

Exhibit A

General Plan Implementation Work Program

Approach

This work program for General Plan implementation has been prepared to complete the implementing ordinances and programs required by the 2010 Monterey County General Plan. The adopted General Plan policies require the drafting of new ordinances and the creation of new programs to implement the goals of the General Plan. The General Plan gives policy guidance and direction for the development of ordinances and programs. Preparation of these ordinances and programs will be based on the policies of the General Plan.

The Board of Supervisors gave direction to complete this program within a three year time frame. This work program has been designed to accomplish the work associated with the General Plan implementation within this time frame. The distribution of work, schedule and budget are all coordinated to accomplish this.

The type and complexity of the ordinances and programs to be adopted vary widely. Some of the ordinances will be simple changes to existing ordinance provisions and these can be finished relatively quickly. Approximately 10-15 percent of the ordinances will be prepared by staff within the first year of the Work Program. The distribution of work between consultant and staff is based upon work that requires additional technical expertise, or where a sufficient number of County staff are not available to meet the 3 year timeline.

A segment of the work will be more complex. Work on these elements will require scoping the background information behind the policies, identifying an approach, and then drafting an ordinance or program to put the approach into practice. This work will be done primarily by consultants. The ordinances and programs will then need to be refined to insure that they fit within the County regulatory structure. This involves staff making certain the ordinances and programs do not conflict with other regulations and designing processes to fit within the existing structure. Several of the ordinances and programs mandated by General Plan policies require the formation of stakeholder groups and thus will demand substantial staff effort to accommodate this activity. Some of the ordinances and programs are controversial and early public consultation in the process will help identify areas of concern prior to public hearings.

Once the ordinances and programs are developed they will be reviewed by staff to determine if additional environmental review is required under CEQA beyond the Environmental Impact Report (EIR) certified for the General Plan. An addendum may be prepared if only minor technical changes or additions are necessary or if none of the conditions requiring a subsequent or supplemental EIR have occurred. If the ordinances and programs will require major revisions of the EIR due to the involvement of new significant environmental effects or a substantial increase in the severity of previously identified significant effects, then additional environmental analysis will be completed to address these potential impacts. It is envisioned that the ordinances and programs will be grouped into bundles for purposes of preparing the environmental documentation. This is accounted for in the schedule and in the budget of the Work Program.

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Distribution of Work

The Work Program will be completed by a combination of staff and contracted consultant(s). The program is designed to use a combination of consultant help and staff resources in the most efficient manner possible. The strategy is to use the consultant(s) to prepare as much of the work as possible initially; this will allow staff to identify those ordinances and programs which can move directly to the public hearing phase and those that will require additional public review and environmental documentation prior to consideration for approval. The responsibilities of the consultant and staff can be broken down as follows:

Consultant

The consultant will be responsible for the following:

1. Prepare necessary background information
2. Coordinate with staff in defining approach to ordinances and programs.
3. Draft ordinances and programs
4. Make modifications to ordinances and programs as directed by staff
5. Prepare necessary environmental documentation

A Request for Proposals has been sent out for this work. The response to this RFP was very good and there are a number of different firms and partnerships who have submitted proposals to complete this work. Upon approval of the Work Program by the Board of Supervisors, the County will interview the candidates and select the best firm or firms to complete the work in accordance with this Work Program. Staff will return to the Board of Supervisors for approval of contracts associated with the consultant work.

Staff

The completion of this Work Program requires staff to give clear guidance to the consultant for the completion of their portion of the work, and for staff to be available throughout the process to be able to give the consultant clear guidance throughout the ordinance and program development. The Staff will be responsible for the following:

1. Complete 10 - 15% of the less complex ordinances.
2. Complete the ordinances to implement the Housing Element,
3. Work on the Boronda Community Plan and Carmel Valley TIP.
4. Hire Consultant(s), and refine scope with consultant(s)
5. Give initial direction to consultant(s).
6. Coordinate with consultant(s) on specific approach to ordinance and program development.
7. Review work of consultant(s) and provide feedback for final drafts.
8. Assemble Stakeholders groups required by General Plan policies
9. Participate in stakeholder groups
10. Schedule public workshops at the Planning Commission.
11. Participate in public workshops
12. Make the Environmental Determination and provide direction to consultant
13. Review draft environmental documents

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- 14. Prepare staff reports for Public Hearings at Planning Commission and Board of Supervisors
- 15. Conduct Public Hearings at the Planning Commission and Board of Supervisors.

The process for determining how much staff would be required to complete this work began with developing a list of all the ordinances and programs and estimating how much staff time would be involved in each project (see Table 6). The estimated staff time is summarized in the following table:

Table 1. Full Time Equivalents for Implementation Plan (total for 3 years)

<u>Department</u>	<u>FTE's</u>
Planning	12.1
Public Works	4.41
Building	0.15
Redevelopment	0.35
RMA - IT	0.3
RMA	1.5
Parks	0.65
Environmental Health	6.42
Water Resources Agency	6.85
Ag Commissioner's Office	1.08
EDC	0.75
County Counsel	4.15

This table shows the total Full Time Equivalents for the 3 year time frame of the project. For example, the 12.1 FTE's for the Planning Department is the equivalent of 4 full time people working on the Work Program. The work on the Work Program in this compressed time frame will constitute new work load which is not accounted for in the existing staffing levels. The departments involved in this program are already functioning at the capacity of existing staffing levels. In order to add the workload represented in this Work Program, the addition of temporary staff is needed. The following departments have identified the need for temporary staffing:

Table 2. Temporary Positions

<u>Department</u>	<u>Temporary Positions¹</u>
Planning	4
Public Works	1.4
RMA	1.5
Environmental Health	2
County Counsel ¹	1.3

1. County Counsel is requesting permanent positions.

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The effect of not hiring temporary staff would be that to implement this work program other existing service would need to receive less attention. This would result in applications taking longer to process, it may take longer to research inquiries and would reduce the availability of staff to work with other agencies.

Several departments including Redevelopment and Housing, Parks and the Agricultural Commissioner have determined that they can accommodate their share of the work without adding additional staff. Several other departments are seeking partial funding of their needed FTEs.

Schedule

The work on the Work Program will be completed within a 3 year time frame. The starting point will be the approval of the Work Program. Table 3 on the following page lists the activities that will be required to complete the Work Program, and the time frame in which these will be conducted.

Budget

The preparation of the budget needs to capture the total cost to the County and needs to identify future annual budgeting considerations. The Work Program proposes a not to exceed cost for the work by the consultant(s) and staff, and identifies the annual cost of the Implementation Plan.

Consultant Budget

\$4,700,000

As noted above, the County has received several qualifying proposals from different consulting groups. There is a range in the proposed costs. Consultants have not been chosen yet, so it is important to develop a budget that allows some flexibility in the interview and contract negotiation process. Staff is proposing a maximum budget of \$4,700,000. This budget does not represent the highest proposal cost, nor does it represent the lowest cost. It does allow staff to interview several consultants and negotiate the best scope of work for the best price. It has been adjusted to reflect that approximately 10-15% of the ordinance work will be completed by staff.

The first step in the Work Program after adoption is to select a consultant. This will involve identifying the best candidate(s), working with them to refine their scope of work, and negotiating a specific contract based upon that scope of work. More than one consultant may be used, so the scope of work presented by the consultants may need to be modified to reflect this change. Once negotiated, the actual contract(s) will be brought to the Board of Supervisors for Board consideration and approval in order to engage the consultants.

Staff Budget

\$3,700,000

The budget for staff time is based upon the number of new staff positions identified above and the cost of supporting those positions. This results in a budget of approximately \$3,700,000. The

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Table 3 -- Work Program Schedule Activity	CY 2011				CY 2012				CY 2013			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
General Plan Implementation Plan Approval												
Consultant Selection											Staff	
Completion of Housing Ordinances											Consultant	
Boronda Community Plan												
Carmel Valley TIP												
New Ordinances and Programs												
Staff preparation and hearing on simple ords												
Staff Direction to Consultants												
Consultant Drafts Ordinances and Programs												
Formation of Required Stakeholder Groups												
Completion of Green Building Ordinances												
Staff Review of Consultant Work												
Staff Assessment of Environmental Needs												
Consultant Modifications to Ordinances												
Staff Refinement of First Ordinances												
Preparation of Staff Reports for Ordinances												
Planning Commission Hearings (First Ords)												
Board of Supervisors (First Ords)												
Preparation of Environmental Document												
Public Scoping Meetings												
Circulation of Environmental Document												
Preparation of Staff Reports for Ordinances												
Planning Commission Hearings (2nd Ords)												
Board of Supervisors (2nd Ords)												
Preparation of Chualar Community Plan												
Chualar Env. Doc Preparation												
Circulation of Env Doc for Chualar Com Plan												
PC Hearing on Chualar Community Plan												
Board Hearings for Chualar Community Plan												

Q1 = January - March

Q2= April – June

Q3= July – September

Q4= October - December

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Table 4 – Staff Budget

DEPT	POSITION	Step 7	PTO & Benefits Rate	Salary, PTO, & Benefits Rate	Cost per FTE	# of FTEs	Total Cost	Proposed Temporary Positions	Requested Budget Augment
			75%			1,768			
PLNG	Assistant Director	65.22	48.91	\$ 114.13	201,788	1.50	\$ 302,681		
PLNG	Planning Manager	49.99	37.49	\$ 87.48	154,669	1.50	\$ 232,004		
PLNG	Senior Planner	40.98	30.74	\$ 71.72	126,795	3.00	\$ 380,386	1.00	\$ 316,988
PLNG	Associate Planner	38.03	28.52	\$ 66.55	117,656	5.00	\$ 588,278	2.00	\$ 490,231
PLNG	Office Assistant II	18.27	13.70	\$ 31.97	56,527	-	\$ -	1.00	\$ 141,318
RMA	Deputy Director	80.25	60.19	\$ 140.44	248,290	0.50	\$ 124,145		\$ 124,145
RMA	GIS Analyst II	39.42	29.57	\$ 68.99	121,969	0.30	\$ 36,591		
BLDG	Dir/DBO/SGI	42.62	31.96	\$ 74.58	131,854	-	\$ -		
EDC	Economic Development Manager	48.97	36.73	\$ 85.70	151,522	0.65	\$ 98,490		
PW	Senior Civil Engineer	55.73	41.80	\$ 97.53	172,438	1.40	\$ 241,413	0.47	\$ 201,178
PW	Civil Engineer	46.39	34.79	\$ 81.18	143,531	3.00	\$ 430,592	1.00	\$ 358,827
EDC	Assistant Director of HRDA	53.74	40.30	\$ 94.04	166,265	0.24	\$ 39,904		
EH	EH Specialist III	39.05	29.29	\$ 68.34	120,824	6.42	\$ 775,689	2.14	\$ 646,407
WRA	Hydrologist	38.05	28.54	\$ 66.58	117,721	6.85	\$ 806,386	2.28	\$ 671,988
AG	Asst AG Commissioner	59.62	44.72	\$ 104.34	184,477	0.54	\$ 99,617		
AG	Management Analyst III	42.62	31.96	\$ 74.58	131,854	0.54	\$ 71,201		
PARKS	Historic Resources		-	\$ -	-	0.65	\$ 64,079		
PARKS	Parks Acq and Maint		-	\$ -	-	-	\$ 13,000		
FIRE						-			
SHERIFF						-			
CC	Deputy County Counsel IV	68.85	51.64	\$ 120.49	213,031	4.15	\$ 884,079	1.38	\$ 736,733
TOTAL						36.24	\$ 5,188,534	11.27	\$ 3,687,815

- 1 WRA cost passed on for all staff work.
2. Cost of staff to be added. Additional cost to County over existing positions working on Implementation Plan.

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actual costs of the positions requested are shown in Table 4. This table shows a total staff cost of \$5,188,534 but as noted above some departments are not requesting additional staff and intend to absorb the General Plan Work Program within their existing budgets.

The Land Use Departments continue to work with the CAO Budget Office to refine the Work Program and associated costs. It is proposed that the departments be reimbursed for staff time on this Work Program for only salary, benefits and paid time off as shown in Table 4 rather than at a fully loaded rate. Table 4 also proposes that allocations for temporary positions be for a period of two and one half years. This will allow temporary staff budget allocations to be implemented as part of the fiscal year budget cycle for FY11/12, FY12/13, and FY13/14.

The follow departments are requesting staff resources:

Planning Department. The Planning Department currently has four unfunded positions (Planning Services Manager, Senior Planner and two Associate Planners). These positions were established for the Implementation Plan, but have not been funded pending decision on the Implementation Plan. The table above indicates the Planning Department needs 4 positions a year, which is consistent with this allocation. The Planning Department is recommending deleting the Planning Services Manager and adding an Office Assistant. The work which would be undertaken by a new Planning Services Manger will be absorbed by an existing Planning Services Manager and the Assistant Director. The time these two positions spend on the Work Program will be absorbed by the Planning Department's budget. The Planning Department also recommends that one Associate Planner position be eliminated from the third year of the Work Program. This is reflected in the totals of Table 4.

Public Works. The Public Works Department requests one full time engineering position, and the ability to hire other temporary help up to the limit of the budget shown in Table 4.

Resource Management Agency. A half position has been allocated in the budget for the RMA. This position will be required for FY10/11.

Environmental Health. The Environmental Health Bureau would hire two positions to assist with existing workload. This will enable existing experienced personnel to devote their time to the Implementation Plan.

Water Resources Agency. The Water Resources Agency is not proposing to hire new people as part of this work program. The WRA is a separate legal entity and will charge the General Fund for the work that they provide.

County Counsel. County Counsel requests 1.3 permanent positions. Under the provisions of this Implementation Plan, the 1.3 FTEs would be paid by the budget for the Implementation Plan during the three year duration of the work. After the end of the Implementation Plan it would be up to the Office of the County Counsel to justify the need for the continued funding of those positions.

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It is intended that the \$8,400,000 would be the total General Plan Implementation Work Program budget for the departments identified in this Work Program. It is anticipated that each department will charge against this budget. Whether the department uses existing staff or adds supplemental staff, the budget for each department is established by this Implementation Plan.

Annual Budget Implications (See Table 5, next page).

The Implementation Plan has been designed to be completed in a three year time frame, which coincidentally corresponds to the beginning of the calendar year. Unfortunately this is approximately 6 months off of the County's fiscal year cycle. There is a need to provide for a budget augmentation in this fiscal year (FY10/11) to allow work to proceed, and then look at the budget of subsequent fiscal years for budget planning purposes.

FY 10/11

There is ongoing work and there will be some start up costs. In this budget time, it is recognized that a large augmentation would be difficult. It is proposed that a total amount of spending not to exceed \$400,000 dollars be allowed in this fiscal year. This will be used to fund one position in the RMA, be used to start early consultant work if deemed necessary, or it could be used to hire temporary staff if critical for the success of the Work Program. It has not been decided that any money needs to be allocated, except to fund a position in the RMA. Any expenditure will need to be prioritized and submitted to the Board for a Budget Augmentation. An itemized budget will be brought back for Board Review as part of any augmentation request.

FY 11/12

This year will represent the highest cost for Consultant time and probably staff time. It is estimated that half the consultant budget will be expended during this first year (\$2,400,000) and that the staff cost will be approximately \$1,200,000, which would result in a budget demand of \$3,600,000.

FY 12/13

This year the staff cost will remain steady, and the consultant cost will decrease slightly (\$2,000,000). This would result in an overall budget demand of \$3,200,000.

FY 13/14.

During this year most of the work will focus on staff bringing the projects to hearing. The staff cost would be \$900,000 and some consultant cost of \$300,000. The overall budget demand would be \$1,200,000.

The following table summarizes the budget for each year:

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Table 5 – Projection of annual budget.

	Total	Consultant	Staff
FY10/11	\$400,000		\$400,000
FY11/12	\$3,600,000	\$2,400,000	\$1,200,000
FY12/13	\$3,200,000	\$2,000,000	\$1,200,000
FY13/14	\$1,200,000	\$300,000	\$900,000
Total	\$8,400,000	\$4,700,000	\$3,700,000

Monitoring Program

The RMA Finance Department and CAO Budget Office is developing a program to monitor each of the departmental and agency expenses associated with this work program. Each department and agency will submit invoices and justification to the CAO, which will provide funding from a pooled account. An accounting of those expenses for each year, in relation to the total cost, and status of work program tasks will be reported to the Board of Supervisors Capital Improvements Committee (CIC) semiannually.