

Draft Work Scope

The following services will be performed by Barry Miller for the City of Albany. The objective of these services is to comprehensively update the Albany General Plan, including the Housing Element. As noted under the task descriptions below, Barry Miller's services will be supplemented by City staff in some instances. In addition, the work scope anticipates the participation of other consultants providing complementary services, including preparation of a General Plan Environmental Impact Report (EIR) and supporting technical studies.

In a few cases, the scope presents optional approaches for completing a particular task. The preferred option may be determined prior to execution of an Agreement for Services or may be determined afterwards once the project is underway, with budget modifications made as needed. Assumptions on the approach are stated in the budget provided at the end of this scope.

There are NINE key work tasks, summarized below and described in detail on the following pages:

1. Project Start-Up
2. Community Participation and Outreach
3. Policy and Plan Audit
4. Collection and Analysis of Baseline Conditions Data
5. Study Sessions on Policy Issues
6. Preparation of Draft General Plan
7. Preparation of 2014-2022 Housing Element
8. Environmental Review
9. Plan Adoption

1. PROJECT START-UP

The Project Start-up Task will lay the groundwork for the General Plan Update. The following subtasks are included:

- 1.1 **Staff-level Kickoff Meetings.** Barry Miller will organize and participate in one or more kick-off meetings with City staff to review the work program and schedule, discuss the objectives of the General Plan Update, and identify data sources and key stakeholders. The kick-off meetings should include a series of “introductions” to City Department heads, to familiarize them with the project and schedule and to apprise them of upcoming requests for data, documents, or direction on General Plan-related issues.
- 1.2 **Prepare General Plan Mapping and Graphics Strategy.** Barry Miller will work with City Staff to develop a General Plan Mapping and Graphics Strategy. The following options are presented for the City’s consideration:

Option A: Maps and Graphics to be prepared by City Staff, under Barry Miller’s direction.

Option A would be for Barry Miller to work directly with City staff to develop General Plan maps. The task would begin with development of a base map, suitable for reproduction at both report (8.5” x 11”) scale and presentation (28” x 36”) scale). Barry will also develop a preliminary list of General Plan maps and graphics, and determine the tasks and GIS layers needed to complete each map. An important part of this task will be to inventory existing City GIS layers, identify any gaps in data, and develop strategies to close these gaps. It is estimated that the General Plan will contain approximately 15-20 maps in total. This option presumes City staff has the capacity and time to develop the maps.

Under this option, Barry Miller would also be responsible for design and layout of the General Plan document, including photography, charts, info-graphics, sidebars, and other graphic elements. The final work product would be produced in MS Word.

Option A would be the lowest cost option for completion of General Plan maps and graphics. The budget at the end of this scope of work assumes this option.

Option B: Maps and Graphics to be prepared by EIR Consultant.

Under this option, Barry Miller would work with the consultant retained to draft the General Plan Environmental Impact Report (EIR) to develop the General Plan base map and related General Plan Map graphics. Typically more than half of the maps in the General Plan document are also required for the EIR document, so there are economies of scale associated with this approach. Barry would act as liaison between City GIS staff and the CEQA consultant to evaluate GIS layers, identify data gaps, and develop new layers as needed. The CEQA consultant would produce all maps associated with the EIR (typically 15-20 maps), plus 6 to 10 additional maps which would only appear in the General Plan (content to be determined).

Barry Miller would continue to be responsible for the design and layout of the General Plan document in this option. Alternatively, a graphic design consultant could be retained to do document design and layout only.

Option B would be more expensive than Option A but less expensive than Option C.

Option C: Maps and Graphics to be prepared by a Third Party Planning Consultant.

Under this option, a third party would be retained to produce all General Plan maps and graphics. This would most likely be an urban planning firm with experience in developing high quality maps and graphics for planning purposes. Barry Miller would prepare the list of maps and likely data layers to be displayed. The third party consultant would then prepare all maps using GIS, adding stylized graphic elements to enhance the appearance and/or readability of the maps. The third party consultant would not prepare EIR maps—these would be the responsibility of the EIR consultant. However, the EIR consultant would use the GIS shape files or images developed for the General Plan as appropriate in developing the EIR maps.

The third party consultant would also design the Draft and Final General Plan documents. The document(s) would be published in In-Design or an equivalent program intended for high quality publications with a strong emphasis on graphics and user-friendly layouts.

Option C would be the most expensive of the three options.

- 1.3 Selection of CEQA consultant.** Barry Miller will work with City staff to select a consultant to prepare the General Plan EIR. As noted in Task 8 below, Barry Miller will have a major role in EIR production and oversight, including drafting the Project Description and several “Setting/ Impact” text sections. Given the technical topics covered by the EIR and the requirements of CEQA, it is recommended that a firm specializing in environmental planning be selected to manage the EIR and take the lead in ensuring its legal and technical adequacy.

This subtask will involve drafting a scope of work and Request for Qualifications, arranging interviews with one or more qualified firms, and negotiating a scope and price with the highest ranked firm. The preferred arrangement would be to retain a single CEQA firm with associated subconsultants, rather than to retain separate consultants for traffic, noise, air quality, and other aspects of the EIR. Ideally, the CEQA firm will have prior work experience in Albany, and will already be familiar with the data needed to complete the EIR.

A Program EIR is envisioned. Most of the potentially significant impacts should be mitigated by policies (or actions) in the General Plan itself. As noted in Task 8, Barry Miller will work closely with the EIR consultant to identify new policies which could (or should) be added to the General Plan in order to more fully mitigate potential impacts.

- 1.4 Collection of Relevant Planning Documents.** Barry Miller will work with Staff to collect and review all the documents that will inform the General Plan Update. These documents are described further in Task 4 below.

- 1.5 Develop Outline of New General Plan.** Barry Miller will work with Staff to explore options for the content and format of the new General Plan, addressing such issues as:

- Plan horizon year (presumed to be 2035 to align with regional traffic models)
- Structure and organization of the Plan’s chapters and elements
- Goal, policy and program hierarchy and format
- Balance between policy language and explanatory narrative text (which in turn drives Plan length and level of detail)
- Treatment of “change areas” and opportunity sites within the plan
- Expectation on level of detail and specificity
- Plan format and graphic template options
- Relationship of Housing Element to the main General Plan document

At this point, it is presumed that the level of detail in the new Plan will be comparable to the previous General Plan. Additional detail will be required in a few areas to ensure legal adequacy and provide sufficient context for policies. The new General Plan would most likely be a 200-300 page document, with a separate 100-150 page document covering Housing.

- 1.6 Assistance to Staff in Certification of 2007-2014 Housing Element.** In 2009, the City of Albany submitted a Housing Element to the State Department of Housing and Community Development (HCD) covering the 2007-2014 Regional Housing Needs Allocation (RHNA) period. The State issued a letter indicating the revisions needed in order to receive a compliance determination. At this point a revised element has not yet been submitted, and the City is still non-compliant. Prior to beginning the 2014-2022 Housing Element (see Task 7), it is recommended that Staff work with HCD to resubmit the current Housing Element with the revisions needed to make it compliant. This will improve the City's chances of receiving a compliance determination for the 2014-2022 Element. If the City is still out of compliance in 2014, State law requires that the RHNA for 2007-2014 be added to the RHNA for 2014-2022, placing a greater burden on the City to identify adequate housing sites.

Barry Miller will work with City staff to edit the 2007-2014 Element in response to HCD's comments, and will act as a liaison between the City and HCD as the revised Draft is submitted and reviewed. It is envisioned that staff will take the lead role in making the edits and preparing HCD transmittals—Barry's role will be to review drafts, suggest edits, and assist in communicating the City's changes to HCD. Barry will also advise City staff on the best language to respond to State concerns, and possible solutions to conflicts between the State's interpretations of Housing Element law and the City's proposed responses and edits.

- 1.7 Coordination with Strategic Planning Process.** The City is preparing a Strategic Plan concurrently with the General Plan Update. Although the Strategic Plan will be completed long before the General Plan is finished, its preparation overlaps the initial "vision" and "goal setting" phase of the General Plan Update. This overlap presents an opportunity to engage the Albany City Council in setting long-term goals and objectives (through the General Plan) at the same time it is setting short-term goals and objectives (through the Strategic Plan).

In addition, the Strategic Plan is likely to include a variety of metrics to measure success; some of these metrics may be carried into the General Plan, making the document easier to evaluate in the future and enabling greater buy-in from other City departments. Barry Miller will meet with the City's Strategic Planning

Consultant, attend Strategic Plan City Council work sessions, and provide written materials as needed to link the Strategic Plan to the General Plan. He will work collaboratively with Staff (in Community Development and City Administration) to ensure that the two processes are synchronized and mutually supportive.

Task 1 Deliverables:

1. Mapping and Graphics Strategy
2. RFP for EIR consultant
3. Library of project-related documents
4. Memorandum on Plan organization and content
5. Edits to 2009 Housing Element
6. Miscellaneous correspondence, memos, and agendas

2. COMMUNITY PARTICIPATION AND OUTREACH

The major vehicle for public participation in the General Plan Update will be meetings of the Planning and Zoning Commission, the City Council, and other City Commissions. These meetings will provide opportunities for Commissioners and Council members to participate, and for residents and businesses to listen and be heard.

It is important to provide additional avenues of participation to ensure that the General Plan incorporates input from a broad cross-section of the community. These additional outlets include a project website (with opportunities for feedback via email), emails to constituents interested in attending Commission meetings and/or monitoring the process, outreach to established community and neighborhood groups, liaison with the local media, and information at City events (such as the Solano Stroll). One of the first tasks in the General Plan Update will be to develop a communications strategy which details methods of on soliciting and managing public input, and informing the public of the planning process, planning issues, and proposed policies.

The community participation program will be designed to make the most of Albany's existing "civic infrastructure." Because the City has a relatively large number of standing commissions, a separate task force or "General Plan Advisory Committee" is not recommended. In addition, the Community Outreach Program does not include large workshops, charettes, or open houses. Barry Miller will attend the regularly scheduled meetings of existing City Commissions on the long-range planning topics which are most germane to each Commission. He will solicit input from Commissioners and other interested parties who may attend these meetings.

The outreach process will clearly communicate that the primary intent of this General Plan Update is to move the planning interval forward from 1992-2012 to 2013-2035 in order to meet legal mandates and keep the General Plan relevant. The General Plan is primarily intended to articulate and strengthen the qualities that make Albany unique, rather than as a vehicle for "re-envisioning" the City or charting a radically different course for its future. Keeping this message in the forefront will be important to manage expectations, mitigate public concerns about growth and change, and keep the project and EIR on schedule and within budget. Controversial issues (e.g. those likely to require a citywide vote) should be identified at the beginning of the project, and a strategy for managing the dialogue on those issues should be established right away.

2.1 Develop Communication Strategy. Barry Miller will develop a communication strategy for the General Plan Update which addresses: (a) involvement and role of the Planning/ Zoning Commission; (b) involvement and role of the City Council; (c) involvement and role of other City commissions; (d) involvement of

City Department heads and other City staff; (e) methods of input for Albany residents and businesses; (f) a project web-page to be hosted on a dedicated URL within the City's website; (g) press releases and media outreach, including preparation of an initial press release describing the project; (h) outreach to established organizations and neighborhood groups in the City; (i) any project-specific publications or displays needed for special events in Albany (or other events attended by large numbers of Albany residents) that may occur over the course of the project.

2.2 Initial Planning/Zoning Commission and City Council Study Sessions. Barry Miller will attend and facilitate one study session with the Albany Planning/Zoning Commission and one study session with the City Council. These would be one hour study sessions intended to kick off the project, respond to questions, and receive initial feedback on the work tasks and approach. These meetings could also be conducted as a joint study session of both the Planning and Zoning Commission and the Council. Barry Miller will prepare a PowerPoint presentation and staff report for the meeting, and will facilitate the discussion (along with City staff). Public outreach and education will be one of the topics addressed at the study session(s).

2.3 Develop General Plan Outreach Materials. Barry Miller will develop a variety of web-based and print media for use in the General Plan Update. The specific tools to be developed will be determined through the Communications Strategy (Task 2.1). At minimum, this will include web content for the General Plan website; management of any community feedback generated via the General Plan website; and development of any discussion questions or on-line surveys to be conducted through the project website. This will also include preparation of wall displays, brochures, and other "collateral materials" for community events which might include a General Plan Update "booth" or exhibit.

2.4 Meeting Attendance and Active Outreach Time. Task 2.4 is intended as a "reserve" of time for Barry Miller to attend the meetings of neighborhood groups, community groups, and other interest groups seeking information on the General Plan, and wishing to participate in the General Plan Update process.

Task 2 Deliverables:

1. Project Communications Strategy
2. Staff Report and PowerPoint for initial Study Sessions
3. Website content (Initial and Updates Over Project lifetime)
4. Outreach materials and displays (Print and web-based)
5. Press releases and media updates

3. POLICY AND PLAN “AUDIT”

Barry Miller will conduct an “audit” of the City’s existing planning policies and planning documents. The components of this task are two-fold:

- First, it will include a systematic review of all policies and programs in the 1992 General Plan to determine which should be carried forward, edited, or deleted. The objective is not to disregard the 1992 Plan entirely and start “from scratch”—but rather to carry forward those policies and actions that are still relevant.
- Second, it will include a review of more recent planning documents to identify potential land use, transportation, urban design, hazard reduction, resource preservation, and community service directives that should be incorporated into the General Plan.

In addition to the 1992 General Plan, the following documents will be reviewed:

- Voices to Vision Waterfront Planning documents
- Draft 2009 Housing Element
- 2012 Draft Albany Active Transportation (Bike/Ped Plan)
- 2010 Public Arts Master Plan
- Albany Hill Creekside Master Plan
- 2004 Parks Master Plan
- 2009 Climate Action Plan
- Residential Design Guidelines
- Plans and staff reports for the Gill Tract and UC Berkeley properties
- San Pablo Avenue Complete Streets planning documents
- Albany Zoning Ordinance

In addition, Barry Miller will review recent EIRs for major development projects, plans for large sites, and other printed and digital materials which could inform the planning process (including materials produced and information collected during the recent workshop with Dan Burden). Barry will also review County and regional planning documents with implications for future land use and transportation decisions in Albany. In addition, Barry will identify policy “gaps” on topics where planning guidance does not currently exist. This would include topics which have been added to General Plan requirements since the 1992 Plan was adopted (e.g., complete streets requirements, Native American consultation, etc.) and topics which are not covered in the existing

Plan, but are of interest to residents (e.g., sustainability, health, and greenhouse gas reduction)

The product of this effort will be a comprehensive inventory of potential policies and implementation programs to be integrated into an updated General Plan. This may be organized in Excel spreadsheet format, so it can be sorted in a number of different ways (source document, topic, corresponding General Plan Element, etc.)

Task 3 Deliverables:

1. Policy Audit (Excel and .pdf)

4. COLLECTION AND ANALYSIS OF BASELINE DATA

Barry Miller will compile the baseline data and draft the narrative text necessary to provide the foundation for the updated General Plan. It is expected that some of this data may be gleaned from existing planning documents, and some may be new. Some of the data will be collected through the EIR process, and will require participation of the CEQA consultant (the allocation of responsibility between Barry Miller and the CEQA consultant is noted for each subtask below as appropriate).

4.1 Population, Housing, and Employment Data. Barry Miller will prepare a socio-economic and housing profile of Albany. The profile will be sufficient to provide the basis for the “Needs Assessment” section of the next (2014-2022) Housing Element and will help provide a framework for the new General Plan. It will essentially take the “Needs Assessment” in the 2007-2014 Housing Element and update it, incorporating data from the 2010 Census, the American Community Survey, the Department of Finance, and other data sources which are more current than those used in the 2009 Housing Element. Current data on the characteristics of the housing stock would also be presented, using 2010 Census data and City records on permits and permitting activity.

Data on employment will also be included, including a profile of residents’ employment and income characteristics as well as data on businesses, economic activity, and jobs in the city. The profile will identify major employers, employment statistics and forecasts, the spatial distribution of jobs, and a summary of the City’s economic development efforts. The relationship of Albany’s economy to the greater East Bay area also will be addressed. This will be based primarily on existing reports and data from the City’s Community Development Department, the Albany Chamber of Commerce, and other economic development organizations in the East Bay.

The profile will also address Albany’s socio-economic forecasts through 2035, as defined by ABAG in the biannual Projections series and the more recent forecasts prepared through the SCS (One Bay Area) process. The City’s 2014-2022 RHNA allocation also will be discussed. The updated demographic information will provide the “Setting” section of the General Plan EIR chapter on Population and Housing, and will help set the context for planning within the General Plan document.

4.2 Land Use Data. Barry Miller will work collaboratively with City to prepare an updated inventory of existing land uses (including vacant land) in Albany, and to analyze land use patterns, land use conflicts, land use compatibility issues, and development trends in the City. The outcome will be a quantitative summary of

existing land uses in the City (e.g., acres in each use category), and a discussion of “opportunity sites” and key development issues. This task also will include a review of development regulations in the city, including the subdivision regulations and the zoning ordinance. Inconsistencies or potential problems with the ordinances will be noted as appropriate.

The product of this task will be narrative descriptions of existing land uses, land use patterns, density patterns, zoning regulations, and development issues. A color-coded existing land use map also will be prepared, based on field observations, aerial photos, and County Assessor data. Existing General Plan land use categories will be summarized and potential changes (e.g., new categories, changes to density ranges, etc.) will be addressed.

- 4.3 Circulation and Transportation Data.** This task is divided into two sub-tasks. Subtask “A” will be completed by Barry Miller. Subtask “B” will be completed by a transportation planning firm, working either as a subcontractor to the EIR consultant or as a direct contractor to the City of Albany. Only a brief description of Subtask “B” is provided below since the would be performed by another firm and described in a separate scope. Subtask B is not included in Barry Miller’s budget.

Subtask A: Qualitative Analysis

Barry Miller would prepare a narrative report on existing transportation and mobility conditions in Albany. The work product would reflect an emphasis on complete streets and multi-modal travel and would cover bicycles, pedestrians, vehicle circulation, transit, and other travel modes. This task would also address issues relating to Albany’s parking requirements, including a discussion of current requirements and related issues. The narrative text also would address neighborhood traffic management and traffic calming programs, traffic safety and accident frequency information, the street classification system, transit service, and key features of the new bicycle and pedestrian plan. Issues addressed by the report would be coordinated through City staff and the Albany Traffic and Safety Commission.

This task also will include a review of 2010 Census (or American Community Survey) data pertaining to travel habits and auto ownership in Albany, including number of vehicles per household, journey to work, and median commute time. This information is important in determining the need for programs for persons without access to a car, as well as public transit and para-transit.

Subtask B: Quantitative Analysis

As part of the EIR, a transportation consultant will need to be retained to evaluate existing and projected operating conditions for the City's road network. The evaluation could include traffic counts at selected locations, analysis of intersection and road segment performance, documentation of operational constraints, and lists of planned or programmed capital improvements. At a later stage of the work program (Task 8), the evaluation would include traffic forecasts for the horizon year (2035) based on proposed General Plan land use changes and increases in regional traffic based on projected growth in communities beyond Albany. The outcome of these tasks would be a series of maps and data tables on transportation conditions, supplemented by narrative text documenting the methodology and findings.

- 4.4 Infrastructure and Public Services Data.** Barry Miller will provide a narrative description of existing water, sewer, storm drainage, solid waste, and recycling services; as well as an assessment of police, fire/EMS, school, child care, senior, and library services. He will interview staff in appropriate City departments, the School District, and local utilities (EBMUD, PG&E, etc.) to conduct this task. The intended level of detail will be suitable for both the General Plan and the Environmental Impact Report. However, it is possible that supplemental work may need to be done on this task once the EIR consultant is retained (if engineering-related utility considerations are identified during the EIR scoping process).

Existing water and sewer systems will be described, and issues relating to infiltration/ inflow, and system maintenance, pressure, and pipe replacement will be covered. Information on the City's solid waste collection services will include a discussion of source reduction, recycling, yard waste collection, and construction and demolition debris disposal. School District data would include a facility inventory, a summary of current enrollment and enrollment trends, and a description of long-term capital improvement plans. Facility planning and management issues would be addressed, and joint use of school facilities for civic and recreational purposes would also be covered. Private school and child care facilities also would be addressed. The task also will include the collection and presentation of data on police and fire response times, equipment, crime, and types of service calls.

- 4.5 Park, Recreation, and Open Space Data.** Barry Miller will prepare an overview of park, recreation, and open space conditions in the City. This will rely primarily on the 2004 Parks Master Plan, supplemented by information provided by staff in the Albany Recreation and Community Services Department and field observations. The narrative will include a discussion of park facilities,

underserved areas and underrepresented facility types, and planned improvements. It will also include an overview of recreational programs and unmet needs, based on anecdotal evidence provided by the Recreation and Community Services Department.

Special attention will be given to the unique role of the Albany waterfront, Albany Hill, open space on the University of California property, and the city's creeks. Current efforts to manage and plan for these open space areas will be described. Feedback from the City's Parks and Recreation Commission and from the Waterfront Commission will be solicited as part of this task.

- 4.6 Community Design Inventory.** Barry Miller will prepare a summary of existing urban design conditions in Albany. This task will include an inventory of the city's defining visual and urban design characteristics (such as the waterfront, Albany Hill, the San Pablo corridor, Solano Avenue, freeways, residential neighborhoods etc.). Important views and vistas will be noted. Different architectural styles and design features of the City will be documented, and important aesthetic qualities of public spaces and streets will be noted. Existing planning documents such as the City's residential design guidelines, and the various waterfront planning reports will be an important resource in the completion of this task.

This task will include a summary of the City's design review program, including design review requirements and the guidelines used by the city to evaluate additions, alterations, and new construction. The impact of various zoning requirements (such as parking standards and height limits) on design on the city will be described. Important and emerging community design issues will be documented, providing the basis for new policies.

- 4.7 Arts and Cultural Resources Inventory.** Barry Miller will prepare a summary of arts and cultural resources in Albany, including historic and archaeological resources, public art, and arts and cultural programs. The discussion of historic and archaeological resources will rely on existing data sources, archival research, and interviews with local preservation advocates. As required by SB 18, Barry Miller will initiate consultation with Native American representatives (through the California Native American Heritage Commission) as part of this task. The discussion of public art will draw from the Public Arts Master Plan, as well as input from the Albany Arts Committee. Information on arts and cultural resources will be gathered through appropriate contacts at City Hall, as well as local non-profits and interest groups supporting the arts and entertainment.

4.8 Sustainability Initiatives Inventory. Barry Miller will document existing sustainability initiatives in Albany, including those related to the Climate Action Plan (and related implementation measures). The narrative prepared for this task will document the City’s waste reduction and recycling programs, water and energy conservation programs, green building efforts, environmental education programs, and urban forestry and community gardening initiatives. Related land use and transportation initiatives (including bicycle and pedestrian improvements and land use or zoning strategies intended to reduce auto dependency) will be documented. The information will be vetted and discussed with the City’s Sustainability Commission. In addition, input on the social and economic aspects of sustainability (economic justice and social equity) will be solicited from the City’s Social and Economic Justice Commission. A narrative summary will be developed to provide the basis for sustainability text in the General Plan.

4.9 Natural Resources and Hazards Inventory. Task 4.9 will provide the foundation for policies in the Conservation Element and the Community Health and Safety Element of the updated General Plan. The task also corresponds to the “Setting” sections of the General Plan EIR chapters addressing agriculture, biologic resources, energy, geologic hazards, hazardous materials, hydrology and water quality, mineral resources, and paleontological resources. These topics typically represent about one-half of the EIR.

This sub task will ultimately result in “baseline” narrative and maps on:

- Soils and soil conditions, including suitability for construction (shrink-swell) and erosion potential, and issues related to urban agriculture
- Biological resources, including a listing of any rare, endangered, or threatened plant and animal species believed to be present or potentially present in the city (the State’s Natural Diversity Data Base may be used to determine where such species may exist). This work will also include a discussion of vegetation management needs in the city, drawing primarily on the work that has been done on Albany Hill.
- Energy sources, energy use patterns and energy conservation efforts.
- Geologic conditions, including the location of nearby faults, the location of steep or unstable slopes, and an overview of geologic hazards (ground shaking and liquefaction) that could affect the city.

- Hazardous materials issues, principally the use of pesticides, and the disposal of household hazardous waste materials in the city. This would also include a review of various state data bases to determine where hazardous materials are handled and stored in the city, as well as any contamination issues from prior uses.
- Hydrologic conditions, including groundwater, major surface water features (including creeks), flood control facilities, watersheds and wetlands in Albany. This would include an overview of water quality, and a description of various clean water, stormwater management, and urban runoff control programs. This would also include a discussion of flooding hazards, including dam inundation and sea level rise.
- Mineral resources, including a discussion of any past quarrying activities in the city.
- Paleontological resources, including a discussion of known fossils and the potential for important fossils in the area.

Two options are presented for completing Task 4.9, noted as Option “A” and “B” below.

Option A: EIR Consultant completes inventory; Barry Miller summarizes

Under this option, the EIR Consultant would have the lead responsibility for producing the background reports on each of the topics listed above. This would require retaining the CEQA consultant during Spring 2013, so that their work can align with the data collection tasks to be led by Barry Miller. Barry Miller’s work on Task 4.9 (Option A) would focus on preparing summaries of the EIR “Setting” text at a level of detail appropriate for inclusion in the General Plan. Barry would also prepare supplemental text on related non-CEQA topics such as emergency preparedness programs. The budget for Task 4.9 in the matrix at the end of this scope assumes this approach, and excludes the EIR consultant’s time.

Option B: Barry Miller completes Inventory; EIR consultant supplements

Under this option, Barry Miller would take the lead in drafting a series of White Papers summarizing existing natural resources and hazard conditions. The primary data source would be recent EIRs, resource agency plans, and existing documents and data bases, rather than field research. The White Papers would be sufficiently detailed to serve as the “Setting” section of the EIR for each topic area. In a few instances, supplemental research and fact-finding might be required once the EIR consultant is retained. For example, Barry can summarize existing air quality and hazardous materials conditions, but the CEQA consultant may need to augment the reported information with more technical analysis.

Option B would be slightly less expensive than Option A, but would extend the General Plan schedule by four to six weeks.

4.10 Collection and Analysis of Noise and Air Quality Data. It is expected that the CEQA consultant (or their associated acoustical and/or air quality subconsultants) would have the primary responsibility for this task. As noted in Task 1.3, Barry Miller will develop a detailed scope for the CEQA consultant, and act as the liaison between the consultant and the City. The following components are included:

- Noise conditions. Barry will work with City staff to identify the number and location of noise monitoring sites. He will also provide guidance on the narrative text which describes how noise is measured, regulated, and mitigated. He will work with the CEQA consultant (or subconsultant) on the preparation of an existing noise contour diagram, as required by General Plan law.
- Air resources, including existing air quality readings at nearby monitoring stations in Oakland and Richmond, and a brief discussion of local climate and wind patterns. The discussion would address the air basin’s compliance status with state and federal criteria pollutants, and regional measures being taken to improve air quality that may impact Albany. This would also include a discussion of greenhouse gas (GHG) emissions, relying on the work that was done through the Climate Action Plan—updated as needed to conform to current Bay Area Quality Management District guidelines for GHG evaluation.

4.11 Baseline Conditions “White Papers”. The data collected through Tasks 4.1 through 4.10 will be assembled into a series of short “white papers.” The intent is not to assemble the white papers into a formal “Existing Conditions Report”

but rather to structure them as working documents for eventual integration into the General Plan and EIR. Each white paper would include narrative text, data tables, and maps. The format and length of the white papers on Circulation, Noise, Air Quality, Resources, and Hazards might be different than the others, since these are key EIR topics that may be more technical and detailed.

Task 4 Deliverables:

1. Population, Housing, and the Economy White Paper
2. Land Use White Paper
3. Mobility White Paper
4. Infrastructure and Public Service White Paper
5. Parks, Recreation and Open Space White Paper
6. Community Design White Paper
7. Arts and Culture White Paper
8. Sustainability White Paper

5. STUDY SESSIONS ON POLICY ISSUES

Barry Miller will work with City of Albany staff to co-facilitate a series of study sessions on General Plan issues. It is envisioned that the primary body for vetting General Plan content and policies will be the City Planning and Zoning Commission. However, the Plan's policies touch multiple topics, and it will be important to engage other commissions on key topic areas. It is recommended that at least one briefing each be provided to the Arts Commission, the Traffic and Safety Commission, the Parks and Recreation Commission, the Sustainability Commission, the Waterfront Committee, and the Youth Task Force. As appropriate, briefings to other Commissions, Task Forces and Committees (such as the Golden Gate Fields Task Force and the Social and Economic Justice Commission) may be appropriate. In addition, briefings to the City Council should be provided every three to four months.

The work scope assumes 12 study sessions with the City Planning and Zoning Commission, four study sessions or briefings with the City Council, and 10 briefings with other commissions/committees (this total excludes the proposed "kickoff" study sessions and also excludes the public hearings at the end of the process). The hours allocated for these meetings would include preparation of agendas, presentations, handouts, and staff reports, attendance at the meetings, and any follow-up needed. The task does not include preparation of meeting minutes, noticing, and other administrative duties, which are presumed to be assigned to staff.

The major focus of this effort would be a series of topical study sessions convened by the Planning and Zoning Commission. Each session would be 60-90 minutes, and might be scheduled before a regular Commission meeting, or on a special meeting date as schedules allow. Each Study Session would be structured to review a major General Plan subject area (e.g., the Land Use Map, Transportation, Hazards, Parks, Sustainability, etc.) and to flesh out the policies and actions to be included in the General Plan on these topics. Meetings would be publicly noticed and advertised to an email list of interested parties. Time on each agenda would be dedicated to public comment. Draft materials (e.g., narrative and/or potential policies) would be provided to the Commission (and posted to the website) the week prior to the meeting, providing time for advance review.

Task 5 Deliverables:

1. Meeting handouts, agendas, and briefing materials
2. PowerPoint presentations (approx. 12)
3. Staff reports (approx. 16)

6. PREPARATION OF DRAFT GENERAL PLAN

The purpose of this task is to prepare a current, clearly written, legally adequate general plan that captures Albany's recent planning initiatives while providing a framework for future initiatives. The new General Plan will draw largely on plans that have been completed during recent years. Collectively, these documents address the major planning issues facing the city and define a "vision" for Albany's future. The General Plan will cohesively articulate that vision and define the relationship of established plans and programs to one another. The Plan should strengthen Albany's identity as a community that is distinct from the communities around it, and clearly define the City's growth and conservation priorities for the next two decades.

Drafting the Plan includes a number of subtasks, defined below:

6.1 Revisions to the Land Use Map

This would be a collaborative task conducted jointly by Barry Miller and Planning Department staff. General Plan Land Use categories would be defined, using the existing categories from the 1992 Plan as the starting point. Changes to existing categories and density/ intensity ranges would be made as needed. Designations would then be assigned to the Map based on existing land use, existing zoning, and adopted planning initiatives.

While minor changes to the Map might be considered on key opportunity sites, this task is not envisioned as a "reimagining" of the City's land use pattern or a major change in direction regarding the City's physical form. The focus will be on Map edits which reflect land use changes since 1992 and Map changes which are consistent with existing initiatives or programs. Map changes which would enable entirely new uses, substantially increase allowable densities or intensities, substantially raise building heights, or alter the waterfront in a manner that is not consistent with adopted plans and policies are not envisioned. Minimizing map changes will reduce the cost of the EIR and the level of controversy associated with the General Plan Update.

Once the updated Map is prepared, Barry Miller will prepare the land use data inputs needed for traffic modeling. This task typically requires an estimate of the number of households and jobs to be added to subareas (traffic analysis zones) within the city. In most cases, a citywide control total from the ABAG projection series is used (rather than a theoretical buildout figure).

In the event that major Map changes are deemed necessary—for instance, to accommodate the City's Regional Housing Needs Allocation or to recognize a

major change in City policy toward a particular site or corridor—a supplemental scope of work could be considered. Such a scope would reflect the additional analysis, public outreach, and meeting time that would be required to evaluate and communicate the change, and to build consensus around what is proposed.

6.2 Prepare Required General Plan Elements

Barry Miller will draft the required elements of the Albany General Plan¹. This will include:

- An “Introduction” which explains the purpose of the Plan, the update process, the organization of the document, and how to use the Plan.
- A “Context” or “Framework” section which describes the regional setting and history of the City; basic population, household, and employment data (including forecasts); major planning issues; and the major themes (or guiding principles) of the General Plan.
- An updated Land Use Element, including the information collected in Task 4.2 regarding existing land uses, the Land Use Map and definitions of the Land Use categories, narrative text on key areas or opportunity sites, and goals and policies to guide future land use decisions. The Land Use Element will also contain urban design policies and other topics related to Albany’s identity, appearance, gateways, and urban form.
- An updated Circulation Element, including a description of existing travel modes and forecasts of future traffic conditions. The Element will include maps of the existing and proposed circulation system in Albany, and will be organized to reflect “complete streets” concepts and requirements. Goals and policies relating to various modes of transportation and transportation issues would be included. Although Barry Miller would prepare this Element, some level of effort for the transportation consultant will also be required, to ensure that the Plan’s policies are fully responsive to projected circulation conditions.
- A Recreation and Open Space Element. The existing Albany General Plan treats Conservation, Recreation, and Open Space as a single element. It is recommended that this element be split into two chapters, with one covering Parks, Recreation, and Open Space and a separate chapter addressing Conservation and Sustainability. The Recreation and Open Space Chapter will address open space resources in the City, but its focus will be on park and recreational facilities and services. Relevant directives from the 2004 Parks Master Plan would be included, and issues such as the joint use of school athletic fields and playgrounds would be addressed.

¹ The 2014-2022 Housing Element is identified as Task 8 of the General Plan and is not listed here.

- A Conservation and Sustainability Element. As noted above, the remaining topics in the existing Conservation, Recreation, and Open Space Element would be addressed in a “Conservation and Sustainability” Element. Per State law, this Element will include measures to protect water and air quality, creeks, energy and mineral resources, archaeological resources, and plant and animal resources. As appropriate, policies in this section would be structured so they mitigate the expected environmental impacts of future growth, thereby reducing the need for additional mitigation measures or significance findings in the EIR. This chapter would also include sustainability policies, incorporating relevant directives from the Climate Action Plan and Sustainability Commission (relating to topics such as energy and water conservation, solid waste reduction, greenhouse gas reduction, adaptation to rising sea levels, and urban agriculture).
- An updated Community Health, Safety, and Noise Element. Per State law, this Element will address seismic and other geologic hazards, flooding, wildfire risks, hazardous materials, and noise. It will also address emergency preparedness and public health. Again, policies will be structured so they mitigate the expected environmental impacts of future growth, thereby reducing the need for additional mitigation measures or significance findings in the EIR.
- Implementation. As in the 1992 Plan, a dedicated chapter on Implementation is recommended. This chapter will describe the methods for carrying out Plan policies (zoning, CIP, CEQA, design review etc.) and will identify priorities and responsible agencies for the action items in the Plan.

As in the current Plan, each element will include background text, and a clearly organized hierarchy of goals, policies, and implementation measures. Maps and graphics would be developed for each element, based on the protocol established in Task 1. The range of issues to be covered will include those mandated by the State, as well as any additional issues identified by Staff, the Planning and Zoning Commission, the City Council, other City Commissions, and the public. Existing City plans and policies will be folded in to the document to the greatest extent feasible. Where necessary, policies will be followed by narrative text that explains or elaborates on their intent.

6.3 Optional Elements. In addition to the mandatory elements in the General Plan, the following “optional” elements will be prepared:

- A Shoreline Element. The Shoreline Element will summarize policy direction for the Albany shoreline, as defined through the *Voices to Vision* process and feedback from the community gleaned during the process. It is

recognized that any changes in policy for the Shoreline are subject to voter approval, and could become the subject of a future voter initiative.

- A Community Services and Facilities Element, which would provide direction for police, fire, libraries, schools, civic facilities, and utilities (water, sewer, storm drainage).

Like the mandatory elements, each optional element would include background text followed by goals, policies, and implementation measures. Maps and graphics would be developed for each element, based on the protocol established in Task 1.

6.4 Plan Production and Revision. Barry Miller will take the lead in combining the chapters described above into an internally consistent Administrative Draft General Plan document. It is expected that there will be two iterations of this document before a Public Review Draft is released.

- The **Administrative Draft** would most likely be submitted one chapter at a time over a period of several months, with review by staff and the Planning and Zoning Commission during study sessions.
- The **Screencheck Draft** would incorporate changes based on comments from the Commission, other reviewers, and Staff.
- The **Public Review Draft** would incorporate any final changes, as well as maps and graphics. As noted in Task 1, several options have been provided to the City for the format and design of the Public Review Draft.

Barry Miller will manage the release of the Draft General Plan, including printing and publishing of the document, developing a PDF version for web posting, and preparing press releases and notices of the document's availability.

Task 6 Deliverables:

1. Administrative Draft General Plan (may be submitted one chapter at a time)
2. Screencheck Draft General Plan
3. Public Review Draft General Plan

7. PREPARATION OF 2014 -2022 HOUSING ELEMENT

Barry Miller will update the Albany Housing Element to meet the City's 2014-2022 Regional Housing Needs Allocation (RHNA). The scope of work presented below assumes that the City receives certification of its 2007-2014 Element from HCD in the next 6 months. In the event the City is not successful in certifying the current element, the unmet need from 2007-2014 may need to be added to 2014-2022. This could result in an expansion of the services described below (relative to adequate sites). The work scope below also assumes the Housing Element will be submitted to the State Housing and Community Development in October 2014, in accordance with statutory requirements.

The specific subtasks required to complete the Housing Element are listed below.

- 7.1 Reconnaissance with HCD.** Barry Miller (and City staff, if desired) will meet with HCD staff in Sacramento to discuss the project, review the impacts of legislative changes since the current Element was submitted, and establish expectations for the revised element. Establishing face to face rapport with the State reviewers can build a spirit of collaboration, and can provide the lead time necessary to reconcile issues that might come up later on.
- 7.2 Evaluate Previous (2007-2014) Housing Element.** Pursuant to statutory requirements, Barry Miller will complete a review of the current (2007-2014) Housing Element. This will include a summary of results, a comparison of planned objectives with actual achievements, and a summary of the implications for the new Element. The results will be quantified wherever possible but will be qualitative where necessary. The effectiveness of each policy and action program will be evaluated, and the progress made in implementation will be assessed. The appropriateness of existing policies and action programs will be determined, and recommendations will be made for improving the existing element's effectiveness. The effects of new or pending legislation also will be considered.
- 7.3 Prepare Needs Assessment.** This will essentially restate the baseline conditions report prepared in Task 4.1. The Needs Assessment will provide the reader with a basic understanding of the major demographic and housing characteristics of the City. Trends in population age, ethnicity, income, household type and size, tenure, total numbers of units, and housing affordability will be documented. Overpayment and overcrowding also will be analyzed. The report will also cover the characteristics of persons with special housing needs, including the elderly, disabled, homeless, farmworkers, extremely low income, and single parent households.

This task will also assess the City's efforts to conserve any subsidized housing at risk of converting to market rate, and the level of risk associated with expiring subsidies during

the planning period. It will also review residential energy conservation measures, particularly efforts to reduce energy costs for lower income households. It will summarize the City's efforts to comply with the Fair Housing Act.

- 7.4 Prepare Inventory of Adequate Sites.** Barry Miller will complete the state-mandated adequate sites analysis. The starting point for this analysis will be the 2007-2014 inventory. Each of the listed sites will be field-checked to determine if they are still available, and to update information on General Plan designation based on the new Land Use Map. Additional sites will be added to the inventory as appropriate. Sites will be characterized based on their ability to support different densities of development, to ensure that the city can meet its low and very low RHNA targets.

The product of this task will be an Excel data base that lists all sites in rows, with attributes in columns. Among the attributes will be mailing address, Assessor Parcel Number, General Plan and Zoning designations, existing use, maximum potential units per acre, total number of potential units, and any issues or constraints associated with reuse.

- 7.5 Evaluate Constraints to Housing Development.** Barry Miller will complete the state-mandated constraints analysis. Attributes of zoning, such as minimum lot size standards, maximum densities, lot coverage requirements, and use permit requirements, will be addressed, just as they were in the 2007-14 Element. Consistent with state law, the analysis will also address constraints to particular housing types, including second units, emergency shelters, SROs, and transitional housing. A particular emphasis will be placed on evaluating the City's parking standards and the impacts these standards have on housing affordability and the viability of higher density units.

This task will also look at the building and permitting process in Albany, including factors such as processing times, locally unique building code standards, fees (compared to other cities), and site improvement requirements. Design review and subdivision standards also will be reviewed.

Non-governmental constraints will be assessed as part of this task. These include the availability of infrastructure, traffic congestion, school capacity, and environmental constraints. Financial constraints also will be considered. This includes land and construction costs, and issues surrounding financing and mortgage lending practices.

- 7.6 Prepare Goals, Policies, and Quantified Objectives.** Barry Miller will prepare the goals, objectives, and policies for the revised Housing Element. The 2007-2014 objectives will need to be replaced with new numerical targets, and the action programs will need to be updated to cover the 2014-2022 period. Existing policies will be carried forward to the greatest extent possible, taking advantage of the fact that the City's existing Housing Element will have just been certified one year earlier. Where feasible and appropriate,

new policies will be added to address emerging housing issues and other issues that may have been raised during the General Plan Update process.

- 7.7 Prepare Action Program.** Implementing actions and programs will be developed to achieve the goals and objectives identified in Task 7.6. Again, many of these actions and programs are expected to be carried forward from the 2007-14 Element. For each action, a priority will be assigned, responsible parties will be identified, and an estimated timetable for implementation will be provided.
- 7.8 Produce Administrative Draft for Staff and HCD Review.** An Administrative Draft Housing Element will be compiled, with chapters roughly corresponding to the subtasks listed above. The Administrative Draft will be circulated for internal review and comment by staff. Revisions will be made as needed. The revised Administrative Draft will then be submitted to the State Department of Housing and Community Development for a first-round review. Following the receipt of comments from HCD, a meeting or conference call with the state reviewers will take place to discuss their comments and the necessary revisions to be deemed compliant.
- 7.9 Liaison with HCD and Response to HCD Comments.** Barry Miller will prepare an official “response to comments” document to the HCD comments, identifying text changes, edits, additional data, and other explanations necessary to respond to the HCD letter. As feasible, drafts of revised language will be circulated to HCD for “informal” review, comment, and further revision. Early submittal of the Admin Draft 2014-2022 Housing Element is recommended to ensure adoption by the statutory target. This task includes liaison with HCD staff, including in-person meetings as needed to ensure effective communication and response. The task concludes when staff has reasonable assurance that the proposed revisions will result in an HCD compliance determination
- 7.10 Produce Public Review Draft Housing Element.** Barry Miller will incorporate the responses to comments on the Administrative Draft, including staff and HCD comments, and produce the Public Review Draft Housing Element. Photographs and other graphics will be added, and maps will be inserted. Like the other elements of the General Plan, the Housing Element should be attractively formatted. A copy of the revised public review draft will be resubmitted to HCD. The timing of this submittal should be such that a “pre-certification” letter can be provided by HCD prior to the Council adoption hearing.

Task 7 Deliverables:

1. Administrative Draft Housing Element (may be submitted one chapter at a time)
2. HCD Draft Housing Element
3. Response to HCD Comments and Proposed Element Revisions
4. Public Review Draft Housing Element

8. ENVIRONMENTAL REVIEW

See also Task 1.4 above on hiring an EIR consultant

As noted in Task 1.3 of this work scope, Barry Miller will assist the City in retaining an Environmental Impact Report (EIR) consultant, and will work with that consultant to co-author the General Plan EIR. As envisioned by this scope, the EIR consultant will prepare a complementary scope of work as part through the consultant selection process. The scope will indicate the tasks required to prepare a clearly-written, legally adequate EIR.

The division of labor between Barry Miller and the EIR consultant is as assumed to be follows:

Barry Miller will work with the EIR consultant on project management and any strategic decisions that must be made as the work proceeds. He will be responsible for the EIR Project Description, and the sections of the EIR relating to land use, population/housing, visual/aesthetics, and public services/recreation. Barry Miller will also assist the EIR consultants in the development of project alternatives, and in the development of new policies which may be required to mitigate potential General Plan impacts. Barry would also provide quality control for the EIR, and would review and edit the document to ensure that it is clear and readable.

The EIR consultant would be responsible for the EIR Introduction, the evaluation of alternatives, and the evaluation of other CEQA considerations (growth-inducing impacts, cumulative effects, etc.). The EIR consultant would also prepare the sections of the EIR relating to agriculture, air quality, greenhouse gases, biological resources, geology, hydrology/water quality, hazardous materials, noise, transportation and utilities. The analytical and modeling tasks associated with impact assessments of noise, air quality, and transportation would be part of the EIR consultant's scope.

The EIR consultant would also be responsible for CEQA-related procedural tasks such as the Scoping Session, the Notices of Preparation and Completion, and the Mitigation Monitoring and Reporting Program. The EIR consultant would also prepare responses to comments on the EIR and would be responsible for assembling the Final EIR (including findings). The EIR consultant would attend Planning and Zoning Commission hearings and City Council meetings as requested by the City. They would also be responsible for handling CEQA-related legal issues.

Task 8 Deliverables:

1. Portions of Draft EIR, including Project Description and Setting/Impacts/Mitigations for Land Use, Population/Housing, Aesthetics, and Public Services.

9. PLAN ADOPTION

Barry Miller will assist the City in the Plan adoption process. This would include participation in Planning and Zoning Commission and City Council public hearings on the document, consideration of public input and comments, and final revisions to the Plan to incorporate requested changes and EIR mitigation measures. This task also could include assisting the City in production of the Final Plan, including resolving design and layout issues, production of a web-appropriate version of the Plan, and updating maps and graphics.

Three subtasks are identified below.

- 9.1 Planning and Zoning Commission Hearings.** Barry Miller will attend Albany Planning and Zoning Commission's hearings on the General Plan. This would include the preparation of staff reports and PowerPoint presentations as needed prior to the hearings. It would also include attendance at the hearings, oral presentations, and responding to Commissioner and public comments as requested. For budgeting purposes, two hearings are assumed (note: these hearings are in addition to the Study Sessions cited earlier).
- 9.2 City Council Hearings.** Barry Miller will attend Albany City Council hearings on the General Plan. This would include the preparation of staff reports and PowerPoint presentations as needed prior to the hearings. It would also include attendance at the hearings, oral presentations, and responding to Council and public comments as requested. For budgeting purposes, two hearings are assumed.
- 9.3 Produce Final General Plan.** Barry Miller will prepare a Final General Plan which incorporates edits made through the public hearing process. As noted in Task 1, Barry can make arrangements to have the document formatted in In-Design or a comparable graphic program. However, a MS Word format may be sufficient and would provide the City with the flexibility to make subsequent edits as future General Plan Amendments are considered.
- 9.4 Ballot Initiative Support.** This is a "contingency" task, and no budget has been allocated for it in the attached spreadsheet. The task would be implemented in the event particular aspects of the General Plan require approval by Albany voters. Barry would assist the City in developing ballot-related materials, and providing staff support as any initiatives are formulated and put forward for consideration.

Task 9 Deliverables:

1. Staff Reports for Planning Commission and City Council meetings
2. PowerPoints for Commission/Council meetings
3. Summary of edits and revisions to Draft Plan
4. Final General Plan

Schedule and Budget

SCHEDULE

Work on the project would begin upon Council authorization of a Master Services Agreement or equivalent contract. Barry Miller would be prepared to start in mid-February 2013.

Once authorized, an 18 to 24 month timeframe is envisioned, depending on the final statutory schedule for Housing Element submittal. Planning and Zoning Commission Study Sessions would take place between Spring 2013 and Spring 2014. Production of draft chapters and revised policies would take place in Summer and Fall 2013. Revisions to the Land Use Map would be completed by the end of 2013. The schedule assumes the Draft General Plan would be completed in Spring 2014. The Housing Element would follow, with an HCD-ready draft by August 2014.

BUDGET

A detailed task level budget is included in an attached spreadsheet. Based on the scope described in this report, including the stated assumptions for those tasks where “options” are provided, the budget would be \$124,800. An additional \$2,500 budget for printing and materials is recommended. A five percent contingency or “reserve” for unanticipated tasks is also recommended, bringing the total to \$133,540.

The preferred contracting arrangement would be a Master Services Agreement (or equivalent) with a not-to-exceed dollar limit. Execution of such an Agreement would not constitute authorization to expend that amount, nor would it indicate that that amount would necessarily be required. It simply sets the maximum that can be billed for the scope described herein. Services would be provided on a time and materials basis. Invoices would be submitted monthly, with an itemization of hours worked by day and a description of the services provided by day. Work would be billed at an hourly rate of \$120.00 per hour, plus expenses.

TABLE 1: ESTIMATED BUDGET FOR SERVICES: ALBANY GENERAL PLAN

Task	Hours	Amount(*)
1 Reconnaissance 1.1 Staff-level Kickoff Meetings 1.2 Prepare General Plan Mapping and Graphics Strategy 1.3 Selection of CEQA consultant 1.4 Collection of Relevant Planning Documents 1.5 Develop Outline of New General Plan 1.6 Assistance to staff in certification of 2007-2014 Housing Element 1.7 Coordination with Strategic Plan	80	\$9,600
2 Community Participation and Outreach 2.1 Develop Communication Strategy 2.2 Initial Planning/Zoning Commission and City Council Study Sessions 2.3 Develop General Plan Outreach Materials 2.4 Meeting and Attendance and Active Outreach Time	60	\$7,200
3 Policy and Plan Audit	60	\$7,200
4 Collection and Analysis of Baseline Data 4.1 Population, Housing, and Employment 4.2 Land Use 4.3.A Circulation and Transportation 4.4 Infrastructure and Public Services 4.5 Park, Recreation, and Open Space 4.6 Community Design/ Historic Preservation 4.7 Arts and Culture 4.8 Sustainability 4.9 Natural Resource and Hazards (*) 4.10 Noise (*) 4.11 Baseline Conditions "White Papers"	176	\$21,120
5 Study Sessions on Policy Issues	120	\$15,360
6 Preparation of Draft General Plan 6.1 Revisions to the Land Use Map 6.2 Required General Plan Elements 6.3 Optional Elements 6.4 Plan Production and Revision	180	\$21,600

TABLE 1: ESTIMATED BUDGET FOR SERVICES: ALBANY GENERAL PLAN (PAGE 2)

Task	Hours	Amount(*)
7 Housing Element		
7.1 Reconnaissance with HCD		
7.2 Evaluate Previous (2007-2014) Housing Element		
7.3 Prepare Needs Assessment		
7.4 Prepare Inventory of Adequate Sites		
7.5 Evaluate Constraints to Housing Development		
7.6 Prepare Goals, Policies, and Quantified Objectives	200	\$24,000
7.7 Prepare Action Program		
7.8 Produce Administrative Draft for Staff and HCD Review		
7.9 Liaison with HCD and Response to HCD Comments		
7.10 Produce Public Review Draft Housing Element		
8 Environmental Review Process	84	\$10,080
9 Plan Adoption/ Finalization		
9.1 Planning/ Zoning Commission Hearings		
9.2 City Council Hearings	72	\$8,640
9.3 Produce Final General Plan		
9.4 Ballot Initiative Support (not budgeted)		
TOTAL	1,040	\$124,800
Reimbursables Estimate (printing, delivery, etc.)		\$2,500
Recommended 5% Contingency		\$6,240
GRAND TOTAL		\$133,540

Notes: (*) Based on hourly rate of \$120.00. Cost presumes separate contract for EIR Consultant, not itemized here.