate it into the Final PEIR, as the County prefers. The MMRP will list all measures included in the Final PEIR to avoid, reduce or compensate for the potentially significant impacts of the project, note the timing for implementation of each measure and identify the entities responsible for ensuring that the mitigation measures are properly implemented at the right time, and verified as completed as intended. The Consultants will respond to one round of comments by staff on the Final PEIR.

PHASE 7 PUBLIC REVIEW, FINAL DOCUMENTS, AND ADOPTION

Task 7.1: Newsletter: Draft General Plan
The Consultants will prepare a newsletter summarizing the Public Review Draft General Plan and Draft PEIR. The newsletter will include an overview of the key goals and policies of the Draft Plan as well as the vision for the future of the county, and inform the public about commenting on the Draft General Plan and Draft PEIR.

Task 7.2: Planning Commission Hearings
The Consultants and staff will facilitate two public hearings with the Planning Commission to review the Draft General Plan and DPEIR. The Planning Commission will consider all public comments and at the conclusion of the hearings, make recommendations to the Board of Supervisors regarding the Draft General Plan and Draft PEIR.

Task 7.3: Board of Supervisors Hearings
The Consultants and staff will facilitate two public hearings with the Board of Supervisors to review the Draft General Plan and Draft PEIR. At these meetings the Board of Supervisors will consider the Planning Commission’s recommendations and all public comments. At the conclusion of the hearings, the Board of Supervisors will direct County staff to incorporate its recommendations and prepare the Final General Plan and Final PEIR.

Task 7.4: Final General Plan Documents
Based on direction from the Board of Supervisors, the Consultants and staff will make revisions to the General Plan and Final PEIR and prepare the final General Plan documents.

Task 7.5: Adoption Hearings
The Consultants and staff will facilitate final public hearings, first with the Planning Commission and then with the Board of Supervisors, for certification of the Final PEIR and adoption of the General Plan.

**Task 7.6: Prepare Final Web-Based General Plan (eGP)**

The Consultants’ web design and development approach is to provide both a highly customized CMS solution together with a valuable set of integrated and personalized web services. We envision creating a mobile-friendly web application (app) that enhances the usability, accessibility, and effectiveness of the Ventura County Plan. Some of the core web app services we envision include:

**Personalized Views of the County General Plan:** This service enables subscribers to create highly customized views of the General Plan by allowing them to save the search queries they create. We envision users will interact with a “faceted navigation” sidebar that allows them to easily employ multiple filters and get immediate feedback after each click. This enables users to create and quickly retrieve as many custom views of the General Plan as they need.

**Personalized Goals, Policies, and Related Actions Tracker:** Users will be able to select a set of goals or policies they are most interested in tracking and save the selections. The next time that subscriber returns to the site, he or she can choose to quickly view “important” goals and policies and thereby quickly see the actions and performance data he or she feels is most important.

**Email Engagement and Outreach:** Rather than use a separate web service for delivering eGP email updates to subscribers, our approach is to build this service directly into the eGP website. The mobile-friendly email digests will contain snippets of the original content entered on the site (e.g., General Plan amendments, Implementation Program status updates) with direct links to the original item on the eGP website.

**Thematic and Geographically Scalable Storytelling Using Web-based GIS:** This highly visual map service will be designed to help partners, stakeholders, and the public better understand complex issues using interactive maps with layered spatial data organized across several dimensions, reflecting the overall General Plan organization. The dynamic web-based GIS map will not only display key layers developed and/or used during the development of the Plan, but it can also include goals, policies, or actions that have place-based relevance.

**Amendment Process Facilitator and Tracker:** To help the County facilitate the General Plan amendment process, we envision a “tickler” system that includes the Board of Supervisors, Resource Management, and other County staff, and if desired, the Planning Commission. The tickler system will provide process updates, deadlines, and public hearing information.

Our approach envisions leveraging a highly customizable and “off-the-shelf” open source CMS framework that already includes many of the essential features and tools required or can be easily customized to accomplish key tasks, such as, flexible management of staff permissions and privileges and object and page specific content publishing approval workflow. In addition, we envision using a CMS that includes several field-tested integrated tools for managing email subscription, multiple page templates, and dynamic map-embedded templates, etc.

**SubTask 7.6.1: Discovery**
The Consultants will facilitate a staff meeting to finalize the design and development direction for the eGP website. We will create the following core deliverables that together serve to document the agreed-upon direction and guide the website design and development work.

- **Final scope**, deliverables, budget and schedule
- The **Creative Brief** identifies the target audiences, branding requirements, overall design direction, and primary objectives of the website. Short and to the point, the Creative Brief ensures design decisions throughout the project are strategic and consistent.
- The **Functional/Technical Specifications** outline the tools and features that will be part of the website, the web platform, and browser requirements, any custom database-driven features and tools, the integration of third party applications (e.g., Google Maps, Vimeo, social media integration), and other notable data and interface needs.

The **Site Architecture** documents the site structure, organization, and information hierarchy. Essentially, this deliverable serves as the web version of the General Plan Table of Contents, with notes regarding content types and general navigation.

**Subtask 7.6.2: Planning**

We find it highly cost-effective to make web design and development revisions to a prototype rather than a functioning website. During the planning phase, the Consultants will create a set of “wireframes” that serve as the blueprint for Subtask 7.6.3, Visual Design and Task Subtask 7.6.4, Development. We will provide Wireframes to illustrate the core user experience through a series of schematic mockups of the website. The mockups show the layouts of the major page template types, the navigation strategies, the integration of third-party tools, and the filter, tagging, glossary, and search techniques.

**Subtask 7.6.3: Visual Design**

The Consultants will create a High Fidelity Prototype (HFP). The HFP will be interactive, providing a click-through experience of how major facets of the website will look and function. We will create Style Tiles that depict the visual brand for the site (color, logo tweaks, typography, and interface elements such as buttons) before web design and development begins. The Consultants will create two alternative Style Tiles for staff review and feedback. We will also develop High Fidelity Design Prototypes that provide a click-through experience of how the website will look and function. The prototype will include select page layouts from the full set of Wireframe mockups.

**Subtask 7.6.4: Website Development**

The Consultants will integrate the approved prototype design with the web platform, resulting in a database-driven dynamic website that can be maintained by non-technical County staff. The key deliverables for this Subtask will be:

- **Design and QA “instances” of the emerging website** enable the consultants to work independently and maintain version control. These instances are used for development and testing purposes only. As needed, the QA instance may be made available to the wider project team for review and comment.
- The **Alpha Release** is the first draft of the functional website with significant bugs. This release is for the Consultants’ development and test purposes only.
- The **Beta Release** is the second draft of the fully functional website with minor bugs and partial content loaded. This release is for both the Consultants’ test purposes and staff review.
The Release Candidate is the final draft of the fully functional website with all of the content loaded. If minor bugs are identified additional Release Candidates will be readied for final approval.

**Subtask 7.6.5: eGP Launch, Training, Hosting, and Support**

Once staff have approved the final Release Candidate, the Consultants will train key County staff and launch the website. The key deliverables are:

- **eGP Administrator Training Guide** serves as “How to” guide for updating of the eGP. The guide will be organized according to the major edit and update tasks the administrator will perform. The guide will include screen shots of all major back-office administration input screens.

- **County Staff eGP Update Training** will be conducted onsite. The goal of the training program will be to “train the trainer” and ensure County staff have the internal knowledge needed to update content and manage the interactive features.

Annual Website Hosting and Technical and Administrative Support includes ongoing maintenance of the website platform for one full year, including security updates and data backups. (A longer-term contract can be provided as additional services.) In addition, the Consultants provide next business-day site administrator help desk support. The Consultants provide a managed hosting service via the Amazon Web.

### PHASE 8 ADDITIONAL GENERAL PLAN-RELATED TASKS

The RFP identified three other planning tasks that could be undertaken simultaneously with the General Plan Update, including a Zoning Code Update, Housing Element Update, and Wildlife Corridor Connectivity Protection Overlay Zone study. The Consultants will work with staff to complete these projects in parallel with the General Plan Update to ensure that upon adoption, the County's plans and land use regulations are up to date and consistent.

**Task 8.1: Non-coastal Zoning Ordinance Update**

The County has two zoning ordinances: one which applies to the Coastal Zone and one for all Non-Coastal areas. The Consultants assume that independent of the General Plan update process, County staff will be updating the Coastal Zoning Ordinance concurrently with the update of the LCP. The work described in this task addresses updating the Non-Coastal Zoning Ordinance (Division 8, Chapter 1 of the Ventura County Ordinance Code).

County Planning Division staff has been diligent about keeping the Non-Coastal Zoning Ordinance up to date. Following a comprehensive overhaul in 1993, staff made major revisions again in 1995 to clarify provisions and establish more streamlined administrative review processes. We particularly note the use on explanatory text in italics (non-regulatory) to help the public understand not just the regulations but the intent of Ordinance provisions. Since 1995 additional amendments have been made to address new legislation (for example, Reasonable Accommodation and Wireless Communications Facilities) and changing County policies and practices. We find the County's detailed documentation of Ordinance amendments very helpful.

The Consultants assume that County staff and Ordinance users are accustomed to the current Ordinance structure. Our suggested approach outlined below does not involve a comprehensive restructuring and rewriting of the Non-Coastal Zoning Ordinance.
Ordinance (although we can accomplish such at additional cost if the County prefers). The proposed work effort will focus on:

- Addressing any “fix it” provisions that County staff has compiled in recent years
- Ensuring consistency with the updated General Plan, particularly with regard to any new land use designations
- Incorporating new graphics
- Providing minor formatting tweaks to improve user-friendly aspects of the Ordinance
- Addressing changes in State law since the last amendment, as well as emerging land use trends (for example, AirBnB)
- Reflecting objectives for good design and quality development by including design standards and illustrations, as appropriate

Also, given staff’s desire to be actively engaged in the Ordinance update (as has been the practice), this task assumes that the Consultants will provide strategic direction and guidance to staff, with staff writing portions of the Ordinance revisions and the Consultants assisting. The precise level of effort of staff versus consultant will be refined through the initial project scoping process. We have provided a budget that assumes a robust effort on our part.

**Our Preliminary Ideas**

Based on the Consultants’ review of the current Non-Coastal Zoning Ordinance, our knowledge of Ventura County, and our experience preparing many zoning code updates, we note that the following sampling of issues, among others, may be worthy of discussion and focused attention.

- To address wildlife corridor policies, the County might consider establishing a Wildlife Corridor Overlay zone based on the work to be undertaken as part of this work program.
- If the General Plan provides for mixed-use development in any areas not included in an area plan, appropriate standards will be needed. We note that the recently adopted Saticoy Area Plan has its own zoning regulations, codified in Section 8119-1.
- The purpose statements for each zone could be strengthened and will be revisited to ensure they comport with General Plan policy statements.
- The wireless communications facilities provisions, although very recent, may need updating to reflect current FCC rules regarding timelines for approval.
- With regard to FAR/building coverage standards, the Ordinance currently cross-references standards in the General Plan. The County might instead consider putting them in the Ordinance for ease of use (and to reflect any changes arising from the General Plan update).
- The list of uses in the use table might be simplified to better accommodate how land uses change over time.
- While CalGreen establishes building code regulations for sustainable development practices, the County may wish to include sustainability provisions in the zoning regulations.
• Section 8110-8.3 provides for amortization of nonconforming signs. According to state law, such amortization requires the County to have an inventory of all such signs. For these provisions to remain enforceable, we would want to discuss an appropriate program with you.

• Section 8109-1.3.7 includes this provision for the RHD zone: “All residential units constructed in the RHD zone shall be affordable to lower-income households as defined by the U.S. Department of Housing and Urban Development (HUD) unless otherwise exempted by State law.” How is this provision enforced over time, and is it being applied to all projects in the RHD zone?

• We recommend providing short titles for all subsections to make it easier to find topics of interest. We would also revisit existing section and subsection titles, where provided, to make sure they reflect the associated provisions.

As an optional task, the Consultants can prepare a fully searchable Online Non-Coastal Zoning Ordinance.

**Use of a County Planning Division Staff Zoning Ordinance Working Group**

As noted above, our approach involves working in partnership with County staff to prepare the draft Zoning Ordinance amendments. To help the program proceed most efficiently and effectively, we recommend that staff establish an in-house Zoning Ordinance Working Group. We will conduct progress meetings with the Working Group to review significant new portions of the Ordinance. We will be highly responsive to any evolving City objectives that may emerge as the document is redrafted and reviewed. Working Group meetings are included in the schedule and budget as staff meetings.

**Subtask 8.1.1: Initial Strategy Meeting**

The Consultants will meet with staff to confirm objectives for the Ordinance update and to define how new land use policies will be reflected in the updated regulations. We will also discuss problems and issues associated with present land use and development regulations (including regulatory topics that need attention but are not fully addressed in the current Ordinance).

Several Planning staff members may keep a list of inconsistencies and confusing provisions (a “fix-it” list) in the current Ordinance that they wish to address. We will ask that staff prepare a consolidated, comprehensive list prior to the meeting to help our team understand staff’s objectives and desires for amending the regulations.

**Subtask 8.1.2: Diagnosis of the Non-Coastal Zoning Ordinance**

The Consultants will prepare a diagnosis of the Ordinance and describe how we propose to address issues in the updated Zoning Ordinance. We will prepare the diagnosis in a matrix format. The matrix can be used to track revisions to the existing Ordinance during the drafting process and is intended to assist in the preparation of staff report(s) when the updated Ordinance goes through the public review and adoption process. It is expected that the matrix will be an evolving document as we progress through the update.

**Subtask 8.1.3: Strategy/Issues White Papers**

Early in the effort, the Consultants will prepare a series of issues-focused white papers that County staff can use as needed to get policy direction from the Planning Commission prior to the drafting of specific Ordinance amendments.

**Subtask 8.1.4: Prepare Administrative Draft Zoning Ordinance Amendments**
Subtask 8.1.5:  Prepare Preliminary Draft Zoning Ordinance Amendments
The Consultants will revise the Administrative Draft Zoning Code Ordinance Amendments based on Work Group comments and the addition of graphics and illustrations where needed.

Subtask 8.1.6:  Planning Commission Work Session
The Consultants and Staff will facilitate a Planning Commission to review the Preliminary Draft Zoning Ordinance Amendments. Based on Commission comments, we will prepare the Public Review Draft Zoning Ordinance Amendments.

Subtask 8.1.7:  Prepare Public Review Draft Zoning Ordinance Amendments
The Consultants will prepare the Public Review Draft Zoning Ordinance Amendments to incorporate final staff and Planning Commission comments on the Preliminary Draft. This is the version that will be available for workshops and hearings.

Subtask 8.1.8:  Public Review and Adoption
The work program assumes that all Zoning Ordinance Amendments will be completed in tandem with the General Plan update and that public hearings will cover both. We have budgeted for attendance by Zoning Ordinance project manager to attend public hearings.

Subtask 8.1.9:  Screencheck Final Zoning Ordinance Amendments
After final Board of Supervisors action on the Zoning Ordinance Amendments and before the effective date, County staff will prepare a final version to incorporate all changes. The Consultants will serve in a review role for this task.

Searchable Online Zoning Ordinance (OPTIONAL)
If desired by the County, the Consultants can prepare and deliver a complete hypertext version of the updated Zoning Ordinance for the County’s website home page. This version would contain all text, charts, graphics, and illustrations included in the printed document. The functional details of the On-Line Zoning Ordinance and the appearance of its user interface would be worked out through discussions with County staff. The following describes our recommended approach.

Because the Non-Coastal Zoning Ordinance is available online and published by the Planning Division, a user accessing the website would find a scrollable hypertext table of contents showing titles of all chapters. Any selection would jump to the applicable page. Each page would be scrollable (pages larger than the computer screen frame can be shifted up or down to allow viewing of all parts of the page). “Forward” and “Back” buttons on the web browser software toolbar at the top of the screen would allow moving from page to page. Additional functions would allow printing individual or groups of pages, saving one or more pages to a text file, marking a page or section for future reference, and accessing a key word search of the entire Ordinance.
The Consultants would produce the website Zoning Ordinance in two steps. A “proof of concept” version consisting of the user interface, search, and other facilities with a demonstration portion of the data would be produced for staff review. A final, complete version of the website would be produced after adoption of the final document.

The Consultants would assist with the installation of a test version of the software in the Department (or on the Consultant’s website) and instruct staff on its use. Based on staff feedback from use of the test version, we would prepare final versions of the software and conduct workshops for staff on the installation and use of the system. We would remain available to answer staff questions and correct any problems with the software for a period of one year at no additional cost.

**Task 8.2: Concurrent Housing Element Update**

The recently adopted 2014-2021 Housing Element will likely require updating shortly after the completion of a comprehensive General Plan Update. It is likely that the Regional Housing Needs Assessment (RHNA) numbers will become available prior to adoption of the updated General Plan. In order to more efficiently process the Housing Element, and ensure that adequate sites are available for affordable housing, the Consultants will prepare a Draft Housing Element that includes goals, policies and programs; a public outreach process; and the identification of potential affordable housing sites within the Land Use Diagram. We will coordinate with the Department of Housing and Community Development (HCD) in the review and certification of the Housing Element, and final adoption by the Board will occur sometime following adoption of the General Plan Update.

**Task 8.3: Wildlife Corridor Connectivity Protection Overlay Zone**

The Consultants will review existing wildlife corridor maps and other background information, including preliminary recommendations and alternatives for a proposed Habitat Connectivity Protection Overlay Zone completed by County staff between late 2008 and early 2010, the County’s Guidelines for Safe Wildlife Passage completed in 2005, and other related information. The Consultants will assess background information and County work performed to date and note any outstanding questions or information gaps that may require further study for discussion with County staff. If needed, the Consultants will update mapping based on existing GIS files and other documents provided by the County. The Consultants will summarize existing conditions and background information in the General Plan Background Report.

The Consultants will meet with County staff to discuss optional approaches for updates to the County’s General Plan Conservation Element and Open Space Element goals and policies that would address habitat connectivity and wildlife movement corridor protection, including potential implementation program approaches. Implementation programs could include a Wildlife Corridor Connectivity and Protection Overlay Zone, and/or other appropriate tools or related programs. Based upon the agreed upon approach, the Consultants will assist County staff with drafting general plan goals, policies, and programs. At this time we assume a Wildlife Corridor Connectivity and Protection Overlay Zone program would be further developed and refined based on previous staff recommendations, along with associated zoning ordinance amendments. If desired, the County could process and adopt the zoning amendments concurrently with the General Plan Update.

**Public Opinion Survey**

To ensure the General Plan Update reflects the values, priorities, and concerns of all residents in the County of Ventura—not just residents who actively participate in the workshops or advisory committees—the Consultants will conduct a scientific survey of adult residents as part of the public outreach efforts. The survey will provide objective, statistically reliable measures
of residents’ opinions and behaviors on any number of key issues addressed in the Plan, such as land use, agriculture, mobility, water, and sustainability, and is especially useful for identifying how residents prioritize or make tradeoffs among a list of options.

The Consultants will design and conduct a 15-minute telephone survey of 800 adult residents selected at random from those who live in the County of Ventura. A sample of this size will not only produce highly reliable survey results countywide (+/- 3.5 percent at the 95 percent level of confidence), it will also provide a reliable understanding of how opinions may vary across key subgroups, such as by geographic sub-regions, length of residence in the County, age, gender, etc.

The Consultants will handle all aspects of the research process in consultation with staff where appropriate. The Consultants will design and refine the questionnaire, translate the survey into Spanish, develop an appropriate random sampling methodology, program the survey instrument to assist the interviewers in navigating the survey and recording data, program and host an online survey site for those who prefer to participate online, recruit participation, conduct interviews according to a strict protocol in English and Spanish, perform quality control checks throughout the data collection period, process and analyze the data, prepare a thorough (200+ pages) full-color report of the findings, and present the results to staff, Planning commission, and Board of Supervisors (as needed) aided by a PowerPoint presentation. We will design the final report and presentation so they are accessible to those with little or no understanding of statistics and survey research methodology.

Although the Request for Proposals specified a telephone survey, our recommendation is to use a mixed-method approach which employs multiple recruiting methods (telephone, mail, and email) and multiple data collection methods (telephone and online) in order to improve the response rate, reduce response bias, and ultimately improve the overall reliability of the survey results. The simple truth is that relying exclusively on telephones for recruiting and data collection is not as reliable as it was in past years, due in large part to the rise in caller-ID, call screening behaviors, and the migration away from land lines to cell phones. In order to satisfy the methodological requirements for a statistically reliable survey, it is most effective to add to telephone recruiting and data collection additional recruiting methods (mail and email) and an online survey option for residents who prefer to participate online. It improves our ability to reach a resident for the purposes of soliciting participation in the study, and it provides respondents with flexibility as to how they complete the survey.
PROJECT MANAGEMENT

Coordination
The Consultants will participate in regular project management meetings, and will use email communications and have telephone conversations with County staff, as needed, during the course of the project. The Consultant will conduct biweekly conference calls with the County Project Manager to discuss the project status, schedule, and other project-related topics. The Consultants will prepare management meeting/conference call agendas and summarize action items. The Consultants will proactively identify issues, immediately bring those issues to the attention of County staff, identify potential solutions, and coordinate with County staff as to the best course of action.

Status Reports
The Consultants will prepare monthly status reports as part of the project invoice documenting the progress made each month in completing the project. Status reports will summarize by project phase work performed by task, deliverables provided, and meetings conducted.

Project Schedule
We understand that the County expects the comprehensive General Plan Update, to be completed and adopted within 4.5 years of initiating the project (e.g., by July 2020). The Consultants will work with County staff to develop and maintain a project schedule that adheres to the County’s project deadline.

PROJECT DELIVERABLES

The Consultants will provide to the County electronic copies (native files and web-compatible versions) of all draft and final documents, as well as the technical tables, maps, and information used to produce the documents, consistent with the County’s software systems (e.g., Microsoft Office, ESRI ArcMap).

DOCUMENT REVIEW

The Consultants assume the following review process for project deliverables that are the primary responsibility of the Consultant:

- The Consultants will provide an Administrative Draft document to County staff for review and comment.
- County staff will collect, review, and resolve County comments and provide a single, consolidated set of comments to the Consultants. Comments on Microsoft software will be provided in track changes and in comment bubbles. Comments on non-Microsoft files (e.g., PDF) will be provided as a list in a Microsoft Word Document and include the page number, paragraph, and line referenced.
- The Consultants will revise the Administrative Draft and provide to County staff a Screencheck Review Draft.
- County staff will review and confirm that comments have been addressed and provide to the Consultants any final revisions using the comment protocol described in the second bullet above.
- The Consultants will revise the Screencheck Draft and prepare a Final document for publication.