



DATE: February 5, 2020

TO: Honorable Mayor and City Councilmembers

FROM: Development Services Department

SUBJECT: **BUDGET APPROPRIATION AND APPROVAL OF A PROFESSIONAL SERVICES AGREEMENT FOR PHASE 2 OF THE GENERAL PLAN UPDATE**

**SYNOPSIS**

Staff recommends that the City Council approve a Professional Services Agreement with Dyett and Bhatia (D&B) of Oakland in the amount of \$2,705,066 with a contingency of \$125,000 for consultant services in support of Phase 2 of the City's General Plan Update; approve the allocation of General Fund assigned funds and a budget appropriation in the amount of \$1.4M to cover the cost of the consultant contract, contingency, and materials and supplies; and authorize the City Manager to execute the agreement upon receipt of all supporting documents.

**BACKGROUND**

On May 9, 2019, the City Council adopted two new General Plan elements addressing economic development and energy/climate action, along with the City's first Climate Action Plan. The Economic Development Element (EDE) includes goals and policies organized around the themes of quality of life, prosperity, resilience, and collaboration. The Energy and Climate Action Element (ECAE) includes goals and policies organized around the themes of renewable energy and energy efficiency, smart growth and multimodal transportation, water conservation, zero waste, urban greening, and local agriculture. The Climate Action Plan (CAP) establishes state-aligned greenhouse gas emissions reduction targets and promulgates a wide range of local emission reduction measures designed to achieve these targets. Together, these documents constitute the first phase of the City's General Plan Update.

With the exception of the EDE, ECAE, and Housing Element, the City's existing General Plan elements are outdated. The Land Use Element, typically considered the crux of the General Plan, has not been updated since 1986. While the Circulation Element was updated in 2012, this update was not coordinated with an update of the Land Use Element, which raises questions as to how future population, housing, and employment growth will impact the City's transportation network. The Noise Element, Safety

Element, and Environmental Resources Management Element were introduced in the 1970s and have never been updated. Per state law, the Housing Element must be updated by April 2021.

In 2010 the City established a 10 percent surcharge on building permit applications to help fund future general plan updates. The surcharge has generated approximately \$1,430,000 in revenue to date. The City utilized this surcharge revenue to fund the EDE, ECAE, and CAP. The City has also leveraged this revenue to obtain grant funding for the Local Coastal Program Update and Phase 2 of the General Plan Update. At present, there is \$633,494 in the General Plan Committed fund, and it is projected that an additional \$860,000 in surcharge revenue will be generated by June 2022. The surcharge revenue, combined with an additional \$398,004 set aside for forward planning in previous budget years, provides more than \$1,891,498 in local funding for Phase 2 of the General Plan Update. Local funding is supplemented by \$708,385 in state grant funds, as specified in the fiscal impact section of this report.

## **ANALYSIS**

Through goals and policies that reflect community values and aspirations, the General Plan provides the policy framework for local land use decisions. The preparation or updating of the General Plan allows community members to participate in formulating a comprehensive vision of the community's future – a vision that both anticipates and guides physical, demographic, and economic change. Fundamentally, the General Plan serves to create expectations for how the community will evolve over a defined period of time, which in turn establishes both direction and accountability for decision-makers. This next phase of the General Plan Update will ensure that all components of the General Plan are aligned and focused on a common vision for the City's future.

### **State Guidance**

California law (Government Code Section § 65300) mandates that all local jurisdictions prepare and adopt a General Plan that addresses the following seven topics: land use, circulation, housing, conservation, open space, safety, and noise. Local jurisdictions can organize these topics as they see fit, and they can choose to address additional topics (as the City has done with the EDE, ECAE, and Community Facilities Element).

The state provides guidelines for updating the General Plan. The guidelines outline key issues to be addressed in the General Plan and provide resources to inform and manage the update process (e.g., templates, sample policies, data maps). The guidelines also refer to other relevant state resources, including climate adaptation tools, the California Wellness Plan, and model policies for mitigation of agricultural land conversion. Updated in 2017, the guidelines encourage emphasis on climate change, fiscal and economic issues, public health, and social equity.

While state guidelines encourage periodic updating of the General Plan, only the Housing Element is required to be updated on a regular schedule (currently every eight years).

While not required to do so, most local jurisdictions choose to comprehensively update their General Plans every 15 to 20 years.

### **Phase 1 of the GPU**

The recently adopted EDE, ECAE, and CAP provide key policy direction for the updating of the City's other General Plan Elements. All three of these planning documents call for a sustainable approach to growth and change – an approach that emphasizes efficient land use, “complete” neighborhoods and streets, a diverse and nimble local economy, better access to commercial goods and services, resilience to natural hazards, and stewardship of key City assets. These and other priorities will be reiterated in the other General Plan elements to establish a consistent policy framework.

### **Update of Existing General Plan Elements**

The City's existing General Plan elements will be updated to account for current conditions, anticipated growth, state requirements, regional policies and programs, and the priorities of Oceanside residents, business owners, and other stakeholders. The updated General Plan will outline a cohesive vision for accommodating future growth while providing adequate public services, preserving natural and cultural resources, and enhancing quality of life. The update process will include technical studies of existing conditions, which will inform policy development. Key issues to be addressed in each of the General Plan elements are summarized below.

- **Land Use Element**
  - Growth areas
  - Neighborhood preservation
  - Aesthetics/urban design
  - Environmental justice
- **Circulation Element**
  - Roadway level of service (LOS)
  - Traffic safety
  - Active transportation infrastructure
- **Housing Element**
  - Housing capacity
  - Housing affordability
  - Constraints to housing development
- **Conservation and Open Space Element**
  - Sensitive habitat
  - Air quality
  - Agricultural resources
- **Community Facilities Element**
  - Public safety facilities
  - Utilities
  - Street maintenance
  - Parks and recreational facilities
- **Safety Element**
  - Hazardous materials
  - Geological hazards
  - Climate change adaptation

- **Noise Element**
  - Major noise sources
  - Noise contours

For the most part, these elements will be updated concurrently, though the project team will initially focus on the updating of the Land Use Element, which will provide an overarching policy framework that ensures an internally consistent General Plan.

### **Smart and Sustainable Corridors Plan (SSCP)**

Under Caltrans' Sustainable Transportation Grant Program, the City has been awarded \$398,385 in grant funding to coordinate land use and transportation planning and expand multi-modal transportation options for Oceanside residents, workers, and visitors. Through a Smart and Sustainable Corridors Plan (SSCP), the project team will identify opportunities to accommodate future housing and employment growth within the City's major commercial corridors (i.e., Coast Highway, Mission Avenue, Oceanside Boulevard, and Vista Way) while implementing "complete streets" improvements that enhance walkability, transit access, stormwater management, and visual quality. The SSCP will serve as a precursor to the updating of the Land Use and Circulation Elements, providing critical insight on the City's capacity for growth and improved mobility.

### **South Morro Hills Community Plan (SMHCP)**

On November 6, 2019, in conjunction with approval of the North River Farms development project, the City Council directed staff to draft a community plan for the South Morro Hills Neighborhood Planning Area. Building upon recent efforts to promote agritourism in South Morro Hills, the community plan will attempt to strike a balance between preserving agricultural resources and accommodating growth in an area facing significant development pressure. Informed by public outreach and technical studies, the project team will assess agricultural preservation mechanisms, community design concepts, and infrastructure needs under different build-out scenarios. A preferred alternative will be selected in consultation with South Morro Hills stakeholders and brought before the City Council for consideration no later than December 2020.

### **Consultant Team**

On August 19, 2019, City staff issued a Request for Proposals (RFP) for consultant services in support of the second phase of the General Plan Update. Nine proposals were received. The GPU Staff Steering Committee (comprised of representatives from Public Safety, Public Works, Water Utilities, and Development Services) extended interview invitations to four candidate consultant teams led by the following firms: Dyett and Bhatia, PlaceWorks, Rick Engineering, and AECOM. The Committee has chosen the team led by Dyett and Bhatia as the best equipped to undertake the project, largely due to Dyett and Bhatia's extensive experience with comprehensive general plan updates, several of which have received regional and state-level planning awards. Additionally, the Committee is impressed with Dyett and Bhatia's expertise in urban design and illustrative renderings, which will be key to communicating the City's vision for both the major commercial corridors and South Morro Hills. The firm also has a

good understanding of the San Diego region, having conducted extensive work for the cities of Carlsbad and San Diego.

Dyett and Bhatia will serve as the prime consultant responsible for preparing major deliverables, coordinating the work of sub-consultants, managing the project schedule and budget, providing project status updates, and working with staff to ensure that all components of the projects are consistent with and complementary of one another. In addition to Dyett and Bhatia, the consultant team includes the following sub-consultants:

- Kearns and West (Public Outreach)
- Chen Ryan (Transportation Planning)
- ALTA Planning and Design (Active Transportation Planning)
- Dudek (Infrastructure Planning)
- Keyser Marston Associates (Economic Analysis)
- Veronica Tam and Associates (Housing Element)
- Spurlock Landscape (Streetscape Design)
- Heritage Architecture and Planning (Historic Preservation)

The second phase of the General Plan Update will be more consultant driven than the first phase, in that the consultant team will not only be responsible for providing technical information and analysis but also for composing and assembling the updated General Plan elements, the SSCP, and the SMHCP. This will help to ensure the timely preparation of key documents, including the draft elements.

### **Project Schedule**

The project is expected to extend through mid-2022, though certain components (SSCP, SMHCP, Housing Element) will be completed earlier. In accordance with the California Environmental Quality Act (CEQA), the project requires the preparation of a Programmatic Environmental Impact Report (PEIR). While some aspects of the PEIR can be prepared concurrently with other components of the project, most of the environmental review process will unfold after the SSCP, SMHCP, and updated General Plan elements have been drafted.

The consultant team's proposal, along with a summary schedule identifying key project deliverables, are appended to this staff report. These materials provide extensive detail on the project scope of work, schedule, and budget.

### **FISCAL IMPACT**

The total project cost is \$2,855,066. The project budget is outlined below.

Consulting Services	\$2,705,066
Contingency	\$ 125,000
<b>Subtotal PSA</b>	<b>\$2,830,006</b>
Materials & Supplies	\$ 25,000
<b>Total Cost</b>	<b><u>\$2,855,066</u></b>

Expenses will be charged to three accounts; the General Plan Update Phase 2 project account 912146919581, the SB2 Planning grant account 836161019272, and the RMRA – SS Corridors Plan grant account 836160319272. The distribution of costs and appropriation of funds is detailed below.

<b>Fiscal Year</b>	<b>Amount</b>	<b>Account</b>	<b>Funding Source</b>
FY 2019-20	\$ 1,005,000.00	912146919581.5305	General Plan Surcharge and General Fund Assigned
	\$ 25,000.00	912146919272.5355	General Plan Surcharge and General Fund Assigned
FY 2020-21	\$ 310,000.00	836161019272.5305	SB2 Planning grant
	\$ 398,385.00	836160319272.5305	RMRA-SS Corridors Plan grant
	\$ 150,000.00	912146919581.5305	General Plan Surcharge
FY 2021-22	\$ 841,681.00	912146919581.5305	General Plan Surcharge and General Fund assigned fund balance
	\$ 125,000.00	912146919581.5305	General Plan Surcharge and General Fund assigned fund balance
<b>Total Project</b>	<b>\$ 2,855,066.00</b>		

To fully fund the project, \$1,400,000 will be allocated from the General Fund Development Services and long-range planning assigned fund balances. These funds will be needed in FY 2020-21 or FY 2021-22. Future General Plan Surcharge revenues will reimburse the General Fund assigned balances as they become available. Funds from the General Fund will be transferred using account 1101.6900.581 and received in account 1581.6800.0101

The assigned fund balances are General Plan Surcharge developer fees, General Fund reserves to be repaid by General Plan Surcharge developer fees, and grant funds from the State of California through SB2 and Caltrans.

**INSURANCE REQUIREMENTS**

The City’s standard insurance requirements will be met.

**COMMISSION OR COMMITTEE REPORT**

Does not apply.

**CITY ATTORNEY’S ANALYSIS**

The referenced documents have been reviewed by the City Attorney and approved as to form.

**RECOMMENDATION**

Staff recommends that the City Council approve a Professional Services Agreement with Dyett and Bhatia (D&B) of Oakland in the amount of \$2,705,066 with a contingency of \$125,000 for consultant services in support of Phase 2 of the City's General Plan Update; approve the allocation of General Fund assigned funds and a budget appropriation in the amount of \$1.4M to cover the cost of the consultant contract, contingency, and materials and supplies; and authorize the City Manager to execute the agreement upon receipt of all supporting documents.

PREPARED BY:



Russ Cunningham  
Principal Planner

SUBMITTED BY:



Deanna Lorson  
City Manager

REVIEWED BY:

Jonathan Borrego, Deputy City Manager

Jeff Hunt, City Planner

Jane McPherson, Financial Services Director



ATTACHMENTS:

1. Professional Services Agreement
2. Schedule of Key Deliverables
3. Proposed Work Plan and Budget
4. Request for Proposals

**CITY OF OCEANSIDE**  
**PROFESSIONAL SERVICES AGREEMENT**

**PROJECT: General Plan Update, Phase 2**

THIS AGREEMENT, dated February 5, 2020 for identification purposes, is made and entered into by and between the CITY OF OCEANSIDE, a municipal corporation, hereinafter designated as "CITY", and Dyett and Bhatia, hereinafter designated as "CONSULTANT."

**NOW THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:**

1. **SCOPE OF WORK.** CONSULTANT shall provide planning services in support of Phase 2 of the City's General Plan Update, including technical studies, public outreach, preparation of planning documents (updated General Plan elements, South Morro Hills Community Plan, Smart and Sustainable Corridors Plan), and environmental review. These services are more particularly described in the attached "Exhibit A," which is attached hereto and is incorporated herein by reference.
2. **INDEPENDENT CONTRACTOR.** CONSULTANT'S relationship to the CITY shall be that of an independent contractor. CONSULTANT shall have no authority, express or implied, to act on behalf of the CITY as an agent, or to bind the CITY to any obligation whatsoever, unless specifically authorized in writing by the CITY. CONSULTANT shall be solely responsible for the performance of its employees, agents, and subcontractors under this Agreement, including the training of each employee regarding the rights and responsibilities of an employer and employee for any potential discrimination or harassment claim under state or federal law. CONSULTANT shall report to the CITY any and all employees, agents, and consultants performing work in connection with this project, and all shall be subject to the approval of the CITY.
3. **WORKERS' COMPENSATION.** Pursuant to Labor Code section 1861, the CONSULTANT hereby certifies that the CONSULTANT is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and the CONSULTANT will comply with such provisions, and provide certification of such compliance as a part of this Agreement.
4. **LIABILITY INSURANCE.**
  - 4.1. CONSULTANT shall, throughout the duration of this Agreement, maintain comprehensive general liability and property damage insurance, or commercial

general liability insurance, covering all operations of CONSULTANT, its agents and employees, performed in connection with this Agreement including but not limited to premises and automobile.

**4.2** CONSULTANT shall maintain liability insurance in the following minimum limits:

Comprehensive General Liability Insurance  
(bodily injury and property damage)

Combined Single Limit Per Occurrence	\$ 2,000,000
General Aggregate	\$ 4,000,000*

Commercial General Liability Insurance  
(bodily injury and property damage)

General limit per occurrence	\$ 2,000,000
General limit project specific aggregate	\$ 4,000,000

<u>Automobile Liability Insurance</u>	\$ 2,000,000
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\*General aggregate per year, or part thereof, with respect to losses or other acts or omissions of CONSULTANT under this Agreement.

**4.3** If coverage is provided through a Commercial General Liability Insurance policy, a minimum of 50% of each of the aggregate limits shall remain available at all times. If over 50% of any aggregate limit has been paid or reserved, the CITY may require additional coverage to be purchased by the CONSULTANT to restore the required limits. The CONSULTANT shall also notify the CITY promptly of all losses or claims over \$25,000 resulting from work performed under this contract, or any loss or claim against the CONSULTANT resulting from any of the CONSULTANT'S work.

**4.4** All insurance companies affording coverage to the CONSULTANT for the purposes of this Section shall add the City of Oceanside as "additional insured" under the designated insurance policy for all work performed under this agreement. Insurance coverage provided to the City as additional insured shall be primary insurance and other insurance maintained by the City of Oceanside, its officers, agents, and employees shall be excess only and not contributing with insurance provided pursuant to this Section.

**4.5** All insurance companies affording coverage to the CONSULTANT pursuant to this agreement shall be insurance organizations admitted by the Insurance Commissioner of the State of California to transact business of insurance in the state or be rated as

A-X or higher by A.M. Best.

- 4.6 CONSULTANT shall provide thirty (30) days written notice to the CITY should any policy required by this Agreement be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration shall be considered a cancellation.
- 4.7 CONSULTANT shall provide evidence of compliance with the insurance requirements listed above by providing, at minimum, a Certificate of Insurance and applicable endorsements, in a form satisfactory to the City Attorney, concurrently with the submittal of this Agreement.
- 4.8 CONSULTANT shall provide a substitute Certificate of Insurance no later than thirty (30) days prior to the policy expiration date. Failure by the CONSULTANT to provide such a substitution and extend the policy expiration date shall be considered a default by CONSULTANT and may subject the CONSULTANT to a suspension or termination of work under the Agreement.
- 4.9 Maintenance of insurance by the CONSULTANT as specified in this Agreement shall in no way be interpreted as relieving the CONSULTANT of any responsibility whatsoever and the CONSULTANT may carry, at its own expense, such additional insurance as it deems necessary.
5. **PROFESSIONAL ERRORS AND OMISSIONS INSURANCE.** Throughout the duration of this Agreement and four (4) years thereafter, the CONSULTANT shall maintain professional errors and omissions insurance for work performed in connection with this Agreement in the minimum amount of Two Million Dollars (\$2,000,000.00).

CONSULTANT shall provide evidence of compliance with these insurance requirements by providing a Certificate of Insurance.

6. **CONSULTANT'S INDEMNIFICATION OF CITY.** To the greatest extent allowed by law, CONSULTANT shall indemnify and hold harmless the CITY and its officers, agents and employees against all claims for damages to persons or property arising out of CONSULTANT's work, including the negligent acts, errors or omissions or wrongful acts or conduct of the CONSULTANT, or its employees, agents, subcontractors, or others in connection with the execution of the work covered by this Agreement, except for those claims arising from the willful misconduct, sole negligence or active negligence of the CITY, its officers, agents, or employees. CONSULTANT'S indemnification shall include any and all costs, expenses, attorneys' fees, expert fees and liability assessed against or incurred by the CITY, its officers, agents, or employees in defending against such claims or

lawsuits, whether the same proceed to judgment or not. Further, CONSULTANT at its own expense shall, upon written request by the CITY, defend any such suit or action brought against the CITY, its officers, agents, or employees resulting or arising from the conduct, tortious acts or omissions of the CONSULTANT.

CONSULTANT'S indemnification of CITY shall not be limited by any prior or subsequent declaration by the CONSULTANT.

7. **COMPENSATION.** CONSULTANT'S compensation for all work performed in accordance with this Agreement, shall not exceed the total contract price of \$2,830,006 for services through January 31, 2022. Services provided in accordance with this Agreement shall be billed as detailed in "Exhibit B," attached hereto and incorporated herein by reference.

No work shall be performed by CONSULTANT in excess of the total contract price without prior written approval of the CITY. CONSULTANT shall obtain approval by the CITY prior to performing any work that results in incidental expenses to CITY.

8. **TIMING REQUIREMENTS.** Time is of the essence in the performance of work under this Agreement and the timing requirements shall be strictly adhered to unless otherwise modified in writing. All work shall be completed in every detail to the satisfaction of the CITY within statutory requirements for the given project assignment and/or deadlines provided by the City Planner.
9. **ENTIRE AGREEMENT.** This Agreement comprises the entire integrated understanding between CITY and CONSULTANT concerning the work to be performed for this project and supersedes all prior negotiations, representations, or agreements.
10. **INTERPRETATION OF THE AGREEMENT.** The interpretation, validity and enforcement of the Agreement shall be governed by and construed under the laws of the State of California. The Agreement does not limit any other rights or remedies available to CITY.

The CONSULTANT shall be responsible for complying with all local, state, and federal laws whether or not said laws are expressly stated or referred to herein.

Should any provision herein be found or deemed to be invalid, the Agreement shall be construed as not containing such provision, and all other provisions, which are otherwise lawful, shall remain in full force and effect, and to this end the provisions of this Agreement are severable.

- 11. **AGREEMENT MODIFICATION.** This Agreement may not be modified orally or in any manner other than by an agreement in writing signed by the parties hereto.
- 12. **TERMINATION OF AGREEMENT.** Either party may terminate this Agreement by providing thirty (30) days written notice to the other party. If any portion of the work is terminated or abandoned by the CITY, then the CITY shall pay CONSULTANT for any work completed up to and including the date of termination or abandonment of this Agreement. The CITY shall be required to compensate CONSULTANT only for work performed in accordance with the Agreement up to and including the date of termination.
- 13. **SIGNATURES.** The individuals executing this Agreement represent and warrant that they have the right, power, legal capacity and authority to enter into and to execute this Agreement on behalf of the respective legal entities of the CONSULTANT and the CITY.

IN WITNESS WHEREOF, the parties hereto for themselves, their heirs, executors, administrators, successors, and assigns do hereby agree to the full performance of the covenants herein contained and have caused this Professional Services Agreement to be executed by setting hereunto their signatures on the dates set forth below.

DYETT AND BHATIA  
 By: \_\_\_\_\_  
 Rajeev Bhatia  
 Principal

CITY OF OCEANSIDE  
 By: \_\_\_\_\_  
 Deanna Lorson  
 City Manager

By: \_\_\_\_\_  
 Name/Title  
 \_\_\_\_\_  
 Employer ID No.

APPROVED AS TO FORM:  
 \_\_\_\_\_  
 City Attorney

**NOTARY ACKNOWLEDGMENTS OF CONSULTANT MUST BE ATTACHED.**

**KEY DELIVERABLES SCHEDULE**

Following is the envisioned schedule for delivery of key products, assuming project kickoff February 4, 2020.

<i>Deliverable</i>	<i>Completion Date</i>
<b>General Plan, Housing Element, and EIR</b>	
<b>PHASE I: PROJECT INITIATION VISIONING, AND ISSUE IDENTIFICATION</b>	
Public Participation Program	February 28, 2020
Project Website Materials	March 6, 2020
Community Workshops/Summaries	April 1- April 30, 2020
Online Survey	April 15- May 10, 2020
Survey Report	May 29, 2020
Draft Community Vision and Guiding Principles	June 15, 2020
Community Vision and Guiding Principles	July 15, 2020
Economic Assessment	May 15, 2020
Existing Conditions Report	July 17, 2020
<b>PHASE II: OPTIONS AND STRATEGIES</b>	
Preliminary Alternatives	September 15, 2020
Alternatives Report	December 11, 2020
Outreach on Alternatives (workshop and survey)	January 1- February 1, 2021
Preferred Plan	March 1, 2021
<b>PHASE III: DRAFT AND FINAL DOCUMENTS</b>	
Admin. Draft Housing Element	September 30, 2020
HCD Draft Housing Element	November 6, 2020
Housing Element - Public Review Draft	February 14, 2021
Housing Element - Negative Declaration	February 14, 2021
Adopted Housing Element	April 1, 2021
Administrative Draft General Plan	June 15, 2021
Public Review Draft General Plan	August 14, 2021
Administrative Draft EIR	July 15, 2021
Draft EIR	August 24, 2021
Draft Climate Action Plan	August 3, 2021
Final EIR	November 2, 2021

<b>Zoning Ordinance</b>	
Zoning - Diagnosis Report	September 10, 2020
Zoning - Module 1 Draft	January 8, 2021
Zoning - Module 2 Draft	February 19, 2021
Zoning - Module 3 Draft	May 7, 2021
Zoning - Hearing Draft	August 2, 2021
<b>Smart and Sustainable Corridors Plan</b>	
Existing Conditions and Opportunities Report	July 3, 2020
Candidate Strategies/Concepts	September 15, 2020
Public Review Draft Corridor Plan	July 1, 2021
<b>South Morro Hills Community Plan</b>	
Case Studies/Market Analysis Memo	April 6, 2020
Existing Conditions Map Atlas	May 18, 2020
Preferred Plan/Key Goals	August 21, 2020
Public Review Draft Community Plan	January 8, 2021

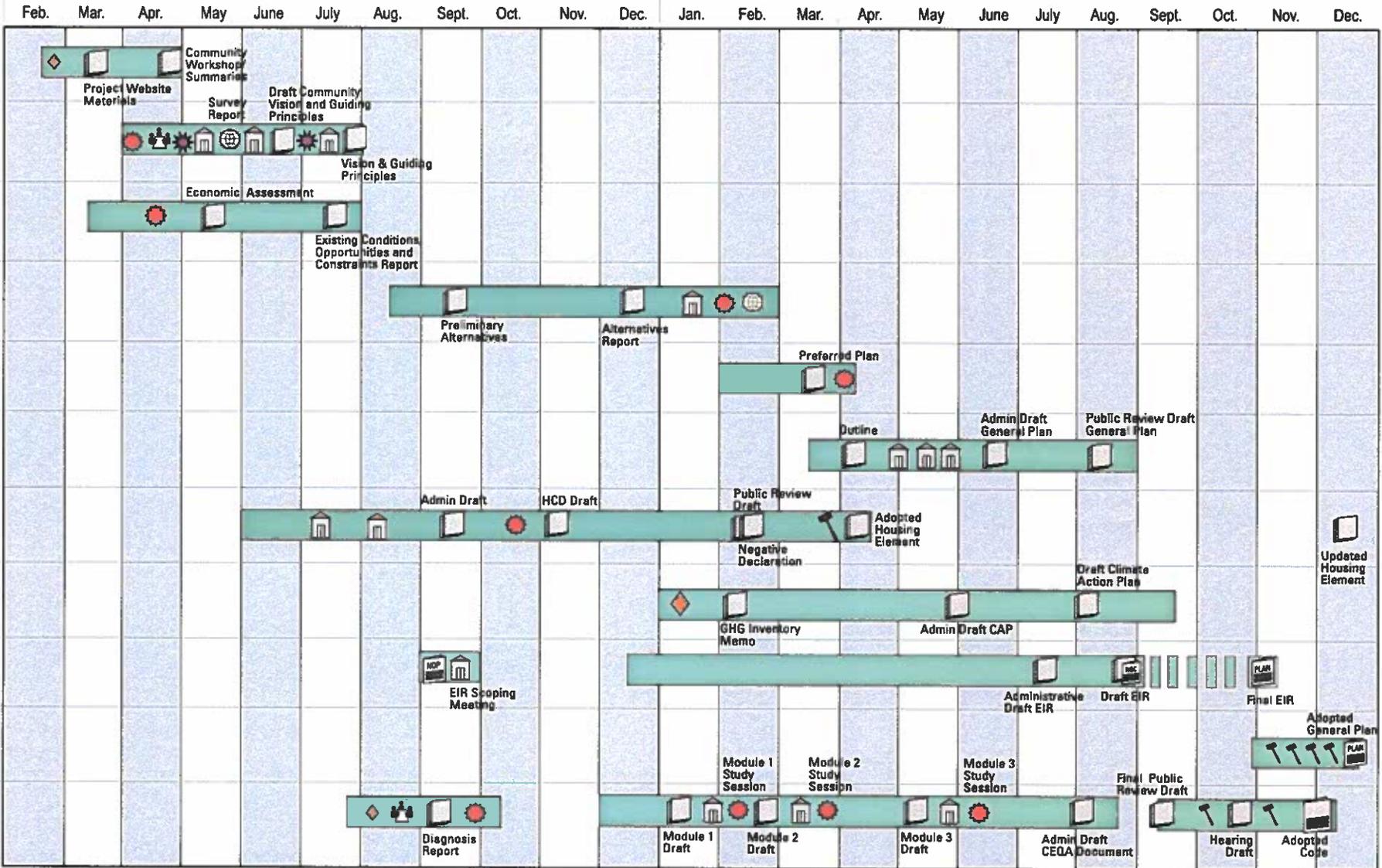
# Proposed Schedule

City of Oceanside General Plan Update

2020

2021

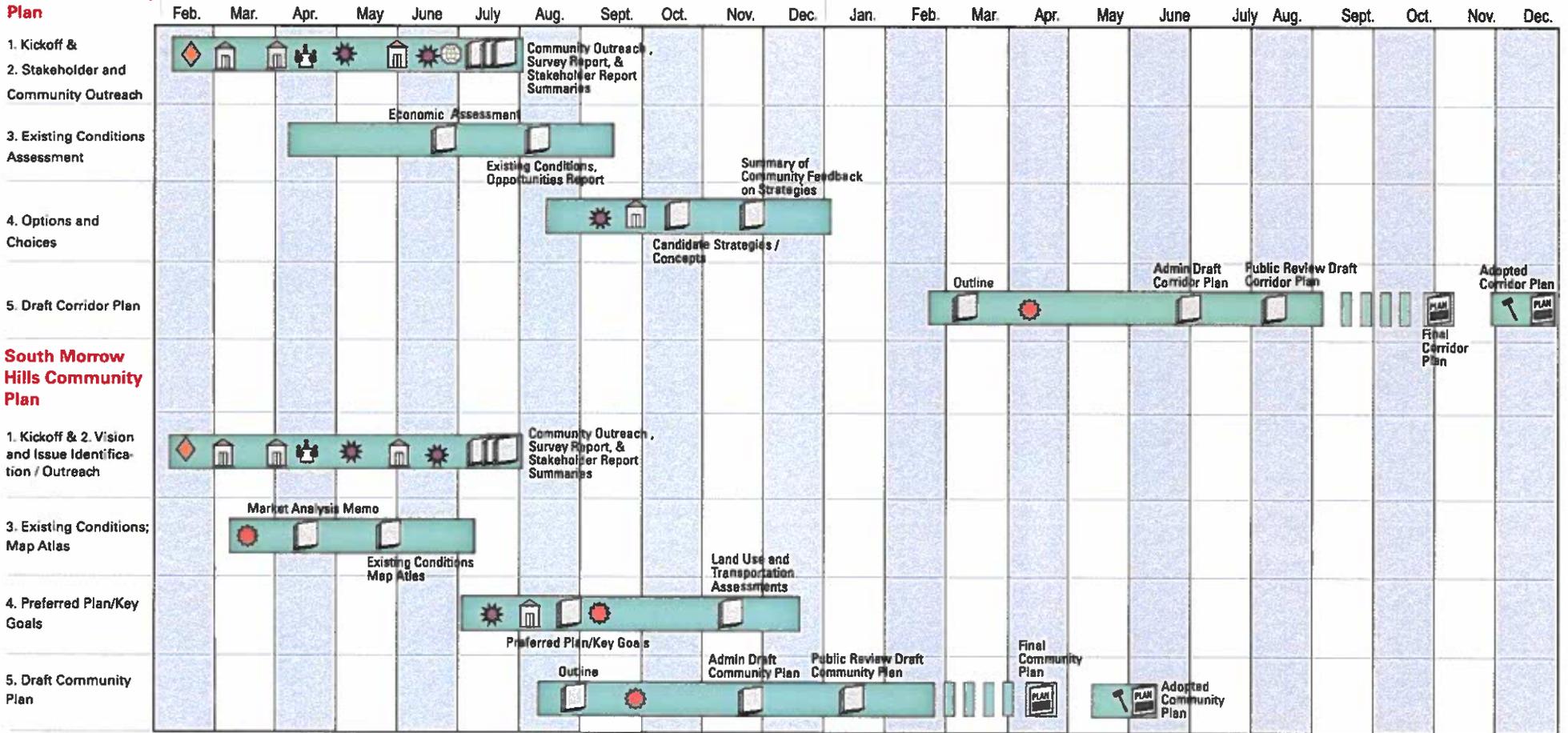
## Tasks



**Smart Corridors and Sustainability Plan**

2020

2021



**Oceanside General Plan Update, SSCP, SMHCP, CAP, Zoning, and EIR  
SUMMARY**

General Plan, CAP, Zoning Ordinance, and EIR	\$	1,688,348
South Morro Hills Community Plan		355,424
Smart and Sustainable Corridors Plan		661,294
Contingency		125,000
<hr/>		
Total		2,830,066

# 1 GENERAL PLAN SCOPE OF WORK

This Chapter outlines our proposed work program for the Oceanside General Plan Update (GPU), and EIR. The program is organized into four phases/eight tasks. The task-by-task descriptions that follow present our approach to community outreach, data collection, analysis of options, policy formulation and preparation of documents. Each task description includes a purpose statement at the beginning in italics followed by a detailed description of deliverable formats and content.

Initials in parentheses identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, *Urban and Regional Planners*
- RECON: RECON Environmental, *Environmental Consultants*
- Ascent: Ascent Environmental, *Climate Action Plan*
- CRA: Chen Ryan Associates, *Transportation Planners*
- Alta: Alta Planning and Design, *Bike and Pedestrian Planners*
- KMA: Keyser Marston Associates, *Market Demand/Fiscal Analysis*
- VTA: Veronica Tam & Associates, *Housing Element Consultants*
- DUDEK: Dudek, *Civil/ Infrastructure Engineers*
- SLA: Spurlock Landscape Architects, *Streetscape and Landscape Architects*
- HAP: Heritage Architecture and Planning, *Historic Preservation*
- K&W: Kearns & West, *Community Outreach*

## PHASE 1: PROJECT INITIATION VISIONING, AND ISSUE IDENTIFICATION

### Task 1: Kickoff/General Plan Project Management

*Objective: The consultant team will engage with City staff and other appropriate representatives to understand key issues, organize background materials and data, and clarify the work plan. This task also includes project management throughout the process.*

- 1-A Conduct a Kick-Off Meeting and Bus Tour with City Staff (Team). Meet with key staff members to discuss their ideas and aspirations for the project. At this meeting, data sources will be identified, roles and responsibilities will be clarified, and communication protocols will be established. Following the kickoff meeting, we will tour the planning area with staff.
- 1-B Review Background Information (Team). We will review all relevant background documentation, including, but not limited to the current General Plan, Economic

Development Element (EDE), Energy and Climate Action Element (ECAE), and Climate Action Plan (CAP), Local Coastal Land Use Plan Update-related documents, Coast Highway Vision and Strategic Plan, and others.

- 1-C **Prepare GIS Database (D&B).** We will use pertinent documents and GIS data provided by City staff to prepare base maps showing existing roads and rights-of-way and surrounding land uses. Additional maps will be produced as part of the existing conditions analysis (Task 3).
- 1-D **Detailed Community Outreach Program (D&B, K&W).** Following the project kick off meeting, the team will prepare a Public Outreach Plan which will serve as a guide to the community and stakeholder engagement process through the Onward Oceanside General Plan Update, as well as the Smart and Sustainable Corridors Plan (SSCP) and South Morro Hills Community Plan. The Community Outreach Program will include elements necessary for the consultant team and City staff to create pathways for active public engagement in the planning process, while creating efficiencies in activities and communication. The Plan will incorporate goals for participation from all segments of the community, stakeholder analysis, a communications plan, programs & activities, roles and responsibilities, and for each outreach activity, timeline, targeted groups, purpose, and public participation goals. In addition to outlining methods for how residents will be engaged the process through workshops, focus groups and digital engagement, the plan will provide recommendations on additional methods that City staff may lead. how to create an integrated approach to each of these efforts using the Onward Oceanside slogan and branding. A social media strategy will also be included, developed in coordination with the City's Public Information staff. The Community Outreach Program will also address tools and methodology to meaningfully engage underrepresented and non-English speaking community members.
- 1-E **Project Logo and Graphic Identity (D&B).** To set the foundation for the community engagement effort and project-related materials (print and digital), D&B will design a logo and graphic identity to uniquely identify the Oceanside GPU. They will be used on all project documents and outreach materials.
- 1-F **Ongoing Project Management (D&B).**  
Components of this will include:
  - Ongoing coordination with staff as needed. This may be in the form of emails, biweekly check in audio/ video calls, and in-person meetings (coordinated with other meetings in Oceanside)
  - Monthly Progress Reports (D&B). Throughout the process, monthly progress reports will be prepared to provide updates on project status and identify any potential risks to the scope or budget.
  - Coordination with Sub-Consultant Team Members. D&B will coordinate with sub-consultant team members as needed throughout the process.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Kickoff Meeting Tour</li> </ul>	<ul style="list-style-type: none"> <li>• Community Outreach Program</li> <li>• Draft and Final Logo</li> <li>• Project Website</li> <li>• Monthly Progress Reports</li> </ul>

**Task 2: Vision and Issue Identification; Ongoing Outreach**

*Objective: The objective of this task is to engage the community in strategic visioning and priority setting. The team will work to identify and understand community concerns to establish a coordinated and realistic direction for the future. We will lead a community outreach program that reaches and engages a broad range of citizens, generates a constructive dialogue, and addresses the core attributes that a general plan can shape: land use, transportation, economic health, physical character, and community identity. This effort will mesh with Corridor Plan and Community Plan efforts, to leverage participation efforts, but also ensure that each component gets adequate community input. We will engage the community on specific aspects of the GPU, including their preferred direction for major land use changes, circulation facilities, and others. This task also includes several ongoing components of community engagement that will follow initial visioning.*

- 2-A Project Website (K&W, D&B). K&W, with D&B support on content, will prepare a webpage and will maintain it through the length of the project. The site will meet four primary purposes: 1. Provide general information about the project, such as purpose, schedule, “General Plan 101”, and FAQs; 2. Serve as a regularly updated library of project documents, presentations, and meeting materials as they are completed; 3. Alert the public to upcoming meetings and other means of participation; and 4. Provide sign-up function and email blast distributions. Social media and online engagement platforms (e.g. online surveys described under separate tasks) will link to and be accessed from this site.
- 2-B Kickoff Workshop with Planning Commission, City Council. In a joint session of the Planning Commission and the City Council, we will kick off the project with decision makers and seek their input on vision, goals, and priorities for the GPU overall, as well as key issues for the Corridors and Community plans.
- 2-C Stakeholder Identification and Interviews (D&B). Representatives of public agencies, major property owners, cultural groups, Planning Commission and City Council members, etc. will be interviewed. Our budget provides for up to 12 small group meetings of 2-3 interviewees each over a two-day period. This will also provide an opportunity to speak directly with landowners and/or businesses in areas where land use changes are being considered. Comments and input from the stakeholder meetings will be summarized in a memorandum. City staff will help identify stakeholders for this task.
- 2-D Social Media/Email Blasts (K&W; D&B). Our team will work with City staff to develop shorthand project updates and educational content in the form of Nextdoor posts, Facebook posts, and website updates.
- 2-E Community Workshop #1-3: Vision, Issues, and Priorities (K&W). The first set of workshop will be held at the inception of the GPU process to introduce the planning effort and encourage participants to articulate the issues challenging the community, express values about what is

important, and think in visionary terms about opportunities for the future. We propose to hold three workshops focused on topics as follows: Land Use & Mobility; Conservation, Open Space, and Agriculture; and Noise, Safety, and Community Facilities. Note that housing will be addressed separately in a housing forum, included as part of The project team will conduct the workshop using visual and interactive tools to engage the community in a discussion about existing conditions and the future of the city. Results of the workshop will be summarized.

- 2-F **Online Survey #1: Vision, Issues, and Priorities (D&B).** Knowing that many residents lead busy lives and may not be able to set aside time to attend a workshop, we will design and disseminate an online survey that asks the same type of questions posed at the workshop, which will allow people to participate on their own time. We will draft the survey and revise the questions based on staff feedback. The survey will be linked to the project website and also advertised in the first e-mail blast. Staff will be responsible for advertising the survey’s availability through other channels as well. Results of the survey will be summarized in a short memorandum.
- 2-G **Go to Outreach (K&W).** Using a “go to them” strategy, City staff plans to attend regularly scheduled meetings of local groups, organizations, and/or churches to build community enthusiasm and interest in General Plan Update. Community organizations and interest groups could include local churches and parishes, youth and senior groups, and philanthropic groups as determined during the development of the Community Outreach Program. These meetings would take place through the course of the General Plan Update. Our team will prepare up to five kits that include a short PowerPoint and/ or set of display boards and handouts for use by City staff at these meetings.
- 2-H **Community Vision and Guiding Principles (D&B).** Results from the first phase of community outreach (workshop, survey, stakeholder interviews, joint City Council/ Planning Commission workshop) will be synthesized in the form of a graphics-rich Community Vision and Guiding Principles document. The Vision will be aspirational, and the Guiding Principles will confirm existing goals or outline how these will be modified, drawing on the goals that precede policies in the current General Plan, and tailored to reflect the specific issues of this update. Specific principles related to the corridors and South Morro Bay will be highlighted. This Draft Vision will be presented to a meeting of decision-makers in Task 3, and finalized afterward.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission and City Council Joint Study Session</li> <li>• Stakeholder Interviews (up to 12 individual or small group meetings over three days)</li> <li>• Community Workshop #1-3</li> <li>• Go to Outreach Kits</li> <li>• Social Media/ E-blasts (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Project Website</li> <li>• Stakeholder Interview Memorandum</li> <li>• Community Outreach Summaries</li> <li>• Online Survey, and Results Report</li> <li>• Draft Community Vision &amp; Guiding Principles</li> </ul>

### Task 3: Existing Conditions, Trends, and Opportunities Assessment

*Objective: The objective of this task will be to comprehensively assess the city's existing land use characteristics, economic position, circulation network, environmental resources and constraints, and assess likely future growth and development capacity. This assessment will inform the identification of key issues and opportunities that the General Plan update should address. Data collected will be also used to prepare the EIR environmental settings. The assessment will be presented in a series of four reports, which will be user friendly, emphasizing maps and graphics that present physical data clearly, and clearly outline key planning issues and implications.*

- 3A Prepare Background Report #1: Baseline Economic and Market Analysis (KMA).** In support of the efforts to update the General Plan, primarily in terms of the Land Use and Circulation Elements, KMA will update and refine the 2017 KMA market assessment prepared for Phase I of the General Plan Update. The update will reflect market factors related to the four (4) Community Planning Areas (CPAs) of the City as identified in the General Plan, along with specific case study analyses of the South Morro Hills (SMH) CPA and areas within the Smart and Sustainable Corridors Plan (SSCP).

To assist with the SMH Community Plan, KMA will provide a high-level assessment focusing on the viability of both agricultural and residential uses within the SMH area. This assessment will address: (a) market opportunities and constraints, (b) land use compatibility, and (c) case studies in comparable districts in Southern California.

In addition, based on the findings of the Citywide market assessment, KMA will identify potential land use categories and/ or product types for select smart growth corridors within the SSCP. In particular, KMA will review development trends, land values, and other market factors within these corridors and recommend optimal building types/configuration for infill development in the near-, mid-, and long-term.

The market assessment update will not only focus on sub-areas, but will also identify any changes in employment trends that have occurred since the 2017 KMA market assessment. These changes will be identified at the national, regional, and local level. In addition to updating the assessment of employment land uses, KMA will evaluate similar market factors for residential and commercial land uses. The KMA market analyses will include assessment of demographic trends, evaluation of real estate market factors, and interviews with key stakeholders. KMA will summarize the key findings from the market analyses in one (1) executive summary memorandum report.

- 3B Prepare Background Report #2: Land Use, Historic Resources, Community Facilities, Public Health and Environmental Justice (D&B, Team).** A report will be prepared providing a detailed analysis of baseline conditions, and identifying land use, opportunities and challenges for the General Plan update. The report will be in the form of an "atlas," focusing on using graphics, maps and charts to illustrate the city's current conditions and issues to which the new General Plan will respond. Steps in this would include:

- *Prepare Baseline Information in GIS/ Conduct Land Use Survey/Vacant Parcel Survey (D&B).* Building on information obtained from the City, focused windshield surveys will be conducted to verify land use data accuracy and to identify vacant and underutilized parcels.

A complete existing land use data layer will be prepared, which will also serve as the basis for land use analysis and alternatives.

- **Recent and Current Development Projects (D&B).** Using information on development approvals from the City, these will be mapped. Key characteristics (such as recent pace of development, densities, etc.) will be analyzed.
- **Land Use and Community Design (D&B).** The land use and community design analysis will catalogue existing land uses and building typologies in the city; contain an inventory of planned development by land use based on available data; and a review of existing zoning, General Plan, and other regulations. This section will also summarize the community character and urban design of the city, including mapping district structure, activity nodes, key corridors, scale, and other major form-giving components.
- **Opportunity Sites.** Using metrics such as improvements to land value and floor area ratios, supplemented with focused fieldwork, potential opportunity sites for reuse and intensification will be mapped. These will also be compared with high industrial and commercial opportunity sites identified in the Economic Development Element.
- **Historic Resources (Heritage).** This will include:
  - **Gather information.** Heritage will gather information from the City and review existing information regarding the area including, but not limited to previously submitted historical reports and/ or local designation applications, and 1992 historical survey and inventory forms.
  - **Identify data gaps.** Heritage will work closely with D&B and City staff to help identify information gaps prior to conducting additional research. Historical and archival research will be conducted, and a limited, cursory windshield survey of the City of Oceanside boundary will be completed as part of the research.
  - **Prepare Historic Context Statement.** The Historic Context Statement will identify the development patterns and determine approximate development dates and build dates for resources of the built environment. General reference materials will be used to help identify the significant themes and property types located within the General Plan area.
  - Heritage shall also attend and participate in presentation meetings before the community and the Historic Preservation Advisory Commission to discuss the project findings.
- **Parks and Recreational Open Space.** Existing facilities will be inventoried, standards (acres per thousand) will be evaluated, and park accessibility mapped using GIS. The goal will be to understand how well Oceanside is performing in terms of both parkland adequacy and accessibility.
- **Other Public Facilities (D&B).** Facility issues related to fire, police, and public schools will be outlined.
- **Infrastructure/Wet Utilities (Dudek).** Dudek will prepare a short summary in the form of a memorandum of wet utility infrastructure, key issues, strategies, and significant

improvement needs not already completed based on previous master planning documents for water, wastewater and stormwater systems. Other than 2013 Master Plan of Drainage, other infrastructure master plans have not been made available for public review to determine if they provide necessary technical information for direct application to the GP update without additional technical assessments. Dudek can provide all potential additional technical assessments if identified, recommended and authorized through contract amendment.

- *Environmental Justice and Public Health (D&B)*. Issues relating to environmental justice (SB 1000) will be highlighted, although at an initial assessment it does not seem there are any census tracts that are identified as disadvantaged communities using CalEnviroScreen 3.0. Social (poverty, employment, educational attainment, and housing ) and physical/ environmental (environmental quality, public transit accessibility, and walking distance to services) determinants of public health will be reviewed, and analyzed for Oceanside.

**3C Prepare Background Report #3: Mobility (CRA; Alta Support).**

*Research* – Based on the information and data received from the City at the project kick-off meeting, as well as other research and data collection efforts, Chen Ryan Associates will assemble and review information obtained from previous studies to ensure we best utilize existing resources and leverage completed work.

*Data Collection* – In preparation for the field reviews, all data provided by the City from previous studies and plans will be assembled and reviewed. Previous data will be updated through the field reviews, or documented anew where previous data does not exist. Relevant previous data includes recent aerial photography and shapefiles reflecting existing street pavement widths, right- of-way widths, and existing bicycle and pedestrian facilities such as bike lanes and sidewalks, and shared use paths. Other critical information includes bicycle, pedestrian and transit projects that are planned, proposed, currently underway, or recently completed. Some of the data that we would be collecting, both in the field and compilation of information provided by the City, include:

- Existing functional classification of City streets (CRA)
- Inventory of existing signalized intersections (CRA)
- Collision statistics in City over past five years (Alta)
- Existing transit services and facilities (Alta)
- Existing bicycle facilities (Alta)
- Existing pedestrian or trail facilities (including sidewalks, curb ramps, and marked crosswalks) (Alta)

Chen Ryan Associates will also commission data collection for vehicular, pedestrian, and bicycle turning movement counts at up to 30 intersections and vehicular ADT counts along up to 65 segments.

*Existing Mobility Analyses* – Chen Ryan Associates will conduct assessments of the existing transportation network, documenting demand, connectivity, quality, and safety for all travel modes (pedestrians, bicycles, transit, and vehicular):

- *Existing Document Review* – Relevant regional and local planning documents will be reviewed to identify planned recommendations for incorporation into the Circulation Element. This review will also include an assessment of potential upgrades to Caltrans facilities, including the likelihood of project financing.
- *Demographics Review* – Demographic information will be obtained from the US Census American Community Survey (ACS) 5-Year Estimates. Specific data will include commute mode shares, residential population density, youth and senior population concentrations, household vehicle ownership and employment density
- *Infrastructure Inventory* – Existing and planned roadways, Circulation Element classifications, pedestrian and bicycle infrastructure, and transit routes and stops will be mapped. This inventory will also identify which of the planned facilities from the currently adopted Pedestrian Master Plan and Bicycle Master Plan have been implemented.
- *Transit Ridership and Coverage* - Daily transit ridership will be obtained from the North County Transit District (NCTD) for the Coaster and all Sprinter and Breeze bus stops within Oceanside. Walk- sheds (1/4-mile) and bike-sheds (1/2- mile) will be drawn around each transit stop to depict the potential coverage accessible via these modes.
- *Vehicular Operations* – Up to 30 intersections and 65 segments, as well as freeway segments and metered on-/off-ramps will be analyzed to determine existing operations and levels of service and serve as a baseline for comparing to network alternatives and the currently adopted Circulation Element.
- *Trip Generators and Attractors* - Existing and planned land use designations and Census data will be reviewed and utilized as model inputs to document areas with greater likelihood to attract and generate trips.
- *Pedestrian Network Quality* – A Pedestrian Environment Quality Evaluation (PEQE) will be used to assess the quality of existing pedestrian facilities within a defined study area, including the Smart Growth Opportunity Areas (SGOAs) identified in the SANDAG’s Smart Growth Concept Map. PEQE is a function of several factors shown to influence pedestrian comfort, such as lateral separation from vehicular travel flows, vehicular speeds, lighting, and crossing treatments. This tool can also be used to evaluate future conditions and better understand improvement benefits.
- *Low Stress Bicycling Connectivity* – Bicycle level of traffic stress (LTS) methodology will be used to assign a classification stress experienced by cyclists for every bikeable link in the network, factoring in roadway speed, facility type, presence of turn lanes, etc. Similar to the PEQE analysis, this evaluation can also be used for future conditions.
- *Collision Analysis* – Five-year of collision data for vehicles, pedestrians, and bicycles will be mapped and summarized.

- *Intelligent Transportation Systems (ITS)* – Transportation technologies are rapidly evolving, from smart parking technologies, adaptive signal systems, to automated vehicles. Chen Ryan Associates will perform a best practice review of innovative technologies and assess the City’s Transportation Management Center (TMC) to identify optimization opportunities.
- *Transportation Management (TDM)* – Chen Ryan Associates will explore the potential for various TDM options, such as transit incentive programs, regional shuttles, beach/ coastal circulators, micro mobility, micro transit, and other emerging technologies. Conduct a best- practices review of shared mobility strategies and policies, programs, and tools for vehicle emission reductions.
- *Identification of Current Mobility Issues/Needs* – The issues and needs identified from the analyses identified within this task will be summarized and depicted graphically.
- *Reporting* – A comprehensive Existing Conditions Report will be prepared, consisting of all components listed under this task.

**3D Prepare Background Report #4: Conservation, Open Space, Safety, and Noise (RECON).** This report will address issues related to related to farmland, cultural resources, air quality, biological resource, safety, and noise. The background report data will be developed in a way so that it can also be used to support EIR existing conditions, thus providing efficient use of resources. Topics will include:

- **Farmland and Agricultural Resources.** RECON will compile existing condition data related to farmland resources including Farmland Mapping and Monitoring Program data, crop production data, soils, and other unique characteristics of Oceanside agricultural resources including within the Morrow Hills Community.
- **Biological Resources.** RECON will review existing data available documenting biological resources in the City and identify key areas where field verification of resources is needed to confirm biological resource mapping. RECON will complete a one-day survey in key areas to verify resources. A CNDDDB search will be conducted to document known species occurrences.
- **Cultural Resources.** A record search will be completed to identify culturally rich areas and inform policy development. Known cultural resources within the City will be documented. Cultural resource sensitivity map will be prepared based on a review of record search data. This map will be used to inform policy development in addition to supporting EIR analysis.
- **Air Quality.** RECON will develop existing conditions data for air quality.
- **Noise.** RECON will conduct noise measurements at up to 15 locations throughout the city, such as along major roadways, adjacent to freeways and the rail/Coaster line, and in proximity to Oceanside Airport. All measurement locations will be subject to the approval of City staff. Measurements will be obtained during peak and off-peak traffic periods as considered appropriate. Both 24-hour and limited (15 to 30-minute) measurements will be obtained. RECON will prepare a map identifying the location of each noise measurement position. Using transportation data (traffic volumes, rail operations, etc.), RECON will model existing noise contours for all major transportation sources within the community.

- **Geologic and Seismic Hazards** – The baseline information in the Safety Element dates to 1975, and will be comprehensively updated. No active or potentially active faults traverse the City of Oceanside and no Alquist-Priolo Earthquake Fault Zone is present within the planning area. However, as with all of southern California, Oceanside is subject to periodic seismic events and several areas of potential liquefaction-induced lateral spread landslides are known along the current and pre-development washes and drainage channels, particularly along creeks.
  - **Hydrology and Flooding** – RECON will map Federal Emergency Management Agency-designated 100-year floodplains and floodways and dam inundation areas. Sea level rise and coastal flooding is being conducted separately as part of the City’s LCP Update.
  - **Wildland Fires.** Using CalFire tools, fire risk will be mapped.
- 3E **Public Review of Background Reports.** Reports will be presented in three workshops/ open houses (see Task 2).
- 3F **Synthesis and Overlay Analysis.** Overlay analysis of various environmental, land use and other factors will be conducted, synthesizing findings from background reports, to provide a springboard for the alternatives and discussions with decision- makers.
- 3G **City Council/Planning Commission Meeting on Existing Conditions and Draft Vision & Guiding Principles (D&B).** A joint decision-maker meeting will be held with three objectives:
- The background report and their findings will be presented.
  - The Draft Vision and Guiding Principles from Task 2 will be reviewed and finalized following decision-maker direction.
  - In light of the findings of the existing conditions report, key possibilities and priorities for alternatives will be deliberated. This feedback will inform the alternatives in the next phase.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Historic Preservation Advisory Commission</li> <li>• City Council/Planning Commission Joint Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and Market Trends Report</li> <li>• Existing Conditions, Opportunities, and Challenges Map Atlas/ Report</li> </ul>

## PHASE II: OPTIONS AND STRATEGIES

### Task 4: Alternatives

*Objective: In this task, we will formulate three plans illustrating alternative land use and circulation patterns for the city, focused on opportunity sites identified in the existing conditions research. These alternatives will be for all areas in the city, including SSCP and SMHCP, with some further embellishment of each provided in through those processes. Additionally, a comprehensive evaluation of the alternative plans will be conducted, so informed decisions can be made. This will include analysis of traffic impacts, infrastructure, fiscal impacts and population/ employment growth.*

- 4A **Assessment of Underutilized Employment and Commercial Areas (KMA).** To supplement the market analyses in Task 3, KMA will conduct a detailed assessment specific to employment and commercial land inventory within the City. KMA will work with the City and/or consultant team to identify locations of vacant and underutilized employment and commercial land. We will then conduct a high-level analysis of strengths, weaknesses, opportunities, and threats (SWOT) for up to ten (10) sites identified by the City and/or consultant team. This analysis will highlight key market factors that may support repositioning/redevelopment of each site. Factors highlighted may include: land value, proximity to amenities, incompatible neighboring uses, and potential for clustering of similar uses/tenancies. The assessment of underutilized employment and commercial areas will help inform potential land use changes in both the Land Use and Circulation Elements. KMA will summarize the key findings from this assessment in one executive summary memorandum report.
- 4B **Preliminary Alternative Plans (D&B).** D&B will prepare up to three land use alternatives in “sketch plan” form. The alternatives will reflect findings from the issues, opportunities, and constraints determined in Task 3; incorporate feedback from community members and decision makers during the previous tasks; and offer real choices for future growth and development. Alternatives will focus on alternative land uses and mixes, building intensity, and locations for potential redevelopment and intensification, and explore issues related to the establishment of town centers, revitalization of key corridors, neighborhood conservation, and economic development.
- 4C **Staff Meeting on Preliminary Alternatives (D&B).** The preliminary alternatives will be reviewed with City staff before they are fleshed out, and detailed analysis commences.
- 4D **Finalize Alternatives (D&B; Team).** Following staff meeting, the alternatives will be finalized, detailed, and quantified.
- 4E **Alternatives Evaluation (Team).** We will quantify the draft alternatives’ impacts. Relative merits and disadvantages of the alternatives will be assessed, and a short report prepared discussing the findings and implications. Five hard copies and one electronic copy will be provided. Topics will include:
- **Land Use, Population, and Employment (D&B).** Comparative impacts in terms of population, jobs/ housing balance, and other factors of concern will be prepared in narrative and tabular form.
  - **Transportation (CRA).** This will include:
    - *Network Alternatives Development* - Based on the existing conditions analysis, updated Circulation Element goals and policies, as well as City staff and community input, Chen Ryan Associates will develop up to three (3) mobility network alternatives plus the currently adopted Circulation Element to accommodate up to three land use alternatives.
    - *Travel Forecasts and Alternative Analysis* – Future traffic forecasts for each of the three land use alternatives will be generated using the SANDAG Series 13 regional Activity Based Model (ABM). Through a number of recent community plan updates for the City of San Diego, Chen Ryan Associates has gained extensive experience working with SANDAG creating sub-area models focusing on individual cities or communities with ABM. During this model forecast process, Chen Ryan Associates will review land use

inputs, mark-up the various transit, roadway, and activity transportation networks for base year, no-project (currently adopted General Plan), and up to three alternatives. Base year model calibration will need to be achieved prior to forecasting future scenarios. Additional detailed analysis will be performed for the Preferred Plan alternative identified in Task 5. Chen Ryan Associates will also coordinate with SANDAG on conducting Vehicle Miles Traveled (VMT) analysis, including but not limited to total VMT, VMT per resident, VMT per employee for the various scenarios.

- **Environmental Resources (RECON).** RECON will prepare a two-page summary comparing the potential environmental impacts of each project alternative. While detailed analysis including GHG emission modeling would not be conducted at this phase, a high-level comparison of the likely potential impacts would be provided based on the three land use alternatives and associated traffic forecasts generated by CRA. GHG and climate change impacts associated with the land use and mobility alternatives will be emphasized.
  - **Fiscal Analysis (KMA).** For each scenario, KMA will project recurring annual revenues and expenditure impacts to the City's General Fund at build-out in Fiscal Year (FY) 2020 dollars. Preparation of the fiscal impact models will involve:
    - Estimation of recurring annual revenues to the City, including property tax, sales tax, and other revenues. KMA will not address one-time revenues such as Development Impact Fees and building permits.
    - Estimation of recurring annual expenditures for City municipal services, using per-Equivalent Dwelling Unit (EDU) expenditure projections. KMA will address all major municipal services in the City's General Fund, including general government, public safety, community development, public works, and community services.
    - Determination of recurring annual net fiscal impact for each scenario, i.e., revenues less expenditures, at build-out, in FY 2020 dollars.
  - **Infrastructure and Utilities (Dudek).** Dudek will conduct high level evaluation of up to three city-wide land-use update alternatives in terms of the impact to existing water, sewer and stormwater infrastructure. This preliminary evaluation will generally estimate areas of significant changes in water demand and sewer generation, and potential need for infrastructure capacity improvements. The intent for this high level evaluation is to quantify overall changes in demand and generation areas to support alternative selection.
- 4F **Social Media/Announcements/E-Blasts (K&W; D&B).** Press release/e-mails/social media text announcing draft alternatives and the upcoming alternatives workshop will be prepared.
- 4G **Citywide Workshop (#4) on Alternatives (K&W; D&B).** K&W will facilitate a citywide workshop as an opportunity to present draft land use alternatives and design concepts for realizing the community's vision. (D&B will present the technical material, while K&W and their staff will facilitate.) We anticipate that this exercise will provide an important opportunity for community members and stakeholders to confirm areas for growth and revitalization and areas for preservation. Community members will also be able to comment about how the city's major opportunity areas should change and revitalize to support the needs of the community and businesses and ensure the continual provision of high-quality services and infrastructure in the future. Interactive exercises, small group discussions, or stations will be organized to get feedback. D&B will provide content (maps, photos and text) for the workshop posters.

- 4H **Online Survey #2 (D&B).** D&B will design and conduct a second online survey using Maptionnaire, Survey Monkey, or a similar platform. The survey will be announced at the workshop, through online and social media outlets, and the City’s email databases. The survey will be designed to help people identify preferences among the alternatives. The survey will use visuals and maps to help community members participate in the survey in a fun, engaging manner. Spanish version of the survey will also be made available.
- 4I **Joint City Council/Planning Commission Meeting on Alternatives.** At this meeting the alternatives and community reaction will be reviewed with decision-makers, and they will provide feedback that will be used in developing a Preferred Plan.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Joint City Council/ Planning Commission Meeting</li> <li>• Citywide Workshop #4</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary Alternatives</li> <li>• Final Alternatives Report</li> <li>• Online Survey on Alternatives Results Memo</li> </ul>

### Task 5: Preferred Plan and Key Goals

*Objective: In this task, we will identify the preferred land use plan, and develop a framework for policy development, community enhancement, economic development, and circulation.*

- 5A **Prepare Preferred Plan (D&B).** Following decision-maker meeting, a preliminary Preferred Plan will be prepared. This will be reviewed with staff and refined as needed. The Preferred Plan will encompass land use, open space, and transportation/connectivity components.
- 5B **Prepare Key Goals/Strategies (D&B).** The preliminary Preferred Plan will be refined as needed following staff review to produce a Recommended Preferred Plan in the form of a series of maps.
- 5C **Present Preferred Plan/Key Goals to Joint Planning Commission/City Council Meeting.** The Preferred Plan and key goals/ strategies will be presented to decision- makers at one meeting for preliminary approval. This decision-maker approved Preferred Plan will provide the basis for development of detailed GPU policies. This is a key meeting, and adequate time (say two hours) would need to be set aside for the meeting and deliberations.
- 5D **Preferred Plan Land Use and Transportation Forecasts, Infrastructure Assessment.**
  - **Land Use (D&B).** Reasonable potential future development under the Preferred Plan will be tabulated. Housing units, population, and jobs will be determined. Development will be allocated to traffic analysis zones.
  - **Transportation Future Conditions and Technical Report (CRA).** Based on input from City staff and community members, review of the newly developed mobility goals and policies, as well as the transportation forecast outputs, the preferred network alternative will be identified and carried forward into the City’s Mobility Element. To verify that the preferred plan alternative fits within the City’s vision, the following analyses will be conducted:
    - *Daily Roadway LOS Traffic Operations* - This analysis will be performed for selected Circulation Element roadways within the City of Oceanside and will be based on an

- analysis of the segments volume to capacity (V/C) ratio;
- *Peak Hour Intersection Operations* - Intersection delay and LOS analyses, for both AM and PM peak hour conditions; and
- *Multi-Modal Assessment* – Multi- modal evaluation of demand, connectivity, quality, and safety for all travel modes will be conducted within the City.
- *Classifications* - Roadway classification designations along with accompanying cross-sections will be developed.
- *Transportation Demand Management (TDM)* - Chen Ryan Associates will explore the potential for various TDM options, such as transit incentive programs, regional shuttles, local circulators, carpooling, etc.
- *Intelligent Transportation Systems (ITS)* – Based on the best practice review and TMC assessment, Chen Ryan Associates will make recommendations as to how the City can best utilize the existing communications infrastructure and identify further opportunities to adapt to emerging technologies and fully leverage their benefits.
- *Reporting* – A detailed mobility technical report will be prepared.
- **Infrastructure (Dudek).** Dudek will conduct a more focused evaluation of the water, wastewater and stormwater infrastructure capacity impacts associated with the preferred land use plan. The focused evaluation will seek to identify specific existing infrastructure, not previously identified in previous master planning documents, that will require enhancement associated with the changes in land use planning. Evaluation of capacity impacts are dependent upon prior master planning reports and/or modeling information that is assumed to be available and usable. Computerized hydraulic modeling of networks and cost estimates are not included as part of capacity analysis. Results of the technical memorandum will be used for the General Plan and EIR.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Joint Planning Commission/City Council Study Session</li> </ul>	<ul style="list-style-type: none"> <li>• Preferred Plan</li> <li>• Key Goal/Strategies</li> <li>• Land Use and Transportation Forecasts</li> </ul>

### PHASE III: DRAFT AND FINAL DOCUMENTS

#### Task 6: Draft General Plan

*Objective: The objective of this task is to prepare the full Draft General Plan. Given that the much of the current General Plan dates to 1975, the General Plan will be written from the ground up, with all new structure, layout, graphics, etc., building on the Vision and Guiding principles, with long-term goals balanced with action-oriented policies. The Draft General Plan will be prepared concurrently with the SSCP (and SMHCP if feasible) and with the Draft EIR, so that any detailed policies appropriate for the other plans may be located there to avoid duplication, and any necessary mitigation can be folded into Plan policies to ensure that the Plan is largely “self-mitigating”, although the EIR may include some mitigations that may be applied at project level.*

- 6A Prepare Key Goals/Strategies.** Prior to detailed policy preparation, key goals, proposal, and maps will be prepared for Land Use, Community Design, Mobility, Conservation and Open Space, and any other topics that have generated great community interest. These will be shared with community at open houses, and also in an online engagement tool to vet proposals before their inclusion in the plan.
- 6B Workshops/Open Houses on Key Proposals (K&W).** We envision that this event would be theme-based, where the consultant team will share the key concepts developed in the previous sub-task. This event will provide the opportunity to describe to the public how their input and involvement helped shape the General Plan and help people understand key proposals prior to the public hearings. Comments received would be summarized in a short memorandum. D&B will provide content (maps, photos and text) for the workshop posters. D&B will provide content (maps, photos and text) for the workshop posters. K&W will summarize comments gathered at the open houses.
- 6C Online Engagement on Key Policy Proposals (D&B).** The community will be engaged online to offer ideas/suggestions to respond to/improve key strategies/policies (e.g., mobility/ bikeways, key land use/community design strategies, etc.).
- 6D Prepare General Plan Outline/Mock-Up (D&B).** A detailed outline for the General Plan (including a list of figures) will be prepared and reviewed with City staff. Topics that will be covered in each chapter will be identified, and a “mock-up” section will be prepared for staff approval.
- 6E Prepare Administrative Draft General Plan (Team).** Each element of the GPU will include background information, goals and implementing policies, and monitoring and evaluation requirements. The implementing policies constitute the General Plan Implementation Program; if desired, these policies could be consolidated into a stand-alone document/matrix for monitoring and evaluation purposes. For each element, meetings with key figures from each department will be arranged as needed. A preliminary General Plan list of elements is described as follows; if desired, the General Plan elements can be structured by “themes” based on Vision/Guiding Principles – see for example, the Redlands General Plan adopted 18 months ago. <https://www.cityofredlands.org/post/planning-division-general-plan>.
- **Overview and Vision (D&B).** A proactive, aspirational vision, building on Vision and Guiding Principles, will be outlined. Overview of General Plan provided.
  - **Land Use Element (D&B).** This element will provide direction on future land uses in the city, as well as conservation and sensitive infill in existing neighborhoods. The element will identify the location and intensity of uses and provide policies that would result in developments that are appropriate to Oceanside character and setting, integrated with economic development and revitalization strategies. Topics in the element may include:
    - Land use classifications; density/ intensity standards (including land use diagram)
    - Population and job holding capacity and jobs/ housing balance
    - Key land use strategies and policies for residential, commercial, and industrial areas
    - Policies on Sphere of Influence expansion; specific plan areas
  - **Community Design Element (D&B).** This may be combined with Land Use or be a standalone element; it should be noted that corridors design will be addressed through the

SSCP. The element will focus on urban design, with goals to enhance community identity and livability, achieve improved district and neighborhood design. Topics may include:

- Design of centers, and employment and industrial districts
  - Urban design policies for neighborhood improvements, key corridors identity
  - Design of buildings and districts to promote walkability
  - Improving public realm and city identity
  - Crime reduction through environmental design
- **Mobility Element (CRA; Alta Support).** Chen Ryan Associates will update the current Circulation Element by developing transportation policies related to various items including but not limited to roadway network performance, transit system, travel demand management, parking management, bicycle and pedestrian systems, truck travel, signal coordination and intelligent transportation systems, emerging mobility technologies (such as autonomous vehicles) and other mobility trends (rideshare and other shared mobility options). Alta will draft bike and pedestrian movement policies. It is likely that the City would retain traffic level of service (LOS) standards for the General Plan (even though the EIR may use VMT thresholds); these would be used to prepare a list of feasible and desirable roadway and intersection improvements. VMT- related policies will be developed, which would focus on setting VMT reduction expectations that could also be used as CEQA impact significance thresholds and to define the range of potential feasible mitigation measures.
    - Existing and future roadway network/improvements
    - Updated Roadway classifications
    - Updated standards incorporating VMT measures as well as/instead of Level of Service (LOS) criteria
    - Bicycle and pedestrian movement
    - Transit
  - **Conservation and Open Space Element (D&B; RECON and HAP Support).** D&B/RECON/Heritage will prepare an updated Conservation and Open Space Element that provides goals and policies that allow the City to take an active role in the management of natural resources and open space areas for the benefit of residents, businesses, and visitors, for years to come. It will cover a wide range of topics that together compose the natural setting of Oceanside including biological, scenic, cultural, farmland, and historical resources. The goals and policies contained in the Conservation and Open Space Element will also address practices related to water conservation, energy conservation, air quality, and protection of watersheds and water quality. Connections to the coastal resources being addressed as part of the LCP Update, Sub-Area Plan, Water Conservation Master Plan, and Master Plan of Drainage will be made. Specific topics that will be addressed include:
    - Biological resources
    - Scenic resources
    - Farmland and agricultural resources

- Historic resources
- Water quality, watershed management, waste- water, and water conservation
- Soils
- Air quality
- Energy/greenhouse gases
- Safety Element (D&B; RECON support). The Safety Element would address:
  - Seismic, geologic and soils hazards
  - Fire hazards
  - Hazardous materials
  - Flooding and drainage
  - Emergency management

One new area of discussion will be the effects on conservation and open space associated with the climate adaptation and resiliency strategies per SB 379, which requires the safety elements of general plans to be reviewed and updated to include climate adaptation and resiliency strategies. Any issues related to SB 1000 and SB 1035 will also be addressed.

- Parks, Recreation, and Community Facilities and Services Element (D&B). This element will be closely coordinated with the Community Design and Circulation elements. It will also pull out topics currently addresses in Section 2.3 of the current General Plan (Public Services, Infrastructure and, Utilities). Included will be:
  - Parks and Recreation
  - Park standards (size and distribution)
  - Location of new parks and open spaces
  - Policies and programs for new parkland development
  - Public Services, Infrastructure, and Utilities
    - Public facilities (senior centers, libraries, resource centers, airport, a municipal operations yard, Small Craft Harbor, Municipal Pier, the Junior Seau Amphitheater, Oceanside Museum of Art, the California Surf Museum, and the Ivey Ranch Equestrian Center)
    - Schools
    - Solid waste
    - Utilities/Infrastructure (water, wastewater, stormwater)
- Noise (D&B; RECON). The element will include state-mandated maps showing existing and projected noise contours from traffic and airport operations. Policies and standards to minimize noise exposure and ensure land use compatibility will be included.

- **Economic Development Element Update (KMA; D&B assistance).** Based on updated General Plan policies and programs, updates for consistency to the recently-adopted EDE will be made.
  - **Implementation and Monitoring (D&B).** The General Plan implementing policies will constitute the Implementation Program for the General Plan; if so desired, these can be assembled into an independent document/matrix, so implementation can be tracked or included programs easily prioritized. In addition, statutory requirements for annual GPU reports will be included. Major capital improvements resulting from the GPU—parks, streets, water/ wastewater system improvements— can also be compiled into a list, so that the City can prioritize timing and improvements.
- 6F **Public Review Draft General Plan (D&B, Team).** Following review by City staff, D&B will incorporate feedback on the Administrative Draft and prepare a Public Review Draft General Plan.
- 6G **Social Media/E-Blasts/Announcements (K&W; D&B).** Press release/e-mails/social media text announcing the open houses on key strategies, online engagement, and Public Review Draft General Plan will be prepared.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Open Houses/Workshops (3)</li> <li>• Online Engagement on Key Strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Summary of Open House/Online Engagement Comments</li> <li>• General Plan Outline</li> <li>• Administrative Draft General Plan</li> <li>• Public Review Draft General Plan</li> <li>• Media Announcements</li> </ul>

### Task 7: Housing Element Update

Within the SANDAG region, Oceanside must adopt the Housing Element update by April 15, 2021 (with a 120-day grace period) in order to remain on the eight-year planning period.

The sixth cycle Housing Element update is anticipated to be challenging due to a number of factors:

- **New State Laws on Adequate Sites:** With the Draft RHNA Methodology, Oceanside’s 6th cycle RHNA (between 6,069 and 6,193 units) is expected to be similar to last round (6,210 units). Nonetheless, the City would still face challenges with providing an adequate sites inventory. Specifically, this 6th cycle update would have to reuse a lot of sites used in the previous Housing Element, and therefore be subject to higher standards of proof for feasibility. Furthermore, many sites are either less than 0.5 acre or over 10 acres – size thresholds that are considered not feasible to facilitate lower income housing unless recent development trends could prove otherwise.
- **New State Laws on Non-Governmental Constraints and Fair Housing:** The new Housing Element would be required to evaluate non-governmental constraints such as NIMBYism, labor shortage, and accessibility of lending, as well as actions to actively further fair housing.

Our proposed scope of work and budget reflect our substantial experience in preparing Housing Elements in conjunction with General Plan updates, and our expectation of efforts required to comply with the new Housing Element laws based on our understanding of the intent of these laws and our current experience working with HCD.

Based on our substantial experience in preparing Housing Elements, we recommend pursuing a Finding of Substantial Compliance for the Draft Housing Element. During HCD review of the Draft Element, we would work to address all HCD comments. We would communicate with HCD and facilitate review of the revisions via revised pages. All revisions made to the Draft Housing Element would be shown as tracked changes. The goal is to secure a Finding of Substantial Compliance before proceeding to adoption. This way, final certification would be contingent upon adopting the Housing Element as revised and reviewed by HCD, and the City would avoid adopting a Housing Element that does not completely meet HCD requirements and need to repeat the review and adoption process again.

Because of the need to adopt the Housing Element by April 2021, the existing housing sites inventory will be relied upon, and a Negative Declaration prepared. Following preparation of the Land Use Element/rest of the General Plan, the housing sites information will be updated, to ensure seamless consistency.

**7-A Evaluation of the 2013-2021 Housing Element (VTA). Sub-tasks will include:**

- **Review and Evaluation of Current Housing Element.** As an initial task to the Housing Element update, we will review and evaluate the City's progress in implementing the 2013-2021 Housing Element. Specifically, we will:
  - Discuss the effectiveness and continued appropriateness of the housing programs and policies.
  - Assess the extent of accomplishments and discuss with staff the reasons for falling short on anticipated goals.
  - Review compliance with new State laws.
  - Identify necessary revisions to existing programs.
- **The City's 2018 Housing Element Annual Progress Report (APR) is a good starting point for this evaluation.** We will interview staff and compile additional information to provide an update to the 2018 APR. Our approach to recommending modifications to the housing programs takes into consideration the ease of reporting in future APRs.
- **Document Review.** We will review City documents to gain an understanding in local conditions and the community's housing needs. These include but not limited to: current General Plan, especially the Land Use Element; City ordinances relating to housing; Specific Plans; Regional Task Force on the Homeless point-in-time count; and SANDAG reports, among others.

**7-B Prepare Housing Element Components (VTA). Sub-tasks will include:**

- **Needs Assessment.** We will prepare a complete housing assessment and needs analysis consistent with State Housing Element law and HCD's Completeness Review Checklist. The Housing Needs Assessment will contain the following topics to satisfy Government Code Section 65583(a) requirements. Specifically, the current Oceanside Housing Element

was prepared with 2010 Census data. The Needs Assessment will be comprehensively updated with the most recent American Community Survey (ACS) and housing market data.

- **Demographics, Income, and Employment Trends:** This section includes information on the population growth trends, along with income distribution and employment trends.
- **Household Characteristics:** This section will also discuss household characteristics such as size, tenure, composition, and overcrowding conditions that may impact housing needs.
- **Housing Stock Characteristics:** An analysis of the condition of the existing housing stock as well as cost and affordability, including discussions on cost burden (overpayment).
- **At-Risk Housing Analysis:** This section will also include an analysis of existing assisted housing developments which are eligible to change from low income housing uses during the next ten years (i.e. at-risk housing). This analysis will cover housing units deed-restricted as low income housing as a result of public assistance, density bonus requirements, and inclusionary housing program.
- **Analysis of Special Housing Needs:** Special housing needs of seniors, large households, female-headed households, persons with disabilities (including persons with developmental disabilities), the homeless, farmworkers, and extremely low income households.
- **Disparities in Access to Opportunities:** New Housing Element law requires jurisdictions to examine barriers to fair housing and ensure housing programs are implemented in a manner to affirmatively further fair housing. VTA is currently assisting jurisdictions in the San Diego region in preparing the Regional Analysis of Impediments (AI) to Fair Housing Choice. Analysis conducted as part of the Regional AI will be incorporated into the Housing Element.
- **Housing Resources and Opportunities (D&B Support on Sites).** SANDAG's Draft Allocation Methodology Exercise Tool estimates a RHNA of 6,069 to 6,193, units for Oceanside, similar to the fifth cycle RHNA. The Housing Element must identify adequate sites for this RHNA.

The fifth cycle Housing Element contains an inventory with a capacity for 6,255 units (including constructed and pending units), just adequate to accommodate the RHNA. We assume a portion of these sites are no longer available or do not meet the standards outlined under new State laws. This Housing Element update would need to coordinate with the Land Use Element update to identify additional sites with sufficient capacity for the new RHNA, taking into considerations the adequate sites requirements under new Housing Element laws:

- No net loss of capacity when sites are developed;
- Continued ability to meet the RHNA by income group;
- Stringent standards for assessing feasibility when reusing vacant and underutilized sites

that have previously been included in the fourth and fifth cycle Housing Element;

- Reliance on mixed use for lower income housing;
- Ratio of vacant versus underutilized sites; and
- Demonstrated trends of development.

A parcel-specific sites inventory will be developed and opportunities for lot consolidated will be identified. We will discuss with staff and the Land Use Element consultant the need for a sites inventory “buffer” in order to allow the City to address other new RHNA/sites inventory requirements – no net loss and continued ability to meet the RHNA by income group.

In addition to the sites inventory, we will also discuss other resources such as funding available and partnership opportunities, as well as opportunities for energy conservation.

- **Housing Constraints.** We will identify potential governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints. This analysis must contain a review of factors that may potentially constrain the development, improvement, and preservation of housing in Imperial Beach. Factors to be reviewed include market, governmental, environmental, and infrastructural constraints. New Housing Element laws require the assessment of non-governmental constraints, including NIMBYism, lending practices, shortage of labor, and other economic factors.
- **Housing Goals, Policies, and Quantified Objectives.** Based upon the analyses and research conducted in the previous tasks, we will update the Housing Element. The updated Housing Element will include all required components under State law, along with relevant appendices. For each program included in the Housing Element, we will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c).

We will review and revise, as appropriate, housing goals, policies, and quantified objectives regarding the production, conservation, maintenance, preservation, and improvement of housing. This update will reflect the current and projected market conditions, the City’s specific challenges, and funding capacity to ensure the housing objectives are realistic.

**7-C Draft and Final Housing Element (VTA).** We will prepare the following drafts:

- Administrative Draft for staff review
- Public Review Draft
- HCD Review Draft

At each round of the draft Element, we will incorporate staff and public comments received.

**7-D Public Outreach (VTA; D&B support).** For the Housing Element update, we have included the following meetings:

- **Public Meetings (2)** – We will prepare materials for and attend up to two public/stakeholders meetings (such as housing stakeholder forums) in which housing would be a key topic of discussion.

- Planning Commission Study Session (1) – We will conduct a study session with the Planning Commission to review the Draft Housing Element prior to submitting the Element for HCD review.
- Planning Commission and City Council Public Hearings (2) – After securing a Finding of Substantial Compliance on the Draft Housing Element, we will conduct public hearings before the Planning Commission and City Council to adopt the Housing Element.

**7-E Housing Element and HCD Review (VTA).** HCD review of the Draft Housing Element is mandatory. During the review, we would work to address all HCD comments. We would communicate with HCD and facilitate review of the revisions via revised pages. All revisions made to the Draft Housing Element would be shown as tracked changes. The goal is to secure a Finding of Substantial Compliance on the Draft Element before proceeding to adoption. This way, final certification would be contingent upon adopting the Housing Element as revised and reviewed by HCD, and the City would avoid adopting a Housing Element that does not completely meet HCD requirements and needing to repeat the review and adoption process again.

Throughout the HCD review process, we maintain contact with HCD staff via emails and phone calls regarding the City’s progress, key issues to be addressed, and alternative approaches to compliance.

- 7-F Environmental Review/Negative Declaration (RECON).** Because no new sites will be identified (at this stage), a Negative Declaration will suffice and will be prepared.
- 7-G State Certification (VTA).** After adoption, the Housing Element must be submitted to HCD for its final review (120 days). We will follow through with assisting the City in achieving State certification of the Housing Element.
- 7-H Update Sites Inventory Following General Plan Update (D&B).** The housing sites inventory and overall proposed program will be updated following update of the Land Use Element.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission Study Session</li> <li>• Stakeholder Forum/Workshops (2)</li> <li>• Planning Commission Hearing</li> <li>• City Council Hearing</li> </ul>	<ul style="list-style-type: none"> <li>• Interim Memoranda</li> <li>• Administrative Draft Housing Element</li> <li>• HCD Review Draft Housing Element</li> <li>• Hearing Draft Housing Element</li> <li>• Adopted Housing Element</li> <li>• Updated Housing Sites Inventory following GPU</li> </ul>

### Task 8: Climate Action Plan Update

*The City of Oceanside has set a solid foundation for forward planning through adoption of the Energy and Climate Action Element (ECAE), the Economic Development Element (EDE), and Climate Action Plan (CAP). The proposed effort to update existing General Plan elements, in conjunction with the Smart and Sustainable Corridors Plan (SCCP) and the South Morro Hills Community Plan, provides an opportunity for the City to update the CAP and leverage existing resources in a targeted manner.*

*This work will be completed by Ascent. The work plan described below highlights the Ascent Team's understanding of the work to be completed and the tasks to accomplish the requested scope of services. Our team's goal is to provide the City with a functional CAP that is adaptable and responsive to local needs. We have applied similar approaches for a number of CAPs in the San Diego region, for comparable jurisdictions and agencies facing similar challenges.*

- 8A **Project Management and Administration.** Key members of the Ascent Team will hold a kick-off meeting at the beginning of the project with City staff. The kick-off meeting will provide an opportunity to refine the scope of work and proposed timeline. In addition, we propose to use this meeting as a time to review the documents and data the Ascent Team will collect to confirm the setting and greenhouse gas (GHG) inventory for the CAP Update.
- 8B **GHG Inventory and Forecast.** Following adoption, we will prepare the final versions of the General Plan, incorporating the final direction from the City Council. The City will be provided with hard copies of the final documents, as well as electronic files, and versions suitable for posting on the City's website.
- 8-B.1: **Confirm Baseline GHG Inventory.** This task assumes that the CAP Update would not require development of a new baseline GHG inventory. The City's current CAP used a 2013 baseline year. The San Diego Association of Governments (SANDAG) is developing a 2016 inventory for the City under the Roadmap Program. Using an updated baseline inventory would be beneficial for the City to assess change in emissions since the 2013 baseline year and establish updated forecasts based on Phase 2 of the General Plan Update. It is anticipated that the 2016 inventory (or 2018 inventory, if available) from SANDAG would be adequate for use in the CAP Update. Ascent will review and confirm the baseline inventory for its inclusion in the CAP Update.
- 8-B.2: **Develop GHG Forecasts.** A business-as-usual forecast provides an estimate of the level of emissions that would occur in the future if no policy changes occur and considers only the effects of population and economic growth. The emissions factor for the baseline year with data available is fixed for all future years for most categories, except for the on-road transportation category. Some of the emissions categories can be projected using population growth while others, like on-road transportation category, the California Air Resources Board (CARB) EMFAC model is used to produce a business-as-usual (BAU) emissions forecast. Due to the potential for increased housing and employment growth capacity resulting from the Housing Element and other General Plan element updates, forecasts in the CAP Update are expected to differ from the City's adopted CAP. This scope of work assumes that the forecasts would include changes associated with the South Morro Hills Community Plan. If desired by the City, Ascent can prepare an optional forecast that excludes this information to assess the differences between the two scenarios.  
  
Because federal and state policies and regulations will affect emissions in the City, it is necessary to first assess their GHG reduction impacts before examining the level of GHG reductions needed from City policies in order to meet the City's GHG reduction target(s). To help determine the "local gap," the Ascent Team will also develop a legislatively-adjusted BAU scenario that reflects the expected GHG reductions from federal and state regulations. The Gap Analysis is discussed below in Task C.2.
- 8C **GHG Reduction Targets and Reduction Measures.** Ascent will work with City staff to confirm the GHG reduction targets and GHG reduction measures to achieve proposed targets.

**8-C.1: Confirm GHG Reduction Targets.** In coordination with City staff, the Ascent Team will review and confirm GHG reduction targets in the CAP for consistency with statewide guidance and adopted CAPs in the San Diego region. California has the following statewide GHG reduction targets and goals:

- AB 32 (2006): Reduce Statewide GHG emissions to 1990 levels by 2020
- SB 32 (2016): Reduce Statewide GHG emissions to 40% below 1990 levels by 2030
- Executive Order B-55-18: Achieve carbon neutrality by 2045
- Executive Order S-3-05: Reduce Statewide GHG emissions to 80% below 1990 levels by 2050

Changes to the reduction targets are not anticipated because of the recency of CAP development and adoption; rather, this exercise is proposed to align with local best practices and set the foundation for an updated gap analysis.

For a longer-term 2050 goal, our proposed approach is to acknowledge that the State's 2050 goal is based on an Executive Order and CARB's Scoping Plan is focused on achieving the 2030 target. Over the coming decades, new innovations and technologies are anticipated to become available that will enable further GHG reductions and make progress towards the 2050 GHG reduction goal. New methods may also become available to quantify measures that may be currently unquantifiable. In addition, future federal and State regulations could further reduce emissions in sectors under local jurisdiction. Programs and other strategies identified in the CAP will continue to operate beyond 2030 and will provide reductions towards the 2050 goal.

**8-C.2: Develop Gap Analysis.** Once GHG reduction targets have been confirmed, the Ascent Team will conduct a gap analysis to determine the amount of local reductions that would be required to meet the targets – the local emissions gap. It is expected that the City's gap will be larger than what was analyzed in the existing CAP, due to the potential for increased housing and employment growth under Phase 2 of the General Plan Update. There are two broad categories of

GHG reduction measures: those resulting from federal and State regulations, and those from local measures identified in a CAP. Federal and State regulations that reduce GHG emissions affect baseline and projected emissions in local jurisdictions. Climate planning best practice is to quantify the emissions reduction impact of these regulations to determine how much additional GHG reduction is needed from local CAP measures— often called the local emissions gap—in order to reach the target. The projected emissions level after reduction from federal and State regulations beyond the baseline year is sometimes called the “legislatively-adjusted BAU.”

Examples of federal and State regulations accounted for in CAPs include the federal Corporate Average Fuel Economy standards, which regulate vehicle fuel economy and tailpipe emissions from on-road vehicles; California's Renewables Portfolio standard, which sets requirements for the amount of renewable energy in electricity supplied; and the CARB Advanced Clean Cars program, which seeks to reduce tailpipe emissions from light- and medium-duty vehicles in the same way as the federal standards but also to increase the number of zero emission vehicles, such as battery electric vehicles and fuel cell vehicles.

Once GHG reductions from federal and State regulations are taken into consideration, a local jurisdiction then identifies actions within its authority to reduce emissions to meet targets. Local CAP measures represent a jurisdiction's commitment to reduce emissions.

**8-C.3: Evaluation of GHG Reduction Measures.** Once the local emissions gap has been determined, the Ascent Team will work with City staff to evaluate GHG reduction measures that taken together would reduce emissions to target levels. The first step in this evaluation would be to confirm if the updated local gap can be closed through adjustments to existing measures in the CAP. This would be the preferred approach. The analysis will also incorporate existing actions the City is undertaking and expanding their application to additional growth anticipated under Phase 2 of the General Plan Update. Examples include ordinances the City is developing to implement the CAP, including for on-site renewable power, electric vehicle charging, transportation demand management, and street trees. The City's current status on implementing Community Choice Energy/ Aggregation in conjunction with other North County cities will also be incorporated into the gap analysis. If an emissions gap remains after accounting for existing actions, additional measures will be proposed to help close the gap. Some components of the proposed effort, such as the SCCP, may have a beneficial impact on GHG reduction due to increased residential densities in the proximity of transit facilities. The impact of these project elements will also be included in the analysis, as appropriate.

**8-C.4: Calculate GHG Reduction for CAP Measures.** The Ascent Team will estimate the GHG reductions for adjusted/proposed CAP measures using the methods described in Technical Appendix II of SANDAG's Regional Climate Planning (ReCAP) Framework. This would ensure use of best practices and consistency with estimates for other CAPs in the San Diego region.

**8-D Draft/Final CAP.** The Ascent team will assemble and integrate the work and products of the CAP-related tasks above into the CAP document. The CAP Update document will include edits to the existing CAP document to incorporate updated information (e.g., revised forecasts and GHG reduction measure analysis). Ascent does not anticipate editing components of the CAP that are not being affected by Phase 2 of the General Plan Update. Technical details will be presented in an appendix to the CAP, with summary-level information from technical analyses contained in key chapters of the document.

**8-D.1: Prepare CAP Document.** Once the City confirms the updated GHG reduction measures, the Ascent team will prepare the First Administrative Draft CAP and submit to the City for review. After City review of the First Draft, the Ascent team will prepare a Second Administrative Draft for final City review and approval. Upon final City comments on the Second Draft, the Ascent team will prepare a Public Review Draft CAP and submit to the City for distribution to the public and posting on the City's website.

Following public review, the Ascent team will work with City staff to review public comments received and identify any potential changes needed to the Draft CAP. The Ascent team will prepare Administrative Final and Screencheck Final drafts of the CAP for City staff review that include appropriate revisions to the CAP, as directed by the City in response to public comments. Upon final direction from staff, the Ascent team will prepare a Final CAP for public hearings and adoption. CAP development will align with the overall schedule of Phase 2 of the General Plan Update and will integrate relevant information from concurrent work efforts (e.g., updated housing allocations from the Housing Element).

- 8E **CAP Consistency Checklist.** A key advantage of a jurisdiction having a “Qualified” CAP, i.e. a CAP consistent with CEQA Guidelines Section 15183.5, is the ability to streamline the GHG analysis of new development projects. Ascent has developed multiple CAP Consistency Review Checklists (including for the cities of Carlsbad and San Diego, and the County of San Diego) for providing a seamless, consistent way of determining individual projects’ consistency with the CAP.

Ascent will work with the City to revise the CAP Consistency Checklist to assist project applicants in determining whether a project is consistent with the CAP. The checklist is a useful tool for the City to increase participation in potential incentive-based measures. In our experience, the translation of GHG reduction measures to checklist questions requires some interpretation and the Ascent Team has extensive experience doing so for multiple jurisdictions.

The purpose of the checklist will be to provide a streamlined review process for proposed new development projects which are subject to discretionary review and trigger environmental review pursuant to CEQA. The CAP Update will be prepared to qualify under section 15183.5 of the CEQA Guidelines as a plan for the reduction of GHG emissions for use in cumulative impact analysis pertaining to development projects. This allows projects that demonstrate consistency with the CAP to be eligible for this streamlining procedure. Projects that demonstrate consistency with the CAP and the General Plan may be able to conclude no additional significant environmental effects in their CEQA review. Projects that do not demonstrate consistency may, at the City’s discretion, prepare a more comprehensive project-specific analysis of GHG emissions consistent with CEQA requirements. Environmental review for the CAP Update will be provided by the CEQA document for Phase 2 of the General Plan Update.

This task will be integrated with the development of the CAP Update with the updates to the draft checklist being produced once the CAP measures are finalized. Ascent will work with the City to identify the appropriate metrics to allow projects to demonstrate consistency with the CAP. The goal of this task is to allow projects that are consistent with the CAP to proceed without requiring a separate project-level analysis. The Checklist will include instructions on its application to individual projects.

To allow smaller projects to continue processing without undue requirements for GHG analysis, Ascent can also prepare a quantitative GHG screening level and associated size-based screening tables that provide substantiation for a less than cumulatively considerable GHG impact at the project level. Ascent developed the first GHG mass emissions threshold for the Bay Area Air Quality Management District (BAAQMD) and will apply a similar methodology for this effort. The screening level would be based on a review of historical development in the City, a projection of future development patterns in terms of size and scale of individual projects, and identification of a level of GHG emissions that allows smaller projects to be screened out without compromising the CAP’s ability to meet its targets.

- 8F **Public Hearing Attendance.** The Ascent Team will attend and provide support to City staff for up to four (4) City Council meetings for progress updates, information, and consideration for CAP adoption. D&B/ Ascent will work with the City to determine appropriate attendees for each meeting based on the specific agenda items; it is anticipated that this topic will be covered together with other General Plan/SSCP/SCMH decision- maker meetings and hearings scheduled, although some meetings could be separate meetings specific to CAP.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Kick-Off Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Draft GHG Inventory Review and Forecast Summary Memo</li> <li>• Final GHG Inventory Review and Forecast Summary Memo</li> <li>• Gap Analysis Memo (Draft and Final)</li> <li>• Two (2) Administrative Drafts CAP</li> <li>• One (1) Public Review Draft CAP</li> <li>• Administrative Final CAP</li> <li>• Screencheck Final CAP</li> <li>• Final CAP</li> <li>• CAP Consistency Checklist</li> <li>• GHG Emissions Reduction Screening Tables (Optional)</li> </ul>

### Task 9: Draft and Final General Plan/ SSCP/SMHCP/CAP EIR

RECON anticipates providing a subsequent programmatic analysis of the proposed General Plan Update and associated planning efforts including the Smart and Sustainable Corridors Plan and the Community Plan for South Morrow Hills. The PEIR will be subsequent to the Final PEIR RECON prepared for the EDE, ECAE, and CAP. The analysis will address all relevant CEQA issue areas, building from the work completed within the Phase 1 PEIR effort. While the initial environmental document for the EDE and ECAE/CAP did not include a land use component, it set the stage with a policy framework and established existing conditions and regulatory background that sets the groundwork for the comprehensive General Plan Update. The Phase 1 General Plan CEQA document will be incorporated by reference to provide a more streamlined environmental document and will provide efficiencies and cost savings to the overall effort. The overall approach to the PEIR will be to provide an analysis that allows for future development consistent with the General Plan and Zoning to tier from the analysis in the PEIR. This approach would allow for more streamlined environmental analysis for future development in the City, which would support the City’s goal to promote economic development.

Toward this end, RECON will provide a highly flexible CEQA document that maximizes options and flexibility for decision makers. In order to allow for flexibility for decision makers to choose which elements of the project they would like to adopt (e.g. including South Morrow Hills Community Plan or a reduced version of it), the EIR would clearly distinguish impacts and mitigation related to South Morrow Hills so that the EIR can remain intact and useful for future tiering regardless of what elements of the project are ultimately adopted. Including both of these project elements as the proposed project for purposes of CEQA would ensure the most impactful land use scenario is evaluated. This approach will streamline the environmental review process yet allow the CEQA document to address the ultimate project chosen by decision makers.

RECON’s participation in the preparation of environmental documents for Phase 1 of the General Plan Update will be leveraged for this effort to maximize efficiencies and build on our knowledge and experience with the Economic Development Element (EDE), Energy and Climate Action Element (ECAE), and Climate Action Plan (CAP). The intention will be to prepare the Draft EIR and Draft General Plan simultaneously, so that to the greatest extent possible, significant impacts may be mitigated through Plan policies, creating a “self- mitigating” plan.

- 9-A Project Description, Notice of Preparation for the EIR, and EIR Scoping Meeting (RECON).** A comprehensive and detailed project description will be developed including all aspects of the proposed project. This is anticipated to include the proposed General Plan update, the South Morrow Hills Community Plan, the Smart and Sustainable Corridors Plan, Housing Element update, and an update to the City's Climate Action Plan. We will work closely with the project team to provide a complete project description. RECON will prepare and distribute the Notice of Preparation (NOP) with the State Clearinghouse and will attend and participate in a public scoping workshop. We will be available to provide information to the public on the EIR process and answer any questions during the workshop. Any written comments collected from the public workshop will be compiled and included as an appendix to the PEIR.
- 9-B Draft EIR (RECON).** RECON will prepare the Draft and Final Program Environmental Impact Report (PEIR) to be consistent with City and State CEQA Guidelines including the EIR components described below. RECON will assist the City with preparation of required CEQA notices and meeting the CEQA filing requirements including Notice of Preparation, Notice of Availability, Notice of Determination, all associated State Clearinghouse filing requirements, in addition to County Clerk filing requirements. The scope of work includes up to two cycles of City review and edits for each Draft and Final EIR deliverable.
- **EIR Issue Analysis.** In order to achieve schedule targets, analysis for the PEIR would be conducted concurrently with preparation of the General Plan Update to the extent feasible. Certain aspects of the analysis will rely on finalization of the ultimate land use and mobility network; however, other aspects of the analysis would proceed under a concurrent process. The PEIR will address development standards, design guidelines, and policies to be included in the General Plan elements as a means of mitigating potential impacts. Where additional mitigation measures are needed beyond existing standards, policy, and regulations, the mitigation will be developed in a way that can be feasibly implemented by future specific projects associated with build-out of the General Plan. While all CEQA Guidelines Appendix G issues would be addressed, key environmental issues include biological resources and providing a discussion of how implementation of the General Plan policy framework that mirrors policies from the Draft MSCP Subarea Plan would serve to protect key biological resources in the City. The potential effects of increased density and land use compatibility conflicts that can arise from high density residential adjacent to single family neighborhoods would be addressed. The potential effects of the South Morrow Hills Community Plan on agricultural resources will be another key issue in the EIR. The analysis of impacts related to South Morrow Hills will be organized in a way within the PEIR that allows for distinct conclusions and mitigation, where needed. This would be provided in order to maximize the usefulness and flexibility of the EIR document over time. The implications of land use changes and their effect on the adopted Climate Action Plan and achieving State GHG reduction targets will be another key issue to be addressed.
  - **Agriculture Technical Report.** RECON will prepare an Agriculture Technical Report for the South Morrow Hills Community Plan. Considering the size and importance of the South Morrow Hills agricultural district to both the City and the residents of this area, a technical analysis addressing the agricultural resource values of the region will be prepared. The focus of the analysis would be to address the significance of the agricultural resources present within portions of the community that are identified for land use changes (Increased residential density) in addition to identifying potential land use compatibility

impacts that could result from increased residential development being located in proximity to agricultural resources. The analysis would also address Community Plan policies and their effectiveness in promoting economic growth related to agricultural activities such as agritourism and protecting existing agricultural operations from potential adverse effects associated with growth. If significant impacts are identified, recommendations will be provided to minimize or avoid adverse impacts. If determined appropriate after consultation with City staff, RECON may evaluate the significance of the agricultural resources using the County of San Diego Local Agricultural Resources Assessment (LARA) model which is a model developed specifically to account for the unique characteristics of agriculture in San Diego County.

- **Cumulative Impacts.** The cumulative impact analysis will consider impacts associated with currently approved and reasonably anticipated projects within and surrounding the City. The list of projects to be included in the cumulative analysis along with the discussion of potential impacts will be developed in consultation with City staff.
  - **Project Alternatives.** RECON will work closely with City staff and the consultant team to develop alternatives, keeping in mind the goal of selecting alternatives capable of reducing impacts associated with the proposed GPU. An alternative that either removes or reduces proposed development intensity for the South Morrow Hills Community could be included. Along with identifying an environmentally superior alternative, this section will include a comparative analysis table to facilitate the reader's understanding of the project alternatives and environmental issues evaluated.
  - **Other Mandatory CEQA Topics.** For a complete and defensible EIR, the PEIR will include an executive summary, introduction, project description, growth inducement, significant irreversible and unavoidable changes, effects found not to be significant, and a list of organizations and persons consulted. A mitigation monitoring and reporting program (MMRP) will be prepared which contains a list of the mitigation measures and monitoring programs required for each identified significant environmental issue.
- 9-C **Prepare Final Program EIR (RECON).** The scope of work includes up to two cycles of City review and edits to responses to public comments, Final edits to the PEIR, in addition to CEQA findings. The Final PEIR scope includes:
- **Response to Public Review Comments and FEIR edits.** Public review comments will be reviewed and organized to identify distinct comments and common themes of comment. The responses to comments will be a team effort incorporating assistance from team experts on issues related to transportation, CAP, land use, utilities, etc. (as needed). RECON anticipates working closely with City staff and the consultant team in preparing and revising the responses to comments. As needed, edits to the Draft PEIR will be incorporated in strikeout underline to generate the Final PEIR.
  - **CEQA Findings/Statement of Overriding Considerations.** Applicable CEQA findings will be prepared in coordination with City staff. Where significant and unavoidable impacts are identified, RECON will work closely with the City to ensure the policy reasons for supporting significant and unavoidable impacts are clearly defined in the record.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Scoping Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Two screenchecks of the Administrative Draft PEIR (electronic copies)</li> <li>• Public review Draft PEIR distribution to State Clearinghouse and City staff</li> <li>• (Electronic copies and up to 5 hard copies)</li> <li>• Responses to</li> <li>• comments and Final PEIR (Electronic</li> <li>• copies and up to 5 hard copies)</li> <li>• Completion of all noticing (Notice of Preparation, Notice of Availability, Notice of Determination)</li> </ul>

### Task 10: Hearings and Adopted General Plan

*Objective: The objective of this task is to conduct public review and successfully take the Draft General Plan and related environmental documentation through the public hearing process. Following public review by the City Council, documents will be revised to incorporate specific text and diagram changes made by the City Council for adoption.*

- 10-A **Public Hearings (D&B).** The Draft General Plan will be presented at hearings before the Planning Commission and City Council. Our budget assumes two meetings each of the Planning Commission and the City Council. We will closely coordinate with City staff prior to the hearings to ensure that our presentations respond to specific questions and issues likely to be encountered during the hearings.
- 10-B **Prepare City Council-Approved Plan Update (D&B).** Following adoption, we will prepare the final versions of the General Plan, incorporating the final direction from the City Council. The City will be provided with hard copies of the final documents, as well as electronic files, and versions suitable for posting on the City’s website.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission Hearings (2)</li> <li>• City Council Hearings (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Hearing Draft General Plan</li> <li>• Adopted General Plan</li> </ul>

### Task 11: Zoning Ordinance

#### A: Initiation; Background Research, Outreach, and Technical Analysis

- 11A-1 **Scoping the Amendment Process; List of Data Needs.** Prepare a memo on objectives for the Zoning Ordinance update and meet with City staff to discuss their expectations for the new Zoning Ordinance and coordination with outreach for the General Plan update, the Corridor Plan and the South Morro Hills Plan, finalize the work program, and clarify roles and responsibilities. Prepare a list of data needs for City staff prior to a kickoff meeting (e.g. a selection of recent project applications with site plans and building sections/ elevations (primarily multi-family, mixed use, and industrial but other building types if City staff wants development standards evaluated), sample of City staff reports on City Planner’s permits, Site development Plan review, conditional use permits and variances, etc.).

- 11A-2 **Background Studies; Field Trip.** Review issues emerging from scoping meetings on the General Plan update, the Corridor Plan and the South Morro Hills Plan that are related to zoning and identify in a matrix format those that should be implemented in the updated Ordinance (e.g. General Plan or Corridor Plan/ Community Plan policies that identify new or modified zoning districts, land use regulations, density/intensity standards, design and other development standards, administrative procedures, and bonus/ incentive programs for affordable housing or community benefits). Review existing zoning regulations and provisions that Staff has identified as problematic. Review staff reports for selected projects, focusing on issues raised and conditions of approval. Identify conflicts with State & Federal law for signs, wireless telecommunications, and “protected uses” such as residential care and religious land uses, and any issues related to the City’s provisions for “reasonable accommodations.” Tour the City in a field trip organized by City staff to see examples of specific zoning issues.
- 11A-3 **General Plan Land Use/Zoning Districts Review.** Review an overlay of existing zoning on the General Plan Land Use Diagram; discuss with staff the purpose of Plan designations vs. existing zoning districts and overlay designations, and changes needed. Determine whether any overlay districts that were rarely, if ever, used (e.g. the Neighborhood Conservation Overlay, Nonconforming Use Abatement Overlay, and Planned Block Development) are still need for General Plan implementation.
- 11A-4 **Stakeholders Interviews.** Conduct stakeholder interviews with 35 to 50 key informants identified by City staff over a one- or two-day period, with concurrent, one-hour interviews of 2-4 people. These stakeholder interviews will be technical in nature and so may involve a different group than interviewed for the General Plan, the Corridor Plan and the South Morro Hills Plan although some overlap is expected.
- 11A-5 **Coordination with General Plan community meetings.** Introduce questions related to zoning when meetings include discussion of General Plan implementation. Separate community meetings dealing only with zoning are not proposed in order to keep community input focusing on the General Plan, the Corridor Plan and the South Morro Hills Plan and the broader question of Plan implementation – how to carry out the community’s vision most efficiently.
- 11A-6 **Planning Commission briefing (city staff).** Assist in presentation materials for the City- staff briefing of the Planning Commission on the Ordinance amendments and the schedule for Commission involvement; allow for Commission comment on process and issues. Review video of City staff-led Commission briefing.
- 11A-7 **Choices for Zoning Amendments: Evaluation and Preliminary Recommendations.** Prepare an Audit Report, summarizing background research conducted and issues identified through stakeholder interviews and General Plan/Corridor Plan/South Morro Hills Plan community meetings, and outlining preliminary recommendations for zoning amendments based, where appropriate, on peer communities and “best practices”; revise draft based on City staff comments before discussion at an Advisory Committee meeting or Planning Commission study session.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• City staff kickoff meeting and work session on General Plan/ Corridor Plan/ South Morro Hills Plan policy matrix</li> <li>• Stakeholders interview</li> <li>• Planning Commission Study Session</li> </ul>	<ul style="list-style-type: none"> <li>• Memo on objectives for the Zoning Ordinance amendments; refined work program</li> <li>• General Plan/Zoning</li> <li>• Composite map; list of potential rezonings</li> <li>• Stakeholder interview summaries</li> <li>• Audit Report: Evaluation and Preliminary</li> <li>• Recommendations</li> </ul>

**B: Preferred Direction; Annotated Outline**

**11B-1 Confirm Choices for Zoning Amendments and Additional Research.** Following the advisory committee meeting or Planning Commission study session, prepare a memorandum summarizing a preferred direction – recommended changes to the existing regulations and new provisions to implement the General Plan, correct technical issues, and respond to State and federal law – and outlining additional research on “best practices” and regulatory choices in response to comments received.

**11B-2 Annotated Outline of Amendments.** Prepare an annotated outline of the zoning ordinance amendments with a “plain English” commentary. The outline will lay out the basic structure of the proposed amendments to the Zoning Ordinance for General Plan implementation and will be in sufficient detail to indicate what changes will be made to current regulations and what additional research will be undertaken on specific topics, including:

- New or modified base and overlay zoning districts;
- Amendments to Part 1, General Provisions, to add “rules for measurement”;
- Amendments to development standards for multi-family and mixed use development and to other standards, as needed for General Plan implementation;
- Amendments to implement Corridor Plan and public benefit zoning;
- Consolidation of standards for specific uses into one article;
- Updated parking, landscaping, noise and lighting standards; and
- Administration, including any needed amendments for administrative design review, permitting procedures, appeals and enforcement.

**11B-3 Review Outline.** Review draft Outline of Zoning Amendments with staff and City Attorney; revise, based on comments received.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• City Staff meeting or teleconference on draft outline of amendments</li> </ul>	<ul style="list-style-type: none"> <li>• Memo on preferred direction; Annotated Outline – draft and final</li> </ul>

## **C: Modules of Amendments**

This task includes drafting Zoning Ordinance amendments to implement General Plan policies and reflect State law. Meetings with City staff will be held to review the “modules” prior to discussions with the Planning Commission at one or study sessions.

### **Module #1: Administrative Procedures**

- 11C-1 **Administrative Procedures Analysis.** Evaluate streamlining opportunities for City Planner’s Permits, Site Development Plan Review, Use Permits, and Variances. Evaluate need for new procedures for administrative design review and for General Plan implementation, such as bonuses for community benefits or requirements for TDM measures, if established.
- 11C-2 **Prepare New or Amended Definitions.** Prepare new or amended definitions, including appropriate illustrations, and rules for measuring building height, floor area ratios, and planting area and determining setback averaging. Group like terms under headings to facilitate understanding of differences among terms (e.g. noise and lighting terms). Prepare a summary list of terms and cross-references for readers, similar to an index.
- 11C-3 **Prepare Module #1: Zoning Administration.** Including proposed amendments to administrative provisions, permitting procedures, definitions, and rules of measurement; review with City staff and revise, based on City staff comments. Address how to respond to requests for SB 35 non-discretionary review for affordable multi-family housing and ministerial review of accessory dwelling units meeting zoning standards.
- 11C-4 **Conduct Planning Commission study session on Module #1 (highlights and discussion issues).** This study session will be preceded by a one-hour community “open house” to answer questions about the module in an informal setting.

### **Module #2: Zoning Districts and Design Standards**

- 11C-5 **Use Classifications and Base District Regulations.** Update the City’s “use classifications” system, as appropriate, to streamline use regulations. Identify changes needed in permitted and conditional uses to implement the General Plan, the Corridor Plan, and the South Morro Hills Plan, streamline the process, and respond to Staff and stakeholder/community concerns, including such issues as, agritourism, short-term rentals of rooms in single family homes; design guidelines by neighborhood; co-housing; and artists’ spaces for making and representing work, flex space in light industrial zones to attract jobs, and mixed use development.
- 11C-6 **Development and Design Standards Analysis.** Identify new or revised standards and performance requirements to implement the General Plan, the Corridor Plan, and the South Morro Hills Plan, such as:
  - Base and maximum densities and FARs for residential uses, FAR exemptions, and the potential for a “sliding scale” based on lot size;
  - Upper-story setback requirements, where appropriate;
  - Neighborhood-specific or building type design standards;

- Density/intensity bonuses for community benefits;
- Setback, streetscape, frontage and building design standards; and
- Updated outdoor living area for multi-family development with a sliding scale based on unit size and/or location and affordability.

Determine whether any special rules or adjustments in standards are needed to facilitate infill development and creation of “urban-style” villages or neighborhoods.

- 11C-7 **Overlay Districts Analysis; Preliminary Zoning Map.** Update overlay district regulations and map designations, as needed for General Plan consistency. Provide input for City staff prepared Preliminary Map of Zoning Amendments (diagrammatic at this stage).
- 11C-8 **Prepare Module #2, Zoning District Regulations.** Meet with City staff to review district regulations, use regulations, and development and design standards; revise based on comments received.
- 11C-9 **Conduct Planning Commission study session on Module #2 (highlights and discussion issues).** This study session will be preceded by a one-hour community “open house” to answer questions about the module and, if available, a City-staff prepared Preliminary Zoning Amendments Map showing proposed rezoning needed for General Plan consistency in an informal setting.

### **Module #3: Citywide and Special Purpose Regulations**

- 11C-10 **Analyze Standards.** Prepare amendments to citywide standards to implement the General Plan. Topics may include, but are not limited to:
- Affordable Housing, including modifications for density bonuses and inclusionary housing standards, if required to implement the Housing Element and the Corridor Plan;
  - Building and site development standards, including accessory uses, accessory dwelling unit, accessory structures and temporary uses, allowable projections and encroachments, buffering adjacent residential uses, walls, fences and screening.
  - Expanded lighting and noise standards, including specific standards for lamp types and shielding and maximum lighting limits for lighting zones in residential and mixed use zoning districts and commercial and industrial zoning districts, and noise standards tailored to residential vs. non-residential areas.
  - Vegetation management rules and standards in Wildland Urban Interface zones to reduce fire hazards.
  - Grading off-haul and construction management plans;
  - Landscaping and water efficient irrigation;
  - Outdoor gathering areas, plazas and privately-owned public open space;
  - Parking facility design and parking management, including revisions to bike parking standards, rules for calculating reductions for shared parking, TDM measures, and “unbundling” provisions for parking in multi-family development;
    - Public art, if desired as part of the public benefit zoning; and
    - Tree protection.

- 11C-11 **Refine Regulations for Specific Uses.** Draft amendments to respond to City staff concerns about “problem” uses and additional regulations called for by the General Plan. These may address setbacks and screening for specific uses, hours of operation, parking and loading locations, refuse collection, vehicular access, size and intensity of use, screening of mechanical equipment and outdoor storage, recreational vehicle parking and storage, garage conversions, and home occupations. Consolidate all provisions for special uses into one article to facilitate administration.
- 11C-12 **Prepare Module #3, Citywide and Special Purpose Regulations.** Prepare draft Zoning Ordinance amendments that apply citywide or in multiple districts. Prepare zoning diagrams needed to illustrate them. Review Module #2 with City staff and revised based on comments received.
- 11C-13 **Conduct Planning Commission study session on Module #3 (highlights and discussion issues).** This study session will be preceded by a one-hour community “open house” to answer questions about the module in an informal setting.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Modules 1, 2, &amp; 3</li> </ul>

## 2 SMART AND SUSTAINABLE CORRIDORS PLAN SCOPE OF WORK

This section outlines our proposed work program for the Smart and Sustainable Corridors Plan (SSCP). The City has laid out a fairly comprehensive scope of work as part of the Caltrans grant; that task structure is mirrored here. Using the City's proposal to Caltrans as a starting point, our scope of work generally embellishes or clarifies what is already stated or included in the City's grant application. The task numbers below correspond to the City's grant application.

Initials in parentheses identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, *Urban and Regional Planners*
- SLA: Spurlock Landscape Architects, *Streetscape and Landscape Architects*
- RECON: RECON Environmental, *Environmental Consultants*
- CRA: Chen Ryan Associates, *Transportation Planners*
- Alta: Alta Planning and Design, *Bike and Pedestrian Planners*
- KMA: Keyser Marston Associates, *Market Demand/Fiscal Analysis*
- DUDEK: Dudek, *Civil/ Infrastructure Engineers*
- K&W: Kearns & West, *Community Outreach*

### Task 1: Project Kick-off/Management & Administration

- 1-A **Grant Kick-off Meeting with Caltrans.** City Task.
- 1-B **Consultant Procurement.** City Task.
- 1-C **Kick-off Meeting with Project Partners.** The Consultant team will participate in a kickoff meeting that will be specific to the SSCP. This could be part of the General Plan kickoff with separate time set aside, or a separate meeting. City staff, the Consultant, and stakeholder representatives will formally meet to discuss the overall vision for the Plan, the project's goals and objectives, the tasks and timeline, expectations of the City, Consultant, and stakeholders, Caltrans' requirements, immediate and long-term action items, and intended project outcomes. The kick-off meeting will be led by the Consultant with support and participation from relevant City staff. Caltrans will be invited to attend.
- 1-D **Project Monitoring.** During the course of the project, D&B Team will coordinate regularly with City (in-person and via telephone or Skype or similar) to monitor project progress, identify project implementation barriers and identify solutions, and discuss upcoming tasks. The City will monitor the project's budget and timeline to ensure the project stays on-track, and will be responsible for ongoing quality control monitoring of the Consultant.
- 1-E **Invoicing.** The D&B team will submit invoices to the City monthly, and the City will develop and submit invoices to Caltrans in a timely manner as prescribed in the grant agreement.

- 1-F Quarterly Reporting to Caltrans. D&B will support the City by providing quarterly reports of consultant efforts to be used by City in overall quarterly reports to be submitted to Caltrans in a timely manner as prescribed in the grant agreement. The reports will summarize project progress and obstacles, and will include copies of deliverables.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Kick-Off Meeting/ Tour</li> <li>• Period meetings with City staff</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Invoicing</li> <li>• Quarterly Progress Reports</li> </ul>

## Task 2: Stakeholder and Community Outreach

*This task will be ongoing throughout the overall corridor planning process, and will be coordinated with General Plan outreach. Some outreach activities may be common to the General Plan and SSCP, and some others unique to each.*

- 2-A Community Engagement Program and Project Website Materials. K&W will develop an overall Community Engagement Program outlining activities, purpose, and timing based on this scope. Website presence/ materials will be developed as well – the General Plan website may have “tabs” or links to information unique to the SSCP. D&B will develop project content and incorporate this as part of the overall General Plan website.
- 2-B Conduct Three Community-Based Workshops (K&W; Team). The City and the Consultant will plan and conduct at least three community-based workshops (in addition to any as part of the General Plan scope) to share information about the proposed Plan and solicit input and feedback. The targeted audience will be residents, businesses, developers, stakeholders, etc. The meetings will take place in the community at locations and times that are convenient (including at least one meeting during an evening or weekend to accommodate those who work during the day). The City will provide Spanish language materials and interpreters, as needed, and will explore transportation assistance for those with limited mobility options. The Consultant will create interesting and easy- to-understand slides to share data, graphics, photographic representations of existing and planned conditions, etc. The meetings will include multiple methods to collect information including small-group charettes, sticker surveys, and participant evaluation forms that both rate the effectiveness of the meeting and also allow for additional open-ended feedback. Participant recruitment and marketing of the workshops will be multi- pronged using traditional methods (posters, advertisements in local newspapers, etc.) as well as social media (the City and partners’ Facebook, Twitter, websites, etc.). The City will utilize best practices and templates from recent community-based meetings conducted for the EDE, ECAP, and CAP community outreach.
- 2-C Online Surveys (D&B). D&B will work with the City to design and administer an online survey using a service such as Survey Monkey or potentially Maptionnaire to facilitate map- based participation. The survey will be hosted on the project website, and share a link to the survey as broadly as possible to encourage participation including promotion on the City’s and partners’ social media pages, etc. The survey will include both closed-ended and open-ended (i.e., qualitative) items. The City will utilize best practices and templates from recent online surveys conducted for the EDE, ECAP, and CAP community outreach.

**2-D Stakeholder Interviews (D&B; Spurlock).** The City and Consultant will conduct structured interviews with stakeholders either one-on-one or with a small group of less than three. A full working day of interviews will be conducted in person, supplemented by some phone interviews. The Consultant will develop and utilize a written interview protocol, and the interviews will be recorded with the participants’ permission. Invitations to participate will be solicited from the partners named in this application (see the attached letters of support) as well as from other stakeholders who are identified during other outreach events described above. The City will utilize best practices and templates from stakeholder interviews conducted for the EDE, ECAP, and CAP community outreach. Results will be summarized in a report.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Community Workshops (3)</li> <li>• Stakeholder Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Community Outreach Program</li> <li>• Website Materials</li> <li>• Workshop Materials and Meeting Summaries</li> <li>• Survey Summary Report</li> <li>• Stakeholders Report Summary</li> </ul>

### **Task 3: Data Collection and Analysis/ Existing Conditions Assessment**

*Existing conditions, trends, and opportunities will be analyzed. While some of the information pertinent to the corridors will be collected and analyzed as part of the General Plan update, information specific to the corridors will be collected as part of this task.*

- 3-A Analyze Existing Data and Reports.** The Consultant will begin the data collection and analysis phase with the review of existing materials including related community outreach activities (both methods and outcomes). These materials will include:
- The General Plan and materials developed thus far as part of the General Plan update including the draft EDE, ECAP, and CAP (including the findings and methods from all of the related and recent public outreach activities and events conducted from 2016-present). Local plans including: Coast Highway Vision and Strategic Plan, Downtown Master Plan, Oceanside Boulevard Master Plan, Bicycle and Pedestrian Master Plan, etc.
  - Materials from Innovate 78 (a coalition of cities that are working to encourage business and commercial development on State Route 78 (the Plan’s targeted corridor – Vista Way – is a frontage road for SR 78))
  - SANDAG’s San Diego Forward: The Regional Plan and 2050 Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS)
- 3-B Infrastructure Analysis (Dudek).** The Consultant will conduct a review and inventory of existing conditions in the targeted corridors and SGOAs for stormwater using existing information. Note that water and wastewater evaluation and needs assessment will be primarily addressed as part of the General Plan Update. For corridor planning, Dudek will seek to clarify the identified improvement needs from General Plan Update and provide guidance on scheduling and incorporation of the improvement needs as part of the overall corridor plan.

3-C Transportation, Mobility, and Safety Analysis (CRA; Alta). The following describes in greater detail the above effort:

- Analyze Existing Data and Reports – Chen Ryan Associates will review existing local and regional plans guiding transportation improvements within the corridors, including the Climate Action Plan, Coast Highway Vision and Strategic Plan Downtown Master Plan, Oceanside Boulevard Master Plan, Bicycle Master Plan, Pedestrian Master Plan, Innovate 78, San Diego Forward, as well as available materials from the underway Safe Routes to School Plan. Relevant recommendations from these documents will be summarized in a memo and accompanying maps, as applicable.
- *Data Collection* – A data collection effort will be undertaken to support the existing conditions analysis and development of future recommendations. This effort will leverage existing available datasets from documents reviewed in the previous task and additional data provided by the City. Data to be collected may include:
  - Right-of-way
  - Functional classification of City streets
  - Roadway and intersection geometrics
  - Intersection controls & signal timing plans
  - Five years of multimodal collision data (Alta)
  - Transit routes, stops, and stop amenities (Alta)
  - Transit ridership (Alta)
  - Bicycle facilities (Alta)
  - Pedestrian or trail facilities (including sidewalks and curb ramps) (Alta)
  - American Community Survey (ACS) data regarding commute modes and vehicle ownership

Chen Ryan Associates will also commission data collection for vehicular, pedestrian, and bicycle turning movement counts at up to 25 intersections and vehicular ADT counts along up to 35 segments. It is important to note that counts for approximately 19 out of the 25 intersections, 23 out of 35 segments will be collected under the General Plan Update Phase 2 effort.

- *Existing Mobility Analyses* – Chen Ryan Associates & Alta will conduct assessments of the existing transportation network, documenting demand, connectivity, quality, and safety for all travel modes (pedestrians, bicycles, transit, and vehicular). Deficiencies and opportunities for enhancement will be identified for each mode under each of these topics, which will be used to derive plan recommendations.
  - *Demand* will be evaluated using multimodal intersection count data, ADT counts, transit ridership, and ACS commute data, as well as a proprietary Active Transportation Propensity Model developed by Chen Ryan Associates and customized to the City of Oceanside. This effort will inform underutilized transportation facilities and those at or exceeding available capacity.

- *Connectivity* along the corridors and to the SGOAs will be assessed by examining the existing pedestrian and bicycle infrastructure and identifying network gaps. Transit routes and destinations served will be reviewed. Particular emphasis will be placed on connectivity to the Sprinter stations from within the surrounding SGOAs.
- *Quality of the transit system* will be evaluated; transit performance and station amenities will inform the quality of existing transit service and stations. Intersection and segment level of service analyses will be performed for up to 25 intersections and 35 segments along the corridors, indicating the degree of vehicular quality experienced.
- *Quality of the Pedestrian and Bike Environment* will be evaluated. Alta will develop a series of geographic information system (GIS) maps documenting and summarizing the existing pedestrian and bicycle facility based on our existing knowledge of Oceanside and dataset and any additional data collected as part of this project. Alta will analyze and develop mapping for the following data, but limited to:
  - a. Existing active transportation facility types, locations, and conditions
  - b. Conflict zones
  - c. Amenities (related to active transportation, transit and public space)
  - d. Bicycle parking types, locations, and conditions
  - e. Bicycling and walking volumes
  - f. Transit routes, frequency, and volumes (GIS)
  - g. Injury/fatality locations and collisions
- *Safety* evaluations will consist of the mapping and analysis of 5-years of multi-modal collision data along the corridors. High frequency collision hotspots will be identified, along with common collision causes and/or associated violations. Collision rates will be developed at intersection and segment locations where volume data was collected. These findings may be used to propose countermeasures that address the leading collision types.

The issues, needs, and opportunities identified from the assessments within this task will be depicted graphically and comprehensively summarized within an Existing Conditions Report, consisting of all components. The report, combined with information gathered through the community outreach efforts, will be used to inform the development of transportation recommendations. These existing conditions analysis results will also serve as the baseline for comparison against future conditions under implementation of proposed recommendations.

- 3-D **Assessment of Existing Codes (D&B).** The Consultant will review existing zoning and other development codes to determine how they promote or inhibit accomplishing the Plan's objectives in the targeted corridors and SGOAs. This will include a review of zoning ordinances, subdivision regulations, design review standards, historic preservation code and guidelines, landscape and tree protection regulations, and open space protection regulations. To the greatest extent possible, the Consultant will use descriptions and data from existing documents. D&B will also analyze recent development projects (approved or built) for trends, key characteristics (height, density, use mixes, etc.).

- 3-E **Preliminary Land Use, Community Design Assessment (D&B; Spurlock).** The Consultant will review and assess current land uses in the target corridors and SGOAs to identify where land use changes would support the Plan’s objectives. The following tasks will be performed:
- *Prepare Baseline Information in GIS/ Conduct Land Use Survey/Vacant Parcel Survey (D&B).* Building on information obtained from the City, focused windshield surveys will be conducted to verify land use data accuracy and to identify vacant and underutilized parcels. A complete existing land use data layer for the corridors will be prepared, which will also serve as the basis for land use analysis and alternatives.
  - *Recent and Current Development Projects (D&B).* Using information on development approvals from the City, these will be mapped. Key characteristics (such as recent pace of development, densities, etc.) will be analyzed.
  - *Opportunity Sites.* Using metrics such as improvements to land value and floor area ratios, supplemented, potential opportunity sites for reuse and intensification in addition to the identified Smart Growth Opportunity Areas will be mapped.
  - *Corridor Community Design Characteristics.* Key design characteristics of each corridor will be mapped. Land uses, nodes and activity centers, building typologies and urban form, and walking access (to Sprinter) will be mapped. Existing General Plan and zoning designations will be mapped.
  - *Smart Growth Opportunity Areas.* Consultant will conduct a windshield assessment of all SGOAs for key urban design and land use characteristics. An “atlas” of each area will be compiled:
    - (OC-1) Downtown Oceanside (includes the Oceanside Transit Center served by Amtrak, Coaster, Metrolink, Sprinter, NCTD bus line, and Greyhound);
    - (OC-2) South Coast Highway Sprinter Station;
    - (OC-3) Crouch Street Sprinter Station;
    - (OC-4) El Camino Real Sprinter Station;
    - (OC-5) Rancho Del Oro Sprinter Station;
    - (OC-6) College Boulevard Sprinter Station;
    - (OC-7) Melrose Sprinter Station; and
    - (OC-8) San Luis Rey Transit Center (a 12-bay bus facility).
  - *Existing streetscape conditions and opportunities,* including sidewalks, crosswalks, mid-block crossing, crossing signaling equipment, sidewalk lights, wayfinding, landscaping, green infrastructure, street furniture (e.g. benches, trash cans, bike parking, and bus shelters with lighting), wayfinding, street trees, street lamps etc. will be evaluated at three prototypical locations, potentially adjacent to the SGOAs. This will be mapped in the form of diagrams using symbols and annotations, with aerial photo underlay. Summary text on findings will also be provided. Photos of plan conditions will be keyed to a map.
- 3-F **Economic and Demographic Trends (KMA; D&B).** The Consultant will review and utilize data and information in the Economic Development Element, prepared by KMA. The document includes an assessment of current conditions and forecasts for population, demographics,

employment, etc. D&B will examine current public health data to assess the City’s health indicators including rates of walking, biking, and other physical activity; and chronic disease such as obesity, diabetes, and heart disease. Health outcomes may be significantly improved with the implementation of the Plan’s recommendations.

- 3-G Existing Conditions and Opportunities Report (Team). The above analysis will be compiled in an Existing Conditions, Opportunities, and Trends Report. After staff review and single set of consolidated comments, the report will be finalized.

<i>Meetings</i>	<i>Products</i>
	<ul style="list-style-type: none"> <li>• Existing Conditions and Opportunities Report</li> </ul>

#### Task 4: Options and Choices

*Key building, streetscape, and mobility strategies and possibilities will be developed for testing and visualizing concepts, and getting community input. The following is illustrative of generally the tasks that will be performed; the final concepts/strategies will be developed in consultation with staff.*

##### 4-A Develop Candidate Strategies.

- **Market Economic Recommendations.** As part of the overall General Plan effort, KMA will provide a high-level analysis of strengths, weaknesses, opportunities, and threats (SWOT) for up to ten (10) sites, some of which will be in the corridors. This analysis will highlight key market factors that may support repositioning/ redevelopment of each site. Factors highlighted may include: land value, proximity to amenities, incompatible neighboring uses, and potential for clustering of similar uses/tenancies. The assessment of underutilized employment and commercial areas will help inform potential land use changes in both the Land Use and Circulation Elements. KMA will summarize the key findings from this assessment.
- **Development Precedents (D&B).** D&B will compile images/statistics (density, FAR, etc.) of mixed-use, multifamily housing and other buildings that may be appropriate along the corridors, drawing from its vast library of images in the San Diego region and elsewhere, representing varied development scenarios/zoning intensity. These prototypes will illustrate range of land use mixes, building densities/ intensities, and heights.
- **Prototypical Scenarios.** Using four or five areas, integrated streetscape and development scenarios will be developed. These will consider revitalization strategies, basic circulation patterns, and residential and commercial development opportunities. The alternatives will explore opportunities for land use intensification; development on opportunity sites; land use distribution, mix, type, and intensity of development.

Chen Ryan Associates will develop corridor-wide mobility improvements, including focused improvements within each of the Smart Growth Opportunity Areas along the corridors. Improvements will seek to establish walking, bicycling, and transit as viable means of transportation within these locations, while also providing accommodations for future anticipated vehicular travel patterns resulting from proposed land use changes.

The mobility improvement development will be largely informed by the existing conditions evaluation and seek to improve identified deficiencies related to connectivity, safety and quality for each mode, with respects to existing and anticipated future demand. Where feasible and practical, streetscape improvements will be devised in a manner that supports the creation of a sense of place at different corridor locations, helping to sustain surrounding businesses and activate these predominantly auto-dominated corridors.

Spurlock will identify streetscape improvements that create more cohesive pedestrian environments, promote shade and safety, and improve the corridors identity and image.

- 4-B **Community Engagement and Feedback on Strategies.** Using the outreach program highlighted in task 2, This effort will include workshops, and additional outreach by staff, including short-term events, stop-and-share stations, and chalkboard chats to collect input to inform concept from community members in a range of everyday settings and venues. Methods will be customized to suit the various corridor contexts. Outreach will be conducted in English and Spanish. The Consultant team will provide a toolkit that can be used by staff for additional outreach.

Online engagement could include sharing the conceptual possibilities with the community, and getting feedback.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Community workshops</li> <li>• Pop-Up Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Candidate Strategies/ Concepts</li> <li>• Summary of Community Feedback on Strategies</li> </ul>

### **Task 5: Develop Draft and Final Smart and Sustainable Corridors Plan**

The full SSCP will be developed, incorporating the major substantive content developed during preceding tasks.

- 5A **Develop Draft Plan.** The Consultant will develop the draft Smart and Sustainable Corridors Plan. The following sample ‘Table of Contents’ will be used as a starting point, and will be revised as needed based on findings from the community data collection and analysis, community and stakeholder input and feedback, and the Consultant’s best practices.

1. **Introduction & Overview**
  - 1.1 Overview and Purpose of the Plan
  - 1.2 Need for the Plan
  - 1.3 Description of the Targeted Corridors and SGOAs
  - 1.4 Summary Description of the Planning Project and Community/Stakeholder Process
2. **Corridors Visions and Principles**
  - 2.1 Assessment and Analysis (including maps and photos showing existing conditions)
  - 2.2 Findings from the Consultant’s Assessments and Analyses
  - 2.3 Vision and Principles for Transformation

### 3. Recommendations

Topics covered may include the following: *Land Use and Zoning*. Land use designations. Permitted/required use mixes. Development intensities (floor area ratios). Bonuses available. Zoning recommendations, height, setback, lot coverage, floor area, parking, and transition to adjacent uses.

- *Urban Design Guidelines*. Design guidelines that complement design standards, with a focus on the SGOAs, will be outlined.
- *Mobility Improvements*. CRA and Alta will outline mobility improvements to establish walking, bicycling, and transit as viable means of transportation, while also providing accommodations for future anticipated vehicular travel patterns resulting from proposed land use changes.
- The mobility improvement development will be largely informed by the existing conditions evaluation and seek to improve identified deficiencies related to connectivity, safety and quality for each mode, with respects to existing and anticipated future demand. Where feasible and practical, streetscape improvements will be devised in a manner that supports the creation of a sense of place at different corridor locations, helping to sustain surrounding businesses and activate these predominantly auto-dominated corridors.

To verify that the preferred alternative fits within the City's vision, the following analyses will be conducted:

- *Daily Roadway LOS Traffic Operations* – This analysis will be performed for segments analyzed under existing conditions
- *Peak Hour Intersection Operations* - Intersection delay and LOS analyses, for both AM and PM peak hour conditions at intersections analyzed under existing conditions; and
- *Multi-Modal Assessment* – Multi- modal evaluation of demand, connectivity, quality, and safety for all travel modes will be conducted within the City
- *Reporting* – A detailed mobility technical report will be prepared summarizing the future conditions analysis results.
- *Streetscape Design Recommendations/Design Modifications*. Recommendations will be made for each of the corridors/ SGOA:
  - Coast Highway Corridor and SGOA
  - Mission Avenue Corridor and SGOA
  - Oceanside Boulevard Corridor and SGOAs
  - Vista Way Corridor Recommendations will encompass:
    - *Street Design*. Traffic calming or complete streets measures such as medians, enhanced crosswalks, curb extensions, bike lanes. The potential for traffic to be diverted to other streets will be evaluated and any mitigation measures will be proposed. The need for added capacity due to land use intensification and added trip making will be evaluated and incorporated. As needed, traffic analysis will be conducted at the study locations to test the street system (as part of the General Plan Update). Street design modifications will be reviewed by Dudek to ensure they would not impact existing

infrastructure, for example aligning trees directly over underground pipelines.

- Streetscape Character. Identity of individual corridors, trees, shade, lighting, signage.
- Urban Design. Standards/zoning recommendations and guidelines for SGOAs.

**4. Implementation Plan and Potential Funding Sources**

- *Prioritization* – Each infrastructure recommendation will be categorized as a short-term (< 5-years) or long-term project (> 5-years). A prioritization process will be developed to objectively rank each project and provide the City with a structured implementation plan. Potential ranking criteria to consider may include collision history, surrounding employment/residential density, public and stakeholder input, project cost, distance to schools, transit ridership, and grant competitiveness.
- *Funding Strategies* – KMA will prepare a menu of potential funding sources/mechanisms available to fund the backbone infrastructure improvements. Potential funding sources/mechanisms may include assessment districts, Enhanced Infrastructure Financing Districts (EIFDs), and the San Diego Association of Governments’ (SANDAG’s) Smart Growth Incentive Program (SGIP) and Active Transportation Grant Program (ATGP), among others. KMA will prepare a matrix reviewing each potential funding source, identifying magnitude, complexity, and applicability to each area, as well as any other relevant issues or constraints. These factors will be summarized in a prioritization ranking matrix to help inform the City of the most appropriate funding sources to be utilized by the City.

Chen Ryan Associates will develop a matrix of funding sources for specific infrastructure improvements. Funding source descriptions, requirements and limitations, and cycles will be provided as applicable. Each infrastructure project will then be matched with the relevant funding sources.

- *High Priority Project Sheets* – Project sheets will be developed for up to five (5) high priority projects to aid in implementation. Each project sheet will include:
  - Project description, including project components and potential obstacles
  - Project overview map indicating extents
  - Conceptual graphic (plan view, cross-section, or graphic rendering)
  - Planning-level cost estimate

The draft Plan will be reviewed by City staff and selected stakeholders, and will also be provided to Caltrans for review.

**5B Develop Final Plan.** The Consultant will incorporate feedback received from the reviewers and will develop the final Plan for final review and input from City staff, selected stakeholders, and Caltrans. The City will provide the final report to Caltrans according to the instructions in the grant agreement as to number and type of copies. Caltrans will be credited in all materials created during the course of the project.

**5C Present Final Plan to City Council.** City staff will present the final Smart and Sustainable Corridors Plan to the City Council, and will resolve issues raised, if any. The signed Resolution will be incorporated into the final document as an Appendix.

- 5D Prepare City Council-Approved Community Plan (D&B). Following adoption, we will prepare the final versions of the Community Plan, incorporating the final direction from the City Council. The City will be provided with hard copies of the final documents, as well as electronic files, and versions suitable for posting on the City’s website.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission/ City Council Hearings (in conjunction with General Plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Hearing Draft City of Oceanside - Smart and Sustainable Corridors Plan</li> <li>• Adopted City of Oceanside - Smart and Sustainable Corridors Plan that includes a multi-pronged implementation strategy and specific long- and short-term actions</li> </ul>

# 3 SOUTH MORRO HILLS COMMUNITY PLAN SCOPE OF WORK

This section outlines our proposed work program for the Oceanside General Plan Update (GPU), and EIR. The program is organized five tasks. The task-by-task descriptions that follow present our approach to community outreach, data collection, analysis of options, policy formulation and preparation of documents. Each task description includes a purpose statement at the beginning in italics followed by a detailed description of deliverable formats and content.

Initials in parentheses identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, Urban and Regional Planners
- RECON: RECON Environmental, Environmental Consultants
- CRA: Chen Ryan Associates, Transportation Planners
- KMA: Keyser Marston Associates, *Market Demand/Fiscal Analysis*
- DUDEK: Dudek , Civil/ Infrastructure Engineers
- K&W: Kearns & West, *Community Outreach*

## PHASE 1: PROJECT INITIATION VISIONING, AND ISSUE IDENTIFICATION

### Task 1: Kickoff/Ongoing Project Management

Objective: The consultant team will engage with City staff and other appropriate representatives to understand key issues, organize background materials and data, and clarify the work plan. This task also includes project management throughout the process.

- 1-A Kick-Off Meeting/Tour (Team). This will be held in conjunction with General Plan kickoff.
- 1-B Review Background Information (Team). We will review background materials, including the 2016 zoning text amendments, and the community-developed “agri-vision” plan. Community Outreach Program (K&W). As a complement to the General Plan Community Outreach Program, a matrix of outreach activities specific to South Morro Hills Community Plan and timing of these will be developed.
- 1-C Project Logo (D&B). To set the foundation for the community engagement effort and project-related materials (print and digital), D&B will design a logo to uniquely identify the SMHCP. The logo will be used on all project documents and outreach materials.
- 1-D Ongoing Project Management (D&B).  
 Components of this will include:
  - Ongoing coordination with staff as needed. This may be in the form of emails, biweekly check in audio/ video calls, and in-person meetings (coordinated with other meetings in Oceanside)
  - Monthly Progress Reports (D&B).

- Throughout the process, monthly progress reports will be prepared to provide updates on project status and identify any potential risks to the scope or budget.
- Coordination with Sub-Consultant Team Members. D&B will coordinate with sub-consultant team members as needed throughout the process.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Kickoff Meeting/ Tour</li> </ul>	<ul style="list-style-type: none"> <li>• Community Outreach Program Matrix</li> <li>• Draft and Final Logo</li> <li>• Monthly Progress Reports</li> </ul>

## Task 2: Vision and Issue Identification; Ongoing Outreach

**Objective:** The objective of this task is to engage the key property owners and the community in strategic visioning and priority setting. Given that the property owners have already developed an agri-vision, it is imperative that they and key City decision-makers be a key focus of this outreach.

- 2A Stakeholder Identification and Interviews (D&B).** For the stakeholder interviews to be conducted as part the General Plan Update Task 2, representative major property owners, cultural groups, etc. representing SMH would be included. Key findings pertaining to SHM will be highlighted as part of the overall General Plan stakeholders report, or in a separate memorandum.
- 2B Community Workshops (2): Two workshops focused on the SMH will be held:**
- **Workshop #1: Vision and Issues.** The first workshop will focus on developing a vision and understanding key issues. The workshop will encourage participants to articulate the issues challenging the community, express values about what is important, and think in visionary terms about opportunities for the future. Challenges related to agricultural preservation/ agritourism will be a focus.
  - **Workshop #2: Preferred Plan/Key Strategies.** The second workshop will be held on the to review a preferred direction, to enable moving ahead with drafting of plan policies.
- 2C Pop-Up Outreach/Roadshow materials.** Selected imagery/materials (in the form of three to four boards) and PowerPoint presentations will be provided to staff to conduct additional outreach using materials compo.
- 2D Digital Engagement/Surveys (K&W, D&B).** Issues pertaining to SMH Community Plan will be reflected in the overall outreach for the General Plan Update (see Task 2 of that Scope of Work). Engagement opportunities specific to SMH will also be announced.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Stakeholder Interviews</li> <li>• Community Workshop #1-2</li> <li>• Pop-Up</li> <li>• Outreach Materials</li> <li>• Social Media/ E-blasts (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop Materials</li> <li>• Community Outreach Summaries</li> </ul>

### Task 3: Existing Conditions and Opportunities; Map Atlas

**Objective:** The objective of this task will be to develop a base of information on South Morro Hills, to enable more comprehensive policy development and preparation of alternatives.

- 3-A **Conduct Field Reconnaissance (D&B).** D&B will conduct a windshield field reconnaissance, mapping the areas land use, urban form, and visual character. This will be depicted in maps and photos keyed to maps.
- 3-B **Case Studies/Market Analysis (KMA; D&B).** KMA will provide a high-level assessment in the form of a memorandum focusing on the viability of both agricultural and residential uses within the SMH area. This assessment will address: (a) market opportunities and constraints, (b) land use compatibility, and (c) case studies in comparable districts in Southern California (KMA) and in Northern California (Sonoma and/or Napa counties) and San Luis Obispo (D&B). D&B completed case studies on agricultural conservation strategies in the state as part of our work on the Lodi General Plan (which has become an important Zinfandel producing area).
- 3-C **Existing Mobility Analyses (CRA).** Similar to the GPU effort, Chen Ryan Associates will conduct assessments of the existing transportation network, documenting demand, connectivity, quality, and safety for all travel modes (pedestrians, bicycles, transit, and vehicular). Access from South Morro Hills to the greater Oceanside transportation network will be evaluated and this could include an origin-designation study to identify how and where traffic currently travels in and out of this community and which roads/paths do these trips traverse on.
- 3-D **Agricultural Resources Assessment (RECON).** RECON will compile existing conditions data related to farmland resources including Farmland Mapping and Monitoring Program data, crop production data, soils, and other unique characteristics of agricultural resources within the Morrow Hills Community.
- 3-E **Infrastructure Assessment (Dudek).** Dudek will prepare a short assessment (one or two pages of text with supporting graphics) outlining the extent of existing infrastructure and key issues.
- 3-F **Prepare Existing Conditions Base Map “Atlas” (D&B; Team).** D&B will prepare existing and planned land use, transportation and circulation, farmland, geology and soils, slope, biological resources, transportation and circulation, and open space base maps. The maps will be supplemented with narrative on the facing page, providing an “atlas” of existing information. For an example of atlas, see the University City Community Plan Map Atlas prepared by D&B for the City of San Diego, please see [https://www.sandiego.gov/sites/default/files/final-10172018\\_university\\_community\\_atlas.pdf](https://www.sandiego.gov/sites/default/files/final-10172018_university_community_atlas.pdf). Overlay analysis of various environmental, land use and other factors will be conducted, synthesizing findings to provide a springboard for the alternatives and discussions with decision-makers.
- 3-G **Public Review of Background Reports.** Reports will be presented as part of Community Workshop #1 (see Task 2).
- 3-H **Planning Commission/City Council Meetings.** SMHCP will be addressed as part of decision-maker meetings on the General Plan. If desired, one additional meeting of the Planning Commission or a joint City Council/Planning Commission meeting will be held to review background materials and initial community input, and provide direction for key strategies/alternatives.

<i>Meetings</i>	<i>Products</i>
<ul style="list-style-type: none"> <li>• Planning Commission or City Council/ Planning Commission Joint Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Case Studies/Market Analysis Memo</li> <li>• Map Atlas</li> </ul>

#### **Task 4: Preferred Plan and Key Goals**

**Objective:** In this task, we will identify the preferred land use plan, and develop a framework for policy development, community enhancement, economic development, and circulation.

- 4A **Prepare Preferred Plan (D&B).** Following community input and decision-maker meeting, a preliminary Preferred Plan will be prepared. The Preferred Plan will encompass land use, open space/ agricultural preservation, and transportation/ connectivity components.
- 4B **Staff Meeting on Preliminary Preferred Plan (D&B).** The preliminary Preferred Plan will be reviewed with City staff.
- 4C **Finalize Preferred Plan (D&B; Team).** Following staff meeting, the Preferred Plan (land use and circulation, agriculture preservation strategies) will be finalized. Resultant development and land uses will be quantified.
- 4D **Prepare Key Goals/Strategies (D&B).** Key goals and strategies (or key guiding and implementing policies) will be finalized. These are expected to be a few pages long, rather than Plan length.
- 4E **Staff Review of Finalized Preferred Plan.** Staff will provide any comments on land use, circulation, and key goals/strategies prior to detailed assessment.
- 4F **Preferred Plan Land Use and Transportation Assessment.**
  - **Land Use (D&B).** Reasonable potential future development under the Preferred Plan will be tabulated. Housing units, population, and jobs will be determined. Agricultural land preserved will be highlighted.
  - **Transportation (CRA).** The preferred mobility network will largely dependent upon the preferred land use plan which will be developed with careful consideration of inputs received from community members and city staff. To verify that the preferred plan alternative fits within the City’s vision, the following analyses will be conducted:
    - *Daily Roadway LOS Traffic Operations* – This analysis will be performed for selected Circulation Element roadways within the City of Oceanside and will be based on an analysis of the segments volume to capacity (V/C) ratio;
    - *Peak Hour Intersection Operations* - Intersection delay and LOS analyses, for both AM and PM peak hour conditions; and
    - *Multi-Modal Assessment* – Multi- modal evaluation of demand, connectivity, quality, and safety for all travel modes will be conducted within the City.

- *Classifications* - Roadway classification designations along with accompanying cross-sections will be developed.
- *Transportation Demand Management (TDM)* - Depending on the final land use plan, Chen Ryan Associates will explore the potential for various TDM options, as needed, to leverage the San Luis Rey Transit Center which is located in close proximity of the South Morro Hills Community.

<i>Meetings</i>	<i>Products</i>
	<ul style="list-style-type: none"> <li>• Preferred Plan</li> <li>• Key Goals/Strategies</li> <li>• Land Use and Transportation Assessments</li> </ul>

### Task 5: Draft and Adopted Community Plan

Objective: The objective of this task is to prepare the Draft Community Plan and finalize this following City Council adoption.

- 5-A Prepare Outline. We will confer with City staff on how the Community Plan will relate to the General Plan (will it be a standalone companion document or fully integrated within the General Plan? Will land uses be regulated through the General Plan, while the Community Plan would focus on design and development?). Following this, an outline will be prepared.
- 5-B Prepare Administrative Draft Community Plan (Team). Each element of the GPU will include background information, and goals and implementing policies. The overall structure will likely parallel that of the General Plan, with perhaps some additional focused design, development, and zoning direction.
  - *Overview and Vision (D&B)*. A proactive, aspirational vision will be outlined.
  - *Land Use (D&B)*. This element will provide direction on future land uses, permitted uses/intensities, agricultural conservation.
  - *Community Design (D&B)*. Maintaining/enhancing overall identity, facilitating visitation/wayfinding, location of development on sites, clustering, landscaping, hillside guidelines.
  - *Mobility (CRA)*. Key improvements. Pedestrian/bikeway mobility. Transit.
  - *Sustainability/Natural Resources (RECON)*. Water conservation, energy conservation, air quality, and protection of watersheds and water quality.
  - *Safety (RECON)*. Wildfires, emergency evacuation.
  - *Infrastructure/Utilities (Dudek)*. Dudek will conduct a planning level assessment highlighting existing infrastructure limitations and potential concerns associated with supporting water supply, wastewater collection and stormwater/water quality management within the study area., and highlight need for any additional studies.
- 5-C Public Review Community Plan (D&B, Team). Following review by City staff D&B will prepare a Public Review Draft Community Plan.

- 5-D **Social Media/E-blasts/Announcements (K&W; D&B).** Press release/e-mails/social media text announcing the open houses on key strategies, online engagement, and Public Review Draft Community Plan will be prepared.
- 5-E **Public Hearings (D&B).** Hearings for the SMHCP will be integrated with General Plan hearings; separate meetings are not scope/ budgeted.
- 5-F **Prepare City Council-Approved Community Plan (D&B).** Following adoption, we will prepare the final versions of the Community Plan, incorporating the final direction from the City Council. The City will be provided with hard copies of the final documents, as well as electronic files, and versions suitable for posting on the City’s website.

<i>Meetings</i>	<i>Products</i>
	<ul style="list-style-type: none"> <li>• Hearing Draft Community Plan</li> <li>• Adopted Community Plan</li> </ul>

## MEETINGS SUMMARY

The Scope of Work includes the following public or stakeholder meetings:

Planning or other commissions, City Council, and joint Planning Commission City Council	15 (including three Planning Commission study sessions on zoning)
EIR scoping meeting	1
Community workshops	12
Housing forums	2
Stakeholder meetings:	
<ul style="list-style-type: none"> <li>• General Plan/SMHCP</li> </ul>	Two to three days of meetings
<ul style="list-style-type: none"> <li>• SCCP</li> </ul>	One day of meetings
<ul style="list-style-type: none"> <li>• Zoning Ordinance</li> </ul>	One day of meetings

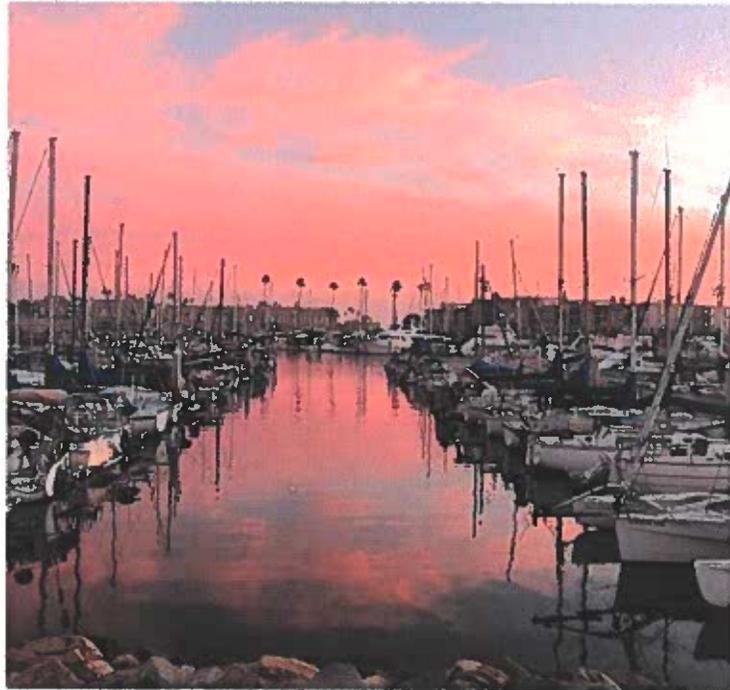


# City of Oceanside General Plan Update Phase 2

**Land Use/Circulation/Housing/Conservation/  
Community Facilities/Public Safety/Noise**

City staff will conduct a pre-proposal meeting at 10 a.m. on September 11, 2019 in City Council Chambers at 300 North Coast Hwy, Oceanside, CA 92054. In the interim, questions can be directed to:

**Russ Cunningham**  
Principal Planner  
(760) 435-3525  
rcunningham@  
oceansideca.org



August 19, 2019

## Request for Proposals

**Submittal  
Deadline**  
Wednesday  
October 9  
2019

The City of Oceanside is seeking consultant support for a second phase of a comprehensive General Plan Update involving the updating of the City's existing General Plan elements.

## REQUEST FOR PROPOSALS

### INTRODUCTION

On May 8, 2019, the City of Oceanside adopted two new General Plan elements addressing economic development and climate action. The Economic Development Element (EDE) outlines goals and policies organized around the themes of quality of life, prosperity, resilience, and collaboration. The Energy and Climate Action Element (ECAE) outlines goals and policies around the themes of energy efficiency/renewable energy, smart growth and multimodal transportation, zero waste, water conservation, local agriculture, urban greening, and sustainable consumption. These two new elements are accompanied by the City's first Climate Action Plan (CAP), which outlines both mandatory and voluntary emissions reduction measures that promote energy efficiency, renewable energy, smart growth and multimodal transportation, solid waste reduction, water conservation, urban forestry, and agricultural land preservation. The EDE, ECAE, and CAP constitute the initial phase of a comprehensive General Plan Update (GPU) and provide important policy direction for subsequent forward planning efforts.

The second phase of the GPU will involve the updating of the City's existing General Plan elements: Land Use, Circulation, Housing, Conservation, Community Facilities, Public Safety, and Noise. The EDE and ECAE, which together embrace and promote the "triple bottom line" of economic, environmental, and social sustainability, have established priorities that will be reflected and reinforced in these updated elements. In addition, the second phase of the GPU will include a Smart and Sustainable Corridors Plan and a Community Plan for the 3,500-acre South Morro Hills area. The recently-adopted EDE and ECAE call upon the City to accommodate future employment and housing growth through efficient land use (primarily infill and redevelopment) that promotes synergies between residential and employment uses, transit ridership and active transportation, preservation of open space and agricultural land, and a strong sense of place that allows for social interaction, cultural enrichment, and a positive visitor experience. The updated General Plan elements will support these outcomes and outline a unified vision of the City's future over the next 15 to 20 years.

Like the EDE and ECAE, the updated General Plan elements will be organized around themes that arise in the course of public outreach and technical research. These themes will provide a common vocabulary that facilitates dialogue and coordination in support of General Plan implementation. Responsibility for implementing the General Plan will fall to various City disciplines that will need to work together to ensure that General Plan policies are acknowledged and carried out. It is thus imperative that these disciplines be engaged early in the update process, and that they have an active role in developing the content of the updated elements.

While the updated General Plan should be attentive to the State of California General Plan Guidelines and other state policies and regulations, it should also focus on local conditions, address the City's particular strengths and challenges, and reflect the City's unique character. Accordingly, the update process should be flexible, inclusive, and tailored to the City's current needs and aspirations.

The City is committed to preparing a 21<sup>st</sup> century General Plan that is readily accessible to all stakeholders. The updated General Plan should be easy to find and navigate online, and it should be accompanied by summary materials that provide essential information in a transparent, efficient, and visually appealing manner.

## CITY PROFILE

Encompassing 42 square miles in the northwest quadrant of San Diego County, the City of Oceanside abuts the Pacific Ocean to the west, Marine Corps Base Camp Pendleton to the north, the City of Vista and the unincorporated communities of Fallbrook and Bonsall to the east, and the City of Carlsbad to the south. The City is currently home to more than 175,000 residents and 62,000 households. The City is largely built out in the traditional sense, as there is little vacant land zoned for new development. However, there remains considerable opportunity for infill and redevelopment, particularly within the City's urbanized corridors – e.g., Coast Highway, Mission Avenue, Oceanside Boulevard, Vista Way.

Oceanside is an important regional transportation hub, situated along the Amtrak Pacific Surfliner route and serving as the southern terminus of the Metrolink rail line, the northern terminus of the Coaster rail line, and the western terminus of the Sprinter rail line. Each of the rail stations in Oceanside lies within a Smart Growth Opportunity Area (SGOA) as identified on the Smart Growth Concept Map prepared by the San Diego Association of Governments (SANDAG). Oceanside is also served by the North County Transit District's Breeze bus service, which maintains multiple routes within the City. Still, transit ridership is relatively low in Oceanside, in part because of the City's diffuse land use patterns and physical barriers that impede pedestrian and bicycle access to transit stops (e.g., topography, watercourses, lack of pedestrian and bicycle infrastructure).

Interstate 5 connects Oceanside to major population and employment centers to the north and south. I-5 is frequently congested, resulting in lengthy commutes, impaired air quality, and significant greenhouse gas emissions. While major improvements to I-5 are planned, these improvements are not expected to materialize for decades. Two major state highways (SR 76 and SR 78) connect with Interstate 5 in Oceanside, linking the City to the Interstate 15 corridor and the Inland Empire. These state highways also experience frequent congestion, as do connecting surface streets such as College Boulevard and El Camino Real.

For generations, the City's economy was dominated by businesses serving residents and visitors employed at Marine Corps Base Camp Pendleton. While active-duty service members and military contractors still contribute significantly to the City's housing and retail markets, the City's economy has substantially diversified over the past two decades. This diversification is evidenced by light industrial development within the Oceanside Boulevard corridor, the advent of regional shopping centers in the SR 78 corridor, and the expansion of lodging and visitor-serving retail uses in the Oceanside Ranch Business Park and the City's coastal areas, especially the downtown area.

Major commercial corridors include Coast Highway, Mission Avenue, Oceanside Boulevard, College Boulevard, and Vista Way. These areas accommodate roughly eight million square feet of commercial floor area and annually generate roughly \$24 million in sales tax for the City (2018). The City features several industrial zoning districts, including: the Industry Street industrial corridor, Oceanside Industrial Park, Ocean Ranch Corporate Center, Prescott Industrial Park, Oceanside Gateway Business Park, Pacific Coast Business Park, and the Rancho del Oro Business and Technology Park. At present, the City maintains more than 10 million square feet of industrial floor area.

The City's downtown area, formerly a redevelopment zone, has been undergoing revitalization over the past few decades. The downtown is seeing new mixed use and hotel development, adaptive reuse of existing buildings, new public spaces and amenities, new mobility options, and a variety of aesthetic enhancements. These changes are supported by infrastructure upgrades, roadway improvements, and structured public parking facilities that make more efficient use of limited land resources. The City's Nine Block Master Plan (adopted by the City Council on April 5, 2000) has contributed significantly to downtown revitalization, paving the way for new lodging, housing, and visitor-serving commercial uses (e.g., restaurants). The master plan area is now approximately 70 percent constructed and occupied. The implementation of the Nine Block Master Plan has encouraged redevelopment of other properties in the vicinity; a number of infill housing projects have been built in the immediate area, and others are now under construction.

A segment of Mission Avenue, which serves as the main access corridor into the downtown area, was recently improved to reduce vehicle speeds, enhance walkability, add street parking, capture and treat storm water, and enhance the visual appeal of the corridor. These improvements have encouraged new businesses to locate within the corridor, creating an increasingly lively and synergistic commercial district.

The highly anticipated Oceanside Beach Resort (OBR) is now under construction. The OBR consists of 387 hotel rooms, 6,500 square-feet of restaurant space, 3,091 square-feet of retail, 2,532 square-feet of fitness space, 7,301 square-feet for the spa, and 6,473 square-feet of

ballroom/banquet space. The OBR is expected to draw more visitors to the downtown area and thereby create additional demand for visitor-serving uses.

To further facilitate downtown revitalization, the City is currently seeking to lift residential density limits for mixed-use development (currently set at 43 dwelling units per acre).

There are currently more than 58,000 private and public sector jobs in Oceanside. The largest private employers in the City are Genentech Pharmaceuticals, TE Connectivity, Hydranautics, Nitto Denko, Gilead Sciences, and Hobie Cat. Major public employers include Camp Pendleton, Oceanside Unified School District, Mira Costa Community College, North County Transit District, and Tri-City Medical Center. The City's hospitality sector contributes significantly to the local employment base; in 2018, an estimated 3,500 jobs were supported by direct visitor spending.

Oceanside maintains 30 city parks, four community recreation centers, two municipal swim centers, two senior centers, and two City-owned golf courses. The City is home to Mission San Luis Rey, Heritage Park, the California Surf Museum, the Oceanside Museum of Art, and Guajome County Park. With three and a half miles of public beach, Oceanside is the only coastal city in northern San Diego County with a marina and a pier. Other coastal amenities include Harbor Village, the Junior Seau Amphitheater, and the Buena Vista Audubon Society Nature Center.

Open space and natural habitat are concentrated in the City's coastal watersheds: the San Luis Rey River, Loma Alta Creek, and Buena Vista Lagoon. Other significant open space areas include Guajome Lake, Whelan Lake, Talone Lake, and portions of El Corazon. Per the City's Draft Subarea Plan, which is intended to implement the regional Multiple Species Conservation Program at the local level, the City will prioritize habitat preservation and restoration within a Wildlife Corridor Planning Zone that generally extends along the SDG&E transmission corridor from Carlsbad to Camp Pendleton.

The northeast corner of the City includes roughly 3,500 acres of agricultural land. Known as South Morro Hills, this area accommodates orchards, row crops, and nurseries. Farming operations in South Morro Hills are challenged by rising labor and water costs, international competition, and increasing regulation. As evidenced by the pending North River Farms project, the City is experiencing significant pressure to re-designate portions of South Morro Hills for residential use.

Both the EDE and ECAE provide extensive background on the City. Consultant candidates are highly encouraged to become familiar with these two recently adopted elements, which provide important context for Phase 2 of the GPU.

## RELATED FORWARD PLANNING EFFORTS

While the City's Circulation Element and Housing Element were updated in 2012 and 2013, respectively, other General Plan elements haven't been updated in more than two decades. The Land Use Element has not been updated since 1988. The Community Facilities Element was first adopted in the early 1990s and has not since been updated. The Environmental Resources Management Element, Public Safety Element, and Noise Element were prepared in the 1970s and have never been updated. Neither the Circulation Element nor the Housing Element were updated in conjunction with an update of the City's Land Use Element, and thus both are predicated on land use and zoning designations that are out of date and subject to change.

In 2007, the City prepared the Oceanside Blvd Vision Statement, which encourages the restoration of Loma Alta Creek in conjunction with transit-oriented mixed-use development in the Oceanside Blvd corridor between I-5 and Industry Street. The Vision Statement was to provide the basis for a future specific plan and associated environmental impact report meant to facilitate the revitalization of the corridor, but this project was thwarted by the economic downturn in 2009.

In 2009, the City adopted the Coast Highway Vision and Strategic Plan (CHVSP), which calls for complete street improvements and zoning incentives to create a vibrant, pedestrian-oriented mixed-use environment within the Coast Highway corridor. As part of the effort to implement the CHVSP, the City initiated the Coast Highway Corridor Study, which includes an EIR that considers potential environmental impacts associated with complete street improvements and optional zoning standards that would allow additional building height and residential density in exchange for specified public benefits. If adopted, the Corridor Study is expected to serve as a model for both right-of-way improvements and incentive zoning in the City's other major commercial corridors.

The City is currently updating its Local Coastal Program (LCP). Adopted in 1986, the City's LCP implements the California Coastal Act, providing direction on coastal access, recreation and visitor-serving uses, water and marine resources, environmentally sensitive areas, visual resources, and infrastructure. The updated LCP will include a coastal hazards vulnerability assessment and adaptation plan, which will inform state-mandated climate adaptation policies that will be incorporated into the updated Public Safety Element.

In accordance with an Agritourism Strategic Plan prepared in 2016, the City recently adopted zoning text amendments to better accommodate agritourism-related uses in South Morro Hills. Building on this effort, South Morro Hills property owners are currently developing a conceptual "agri-vision" that is expected to promote clustered housing in conjunction with agricultural conservation easements. The agri-vision may provide a basis for updated General Plan policies for South Morro Hills. However, because the agri-vision plan is a community driven effort, the completion date of this effort remains unknown. As further described below, this Request for

Proposals includes a separate but related task of preparing a Community Plan for the South Morro Hills area.

The City has recently amended its zoning standards for accessory dwelling units (ADUs) in accordance with state legislation intended to facilitate ADU development as one component of a broad strategy to address a statewide housing shortage. Recognizing ADUs as an important housing option for young adults, seniors, and other residents with limited means, the City seeks to identify additional incentives for ADU development.

Given concerns about the cost of implementation, it is recommended that the City's Draft Subarea Plan not be adopted in its present draft form but rather translated into habitat management policies that will be incorporated into the Conservation and Open Space Element.

The City Council recently adopted a Master Plan for the Arts (O'Arts) to promote Oceanside's art culture and provide a framework for expanding art-related programs throughout the City. O'Arts is a 10-year plan that aims to support economic development through arts and culture and enhance Oceanside's cityscape through creative place making. Specifically, O'Arts provides a workplan to promote and enhance the downtown cultural district. In 2017, Oceanside was designated as one of California's 14 inaugural cultural districts. The district occupies approximately one square mile in downtown and contains a variety of cultural assets (including museums, theaters, art galleries, public library, and restaurants), a multi-modal transit center, the Pier, and multiple hotels. O'Arts outlines policies to activate the district and create a culturally significant place for residents and tourists to enjoy. The Arts Commission, under Library Department direction, intends to implement the goals and policies of the O'Arts Plan in order to create a place for artists to thrive and contribute to the community while promoting economic development.

The City's General Plan currently includes a Military Reservation Element (adopted in 1981) that addresses the interface between the City and Marine Corps Base Camp Pendleton. With this project, the City intends to incorporate policies related to MCB Camp Pendleton into the updated Land Use Element. Among other considerations, these policies will need to address base access issues, as well as the need for adequate buffers between military activities and land uses within the City (particularly in South Morro Hills and other neighborhoods near the City's northern boundary). On the subject of base access, consultant candidates are encouraged to review the [Camp Pendleton Briefing Book](#) prepared by SANDAG in support of the regional Military Multimodal Access Strategy. Regarding buffers between the City and Camp Pendleton, the City welcomes consultant candidate insight on the applicability of the Sustainable Agricultural Lands Conservation Program administered by the California Strategic Growth Council.

## KEY ISSUES

While population growth in Oceanside has slowed substantially over the past two decades, in part because of diminishing greenfield development opportunities, the City has added nearly 10,000 residents since 2010, while significantly increasing its employment base over this same period of time. SANDAG's Series 13 Regional Growth Forecast shows the City adding roughly 13,000 new residents, 4,000 new housing units, and 6,000 new jobs between 2020 and 2050. Although the City's projected growth rate is somewhat lower than the regional average, accommodating it will be challenging, given the City's largely built out status and relatively fixed boundaries. (Bordered by the Pacific Ocean, Camp Pendleton, two other incorporated cities, and two well-established unincorporated communities, Oceanside has little opportunity to expand its boundaries through annexation.)

Beyond population, housing, and employment growth, the City will inevitably face changes brought about by the evolution of the regional economy, new state and regional policies, technological advancements, environmental concerns, shifting demographics, etc. While such changes are difficult to anticipate, the GPU provides an opportunity to explore possible scenarios and their potential impacts on the City.

Organized under the topic areas addressed in the General Plan, below are some of the key issues that the City intends to study and address in this second phase of the GPU.

### Land Use and Mobility

While land use and mobility have historically been addressed as separate concerns, the City recognizes the value of coordinated land use and mobility planning and thus intends to develop a policy framework that ensures that growth is concentrated near and supported by expanded and strategically located mobility options.

Despite Oceanside's reputation as a beach community, only six percent of the City's land area and roughly 10 percent of its current population lie west of Interstate 5. However, this portion of the City is currently experiencing significant growth and revitalization, with much of the City's new housing and visitor-serving uses materializing in the downtown district and adjacent areas. The presence of public transit and bicycle trails, coupled with the proximity of I-5, provide ideal conditions for high-density residential, a wide range of commercial and institutional uses, and regular community events.

While it is important that the City continue to facilitate growth and revitalization westward of Interstate 5, it is equally important that the City plan for growth and change in the San Luis Rey Valley and Highway 78 corridor, which together occupy most of the City's land area and accommodate the vast majority of the City's population, housing, and employment uses. In contrast

to the coastal area, which is becoming increasingly urban, these inland portions of the City are generally characterized by single-family subdivisions, commercial strip centers, and expansive industrial parks. For the most part, residential uses in these inland areas are set apart from employment uses, and there are a variety of physical barriers that discourage walking and biking between residential and commercial areas. While the Oceanside Boulevard corridor is served by NCTD's Sprinter line, bus and rail service is relatively limited in other inland portions of the City, largely because suburban and exurban land use patterns do not generate sufficient demand for transit.

The City is divided into 17 neighborhood planning areas, which the Land Use Element consolidates into four community planning areas. While the Land Use Element calls for the development of community plans for these four areas, no community plans have been prepared. The update provides an opportunity to revisit this direction. The purpose of dividing the City into neighborhood planning areas is not established in any planning document, nor is there language in the Land Use Element or elsewhere that speaks to what is distinct and worthy of preservation and/or enhancement in these planning areas. As part of the GPU, the City intends to reevaluate these planning areas to better understand their character-defining features and their place in the broader geography, economy, and social fabric of the City.

Other key issues related to land use and mobility include:

- Ongoing demand for suburban style housing (e.g., single-family homes and other lower-density housing types, generally separated from commercial areas);
- Underutilization of commercial land and a relatively high commercial vacancy rate;
- A deficit of vacant, developable industrial land;
- A proliferation of non-industrial land uses in industrial zoning districts;
- Underutilization of the Oceanside Transit Center and surrounding properties;
- Increasing traffic congestion on major streets, particularly during peak commuting hours;
- Debate over the proposed interchange at Highway 78 and Rancho del Oro Road; and
- CAP measures that call for new smart growth policies and regulations, enhanced complete streets policies, neighborhood electric vehicle (NEV) service in the downtown and coastal areas, expansion of electric vehicle charging infrastructure, and a transportation demand management program.

A fundamental goal of this project is to channel future growth into the City's four transportation corridors and already urbanized areas while protecting the integrity of existing single-family neighborhoods, many of which are immediately adjacent to commercial corridors. Thus, the City intends to develop both Land Use Element and Circulation Element policies that address the interface between areas with different land use intensities, as well as the mobility infrastructure and services

that link these areas to one another and the rest of the City. It is imperative that as commercial corridors become more intensely developed and utilized, that nearby residential neighborhoods are protected.

The City understands that the GPU must address environmental justice, given that the City includes disadvantaged communities as defined by Section 39711 of the Health and Safety Code and identified by CalEnviroScreen 3.0. The City does not intend to prepare a separate Environmental Justice Element but rather incorporate environmental justice policies and action items into the updated elements. Most of these policies and action items will likely be located in the Land Use Element, though the Housing Element, Public Safety Element, and Noise Element will also address environmental justice to some extent.

## Housing

Under the auspices of SANDAG, the San Diego region has begun the process of assigning each local jurisdiction its regional fair share of new housing capacity, as required by the Regional Housing Needs Assessment (RHNA). Oceanside's RHNA allocation for the upcoming the Sixth Housing Element Cycle (2021-2028) is expected to be approximately 5,500 units, approximately 40 percent of which are expected to accommodate lower-income households. Per state law, the Housing Element must be updated and certified by the California Department of Housing and Community Development by April 2021. This deadline presents challenges for the overall GPU schedule, as the other components of the project will inevitably require more time to complete.

As noted above, the City has little greenfield available for new housing development. However, the City has a surplus of vacant commercial land and numerous commercial properties that appear ripe for redevelopment with mixed-use. The City also includes areas zoned for high-density residential but now occupied by older single-family homes and other low-density housing types. Consequently, the City intends to prepare a housing sites inventory that focuses future housing in the transportation corridors on mixed-use opportunities in commercial zones and additional density in certain existing residential neighborhoods. In conjunction, the City will propose preservation policies for neighborhoods that are not intended to accommodate future development needs, and/or that may be impacted by adjacent corridors slated for growth.

The City recognizes that the long-term health of the local economy depends on a range of housing options that serve the full spectrum of the City's workforce, from entry-level workers supporting the retail and hospitality sectors to executives and other educated professionals who sustain high-wage sectors like biotechnology, information and communications technology, and precision manufacturing. With land costs continuing to rise, the affordability of new housing will depend on increasingly efficient development patterns.

The City is pursuing grant funding under Senate Bill 2 to support planning efforts that will contribute to the updating of the Housing Element. Specifically, City staff is exploring the establishment of housing sustainability districts and/or workforce housing districts similar to those enabled by Assembly Bill 73 and Senate Bill 540.

### **Community Facilities**

Oceanside maintains numerous community facilities and provides a wide range of public services to residents, workers, and visitors. The City's municipal operations include public safety services (both police and fire), water and wastewater utilities, stormwater management facilities, parks and recreational facilities, senior centers, libraries, resource centers, an airport, a municipal operations yard, the City Hall complex, and a wide range of coastal amenities, including the Oceanside Small Craft Harbor, the Oceanside Municipal Pier, the Junior Seau Amphitheater, and multiple public restrooms, accessways, and vista points. The City also owns properties occupied by the Oceanside Museum of Art, the California Surf Museum, and the Ivey Ranch Equestrian Center.

Roughly two-thirds of the City's general fund budget is devoted to public safety operations. Employing more than 225 sworn officers and 80 support professionals, the Police Department maintains a headquarters in the Mission San Luis Rey Historic District and six resource centers dispersed throughout the City. The Police Department receives more than 110,000 service calls annually. The Fire Department maintains eight fire stations and a training facility. Lifeguard services are managed by the Fire Department. Each year, the Fire Department receives over 20,000 calls for service. Neither the Police Department nor the Fire Department have existing master plans. Providing a master plan of future public safety needs, that is coordinated with the other elements, especially the Land Use Element and Housing Element, will be an essential part of this General Plan Update. The Public Works Department maintains the City's transportation system, streetlights, public landscaping, parks, public buildings, small-craft harbor, beaches and municipal pier. Public Works services include solid waste clean-up, collection of recyclable materials, street sweeping, and graffiti control. The Public Works Department maintains the City Operations Center, where most of the City's vehicle fleet is housed and maintained.

The City's Water Utilities Department supports water quality and solid waste diversion programs, as well as the Green Oceanside public outreach program that promotes water conservation, energy efficiency, and the concept of "zero waste." Green Oceanside will play an important role in implementing the CAP. The Water Utilities Department is expanding recycled water service and pursuing a "Pure Water" program that will convert wastewater to potable water.

The City's Property Management Division manages all City property, administers contracts with vendors, maintains City owned property, and serves as the point of contact for City owned real estate. The Property Management Division oversees the Oceanside Municipal Airport, the El

Corazon Specific Plan Area, the City's two golf courses, the City Hall complex, and a number of landscape assessment districts. Property Management also directs the City's building maintenance operations. The City is currently preparing a building conditions assessment that will identify necessary repairs and upgrades.

The City's Neighborhood Services Department includes the Parks and Recreation Division and Housing Division. The Parks and Recreation Division operates the City's recreational facilities and sponsors a wide range of recreational programs (which are outlined in a quarterly activity guide available online). The City is currently updating its Parks Master Plan, with a focus on improving connectivity between parks and recreational facilities and the neighborhoods they are meant to serve. The updated plan will likely not call for additional parks and recreational facilities but rather recommend modifications to existing facilities to address evolving trends and preferences.

### Conservation and Open Space

Adopted in 1975, the City's Environmental Resources Management Element (ERME) addresses local water resources, soils, minerals, drainage, natural habitat, coastal resources, farmland, cultural resources, recreational and scenic resources, and air quality. The City intends to replace the ERME with a Conservation and Open Space Element (COSE) that addresses these same topics. Consolidating the state-mandated general plan topics of conservation and open space in a single element, the COSE will assess the effects of development on the City's natural resources and outline a comprehensive strategy for preserving these resources in ways that support economic development, respect private property rights, and enhance quality of life.

In developing policies related to local water resources, the project team will need to work closely with the City's Water Utilities Department, which currently harvests about 20 percent of the City's total water supply from the Mission Basin aquifer and is now in the process of developing a "Pure Water" program that will provide a significant supply of recycled water. The City's 2015 Water Conservation Master Plan will likely be an important resource for policy development.

The City's 2013 Master Plan of Drainage analyzes the capacity of the City's existing drainage system and recommends system upgrades. It is hoped that the Master Plan will preclude the need for additional technical assessment of drainage conditions.

Coastal resources will largely be addressed in the City's LCP Update, which should be completed within a year. Some overlap between the updated LCP and the COSE is inevitable, as both will include policies related to the San Luis Rey River, La Alta Creek, and Buena Vista Lagoon.

Cultural resources in Oceanside include Native American artifacts as well as structures and other materials associated with the City's more recent history. The City works closely with the San Luis Rey Band of Mission Indians and other local tribal groups to ensure that artifacts discovered in the

course of development are preserved in a manner consistent with tribal customs. Resources associated with the City's more recent history were identified in a 1992 historic resources inventory. The City will likely choose to update this inventory as part of this project. The Oceanside Historic Preservation Advisory Committee (OHPAC) reviews Historic Permit applications for projects that propose to modify historic structures and/or develop property within the Mission San Luis Rey Historic District. Significant historic resources in Oceanside include Mission San Luis Rey, the original City Hall, assorted buildings in the downtown and coastal areas, and buildings and other materials assembled at Heritage Park.

Natural habitat is scattered on public and private land throughout Oceanside, but is concentrated in the following areas:

- Watersheds
  - San Luis Rey River
  - Loma Alta Creek
  - Buena Vista Lagoon
- Hillsides
  - Lawrence Canyon
  - Tuley Canyon
  - Benet Canyon
  - Whalen Ranch
  - Pilgrim Creek
  - Vista de la Valle
  - Mission View
- Parkland
  - El Corazon
  - Oak Riparian Park
  - Goat Hill Golf Course

The City seeks to identify fiscally sustainable ways to preserve, restore, and enhance natural habitat areas on public and private lands, consistent with the City's Draft Subarea Plan (a component of the North County Multiple Habitat Conservation Plan). Improving the connectivity of natural habitat is an important goal. Consultant candidates are strongly encouraged to become familiar with the Draft Subarea Plan, which will provide the basis for habitat preservation policies and action items, as the City envisions converting the draft Subarea Plan into policy language in the new COSE without any onerous financial obligations on the City.

In recent years, the City of Oceanside has made significant progress in reducing energy consumption, implementing renewable energy facilities, and understanding the City's contribution to GHG emissions. The City's recently updated Climate Action Plan commits the City to achieving at

least 75 percent renewable power in the electricity sector by 2030. To this end, the City is currently exploring Community Choice Energy/Aggregation in conjunction with other North County cities. The Conservation and Open Space Element and all other components of the General Plan will need to acknowledge and reinforce the City's ongoing efforts to reduce its reliance on fossil fuels and pursue a carbon-neutral future.

## Safety

According to the state's general plan guidelines, the goal of the Safety Element is to reduce the potential short and long-term risk of death, injuries, property damage, and economic and social dislocation resulting from fires, floods, droughts, earthquakes, landslides, climate change, and other hazards. The City's Safety Element will also address emergency response, hazardous materials spills, and crime reduction.

A coastal city with sloping terrain, several watersheds, and a significant wildland interface, Oceanside is susceptible to sea level rise and related coastal hazards, riverine flooding, landslides, and wildfire. Over its 130-year history, the City has been frequently threatened by wildfire, which typically originates on Camp Pendleton and eastern reaches of the San Luis Rey River Valley. The City has also experienced significant impacts from coastal storm events, which are expected to grow more frequent and intense due to climate change. To address these and other hazards, the City has established an Emergency Operations Center (EOC) and developed protocols for emergency response. The EOS was last activated during the Lilac Fire in December 2017. The Safety Element will include policies that support the maintenance and upgrading of the EOS.

The City has seen a dramatic reduction in crime over the past 20 years. The City's violent crime rate is now below the regional average. However, the City's property crime rate remains well above the regional average. The relatively high incidence of crime in the City's coastal area is due in part to visitor traffic and the fact that the Oceanside Transit Center is the terminus for three separate rail lines (Metrolink, Coaster, and Sprinter). Public input recently solicited in support of the LCP Update indicated ongoing concern about crime and homelessness in the City's coastal area.

The City understands that the Safety Element must address climate adaptation, per Senate Bill 379. The Coastal Hazards Vulnerability Assessment and Coastal Hazards Adaptation Plan will provide important guidance for the development of climate adaptation policies and action items. Additionally, the Safety Element may need to be updated to address SB 1000 regarding disadvantaged and low-income communities, and SB 1035 due to the simultaneous update of the City's Housing Element.

## Noise

The Noise Element must identify and appraise noise problems in the community. This element is expected to analyze and quantify, to the extent practicable, both current and projected noise levels for all of the following sources: highways and freeways; primary arterials and major local streets; railroad operations and rapid transit systems; airport operations; industrial plants; and any other stationary noise sources identified by local agencies as contributing to noise in the community.

The Noise Element must show noise contours for all of these sources and measure noise in terms of community noise equivalent level (CNEL) or day-night average level (Ldn). Noise contours must be based on generally accepted modeling techniques and used to guide land use patterns that minimize exposure to excessive noise. The Noise Element will serve as a guideline for compliance with the state's noise insulation standards.

Major sources of potentially excessive noise in Oceanside include Interstate 5, SR 76 and SR 78, the LOSSAN rail corridor, industrial areas, and commercial areas immediately adjacent to residential neighborhoods. As new development is channeled into the City's commercial corridors, it is possible that greater land use intensities will result in more noise in these areas, which could be disruptive to both existing adjacent neighborhoods and residents of new housing. Thus, it will be essential to model potential noise impacts associated with infill and redevelopment in the City's commercial corridors and identify appropriate methods of mitigation.

## PROJECT SCOPE, DELIVERABLES, AND DELEGATION OF WORK

The following section outlines the City's expectations for the project, specifying the anticipated work product and clarifying the respective roles that City staff and the consultant team will play in meeting project objectives and delivering work products on schedule. While it is understood that a degree of flexibility is necessary to respond to unforeseen issues that are inevitable with a project of this scale and complexity, the City intends to pursue the project as efficiently as possible, leveraging prior planning efforts as well as supportive state and regional policies to "hit the ground running" and keep the project focused and on course. The City will be relying on the consultant team to draft virtually all documents, with City staff input focused on review of the drafts.

## Updates of Existing General Plan Elements

Phase 2 of the GPU will involve comprehensive updates of the following General Plan elements: Land Use, Circulation, Community Facilities, Housing, Environmental Resource Management (Conservation), Public Safety, and Noise. Some existing General Plan elements, such as the Redevelopment Plan and Military Reservation Element and Hazardous Waste Element, will need to be incorporated into these updated elements. The project is expected to occasion the need to update the City's recently adopted Climate Action Plan, as new General Plan policies will likely

expand the City's capacity for additional housing and employment growth. The project will involve field assessment, a variety of background studies, comparative research on best practices, extensive public outreach, coordination with other public agencies, thorough analysis, summary materials, webpage content, draft elements for both internal and public review, and public hearing agenda materials.

### **Environmental Review/CEQA**

The project will be supported by a Programmatic Environmental Impact Report (PIER) that 1) addresses potentially significant environmental impacts associated with new and revised General Plan policies and 2) provides for streamlined environmental review of future development and other activities that conform to these policies. To avoid significant project delays, the PEIR should be initiated as early in the process as possible, and the scope of environmental review should be as focused as CEQA will allow.

### **Smart and Sustainable Corridors Plan**

The City has recently received grant funding through the Caltrans Sustainable Communities Program to pursue a planning effort intended to provide key policy direction for the Land Use Element, Circulation Element, and Housing Element. The Smart and Sustainable Corridors Plan (SSCP) will outline strategies designed to channel the bulk of projected housing and employment growth for the next two RHNA cycles, into the City's major commercial corridors: Coast Highway, Mission Avenue, Oceanside Boulevard, and Vista Way. The SSCP will recommend updated land use, circulation, and housing policies, zoning ordinance updates including incentives, CIP funding priorities, and other approaches to spurring infill and redevelopment and thereby reducing development pressure on the City's peripheral areas (including South Morro Hills). A fundamental goal of the SSCP is to facilitate sufficient land use intensity in the City's major commercial corridors to promote walkability, convenient public transit and rideshare services, and enhanced demand for local goods and services. The consultant team will be expected to prepare the SSCP as part of the overall project.

The SSCP will be informed by state and regional policies and programs that promote complete streets, smart mobility, workforce housing, and streetscape improvements that expand the City's tree canopy and permeable surface area. Such policies and programs seek to alleviate the California's housing crisis while furthering the state's GHG emissions reduction goals. The City recognizes its role in furthering these goals and intends to develop a local policy framework and zoning implementation that aligns with state and regional direction.

The GPU will begin with the preparation of the SSCP. Concurrently, the project team will initiate background studies, policy audits, and introductory text that will lay the groundwork for policy development and zoning ordinance adoption.

For additional detail on the SSCP, please see the appended application for grant funding.

### South Morro Hills Community Plan

The 3,500 acre South Morro Hills (SMH) area represents the largest contiguous agricultural district in San Diego County located west of I-15. (Russ, please include some background about the area, including a reiteration of on-going agritourism efforts and the development pressures the area continues to face). As a separate task and budget item, proposers are to include the preparation of a South Morro Hills Community Plan as part of the proposal package. The Community Plan shall be presented in the proposal document as a separate but related task, with a separate timeline and budget. The Community Plan is envisioned as a component of the General Plan (most likely incorporated or appended into the Land Use Element) and is intended to set future land use and growth policies for the area. The Community Plan should also include a high level infrastructure plan that identifies the scale and general location of the public infrastructure (i.e., utility systems, municipal facilities, roadways and trails) necessary to support the land use plan developed for the area. The focus of the Community Plan will be land use, including location, type and intensity, and infrastructure. In addition to providing policy direction, the Community Plan will establish zoning regulations for the South Morro Hills area. Land use policy and zoning standards for the area will be informed through a robust public outreach effort specific to this area. The Community Plan should tier off of and complement the aforementioned agri-vision plan currently being developed by area stakeholders.

### Project Initiation

City staff will assemble an internal steering committee and schedule and organize inaugural meetings to acquaint the consultant team with participating staff members, refine the scope of work, delegate responsibility, and establish key project milestones. These inaugural meetings will allow the consultant team to seek clarification of any potentially ambiguous or problematic aspects of the project. It is staff's expectation that any changes to the scope of work, budget, or schedule will be addressed during these inaugural meetings.

### City Tour

City staff will conduct a day-long tour of the City that will familiarize the consultant team with the City's major transportation corridors, downtown area, commercial and industrial districts, coastal resources, principal watersheds and open space preserves, the South Morro Hills agricultural area,

and other relevant locales and resources. The tour will involve travel on the NCTD Sprinter line between the Oceanside Transit Center and the Oceanside Blvd/Melrose Drive Sprinter Station.

## Background Studies

The consultant team will be responsible for preparing a series of background studies that clarify key issues, identify significant assets, constraints, and opportunities, inform policy development, and support implementation strategies including zoning ordinance updates.

- **Land Use Element**
  - Summary analysis of OPR's General Plan Guidelines, Senate Bill 379, Senate Bill 743, recent housing legislation, and other state policies and regulations pertinent to the project
  - Inventory of vacant and underutilized employment land
  - Reassessment of market analyses of employment land prepared by Keyser Marston Associates (KMA) in support of the EDE
  - Analysis of constraints to redevelopment/repurposing of underutilized employment land
  - Assessment of the fiscal impacts of draft land use policies
  - Assessment of infrastructure needs in smart growth corridors
  - Assessment of potential funding sources for infrastructure improvements in smart growth corridors
  - Assessment of potential environmental justice issues and remedies, consistent with Senate Bill 1000
  - Assessment of community health, utilizing CDPH's Healthy Communities Data and Indicators and/or a similar framework
  - Assessment of potential neighborhood protection policies and zoning regulations intended to address impacts to existing neighborhoods that are not intended to accommodate future projected development needs.
  - Update of the Climate Action Plan
- **Circulation Element**
  - Comprehensive traffic analysis of Circulation Element roadways, with identification of traffic congestion hot spots
  - Assessment of Pedestrian Master Plan and Bicycle Master Plan implementation, with recommendations for additional priority projects
  - Assessment of current and anticipated future transit services provided by the North County Transit District (NCTD)
  - Survey of shared mobility strategies implemented in other local jurisdictions

- Assessment of opportunities to optimize the City's Transportation Management Center (TMC)
- Survey of SB 743 implementation in other local jurisdictions
- Mobility audits of designated Smart Growth Opportunity Areas (SGOAs)
- Survey of policies and programs designed to reduce vehicle emissions (e.g., no idling)
- Assessment of potential upgrades to State highways including financial likelihood.
- **Community Facilities Element**
  - Inventory of City-owned properties
  - Assessment of current and future public safety facilities needs (Police and Fire)
  - Summary of Water Master Plan, Wastewater Master Plan, and Water Utilities Strategic Plan
  - Summary of policy direction established in the Parks Master Plan
- **Housing Element**
  - Assessment of housing affordability, comparing the cost of housing in Oceanside with household income levels, access to financing, etc.
  - Survey of federal and state programs that facilitate the development of housing for very low, low, and moderate income households
  - Criteria for evaluating properties for inclusion in the Housing Sites Inventory
  - Other studies necessary to demonstrate consistency with Government Code Section 65583
- **Conservation Element**
  - Updated survey of vegetation communities
  - Updated survey of designated and potential historic resources
  - Summary of policy direction established in the Draft Subarea Plan
- **Safety Element**
  - Summary of natural hazard areas, including areas subject to slope instability, seismic risk, flood risk, and wildfire (based on state and regional data)
  - Summary of OPR's Integrated Climate Adaptation and Resiliency Program and its applicability to climate adaptation in Oceanside
  - Other studies necessary to demonstrate consistency with Government Code Section 65583

- **Noise Element**
  - Noise contour maps
  - Assessment of sensitive receptors
  - Survey of viable methods of noise attenuation

## Public Outreach

The consultant team will take the lead in organizing and facilitating public outreach activities. The City expects a robust public outreach process that involves a wide range of outreach strategies, including: stakeholder interviews, community workshops and/or open house events, online surveys, email blasts, social media posts, and a project webpage. Public outreach efforts should leverage digital media and other technologies to engage as many stakeholders as possible in the most efficient and cost-effective manner. At the same time, public outreach should provide opportunities for direct engagement with the project team. To assure the greatest extent of outreach, no advisory committee is anticipated, with reliance instead on a vast outreach effort that will involve a great many citizens.

The consultant team will prepare a public outreach plan for staff review and approval. The outreach plan will outline ways to highlight the project slogan of "Onward Oceanside" (coined during Phase 1 of the GPU) and emphasize the importance of public input in shaping a vision for the City's future. The outreach plan should provide for at least one community workshop and one open house for each of the major General Plan elements. The workshops will provide opportunities for preliminary public input on the content of each element, while the open houses will provide opportunities for stakeholders to review and comment on draft materials. In some instances, it may be appropriate to address more than one element in a single workshop or open house.

Public outreach in support of the SSCP should include at least three community workshops and four public hearings (two with the Planning Commission and two with the City Council). The City has a similar expectation for public outreach in support of the South Morro Hills Community Plan.

The City intends to provide regular project status updates to the City Manager's Office, the City Council, City commissions and committees, and representatives of all City departments. The consultant will be expected to provide necessary information and documents in support of these updates.

City staff will be responsible for pop-up outreach activities and dialogue with local interest groups, but the consultant team will support these outreach efforts with promotional and educational materials.

In accordance with SB 18 and AB 52, City staff will formally invite tribal groups to consult on the project. As appropriate, substantive input from tribal groups will be acknowledged as part of the environmental review process.

### Policy Audits

The consultant team will conduct audits of the goals, objectives, policies, and action items of each of the six General Plan elements, primarily for the purpose of identifying language that remains relevant and language that should be modified or deleted. These policy audits will provide a foundation for new policy development and zoning ordinance adoption.

### Introductory/Background Text

The consultant team will prepare contextual language that establishes the local and regional settings and provides the empirical basis for new and modified goals and policies. To understand the City's expectations regarding introductory/background text, candidates are encouraged to review relevant sections of both the EDE and ECAE.

### Themes, Goals, and Policies

Following the organization structure of the EDE and ECAE, the goals and policies of the updated elements will be organized around themes that reflect the City's priorities and unified vision for the future. Emerging out of technical studies, public outreach, and scenario analysis, these organizing themes will assist staff in communicating the purpose and intent of the General Plan and ensuring that General Plan goals and policies are factored into the decision-making process at all levels of local government.

Policy development will be a highly iterative process involving close coordination with staff. It will be critical to identify the basis for proposed goals and policies and demonstrate that these goals and policies are responsive to public input, local conditions, and both state and regional guidance.

The EDE, ECAE, and CAP will provide important direction for policy development. The consultant team will need to be well acquainted with these three documents and the goals, policies, and implementing actions they promulgate.

### Consistency Analysis

In accordance with state law, each element will include an analysis of the element's consistency with the rest of the General Plan. This analysis will not only reveal the ways in which the elements rely upon and reinforce one another but also how each element contributes uniquely to the City's vision for its future.

## Implementing Actions and Responsible Parties

Each element will include a listing of implementing actions, estimated timeframes for implementation, necessary resources (e.g., staffing, funding), and monitoring protocols. Each implementing action will be assigned a priority level (aspirational/opportunistic, contingent upon available resources, critical, etc.) and, where appropriate, identified as part of a sequence of related actions.

The City is intent on instilling a sense of ownership and accountability among the various disciplines responsible for implementing the General Plan. Key representatives of these disciplines will need to be engaged early and often in the GPU process and encouraged to weigh in on the value, clarity, and feasibility of draft goals, policies, and implementing actions. Along with staff, the consultant team will play an important role in facilitating interdisciplinary dialogue and coordination and emphasizing that implementation of the General Plan will require a team effort.

The consultant team will produce draft zoning ordinances for review and adoption simultaneously with the draft General Plan policies, in order to achieve immediate implementation.

## Environmental Review

In accordance with the California Environmental Quality Act (CEQA), potentially significant environmental impacts associated with new and modified General Plan goals and policies and new zoning ordinances will be identified and mitigated through a single Programmatic Environmental Impact Report (PEIR) that builds upon the PEIR prepared for Phase 1 and provides for streamlined environmental review of new development that accords with the City's vision for smart and sustainable growth within its already urbanized areas.

It will be necessary for the consultant team to participate in dialogue with responsible agency staff and other stakeholders who provide comment on the PEIR.

## Public Hearings

The project will require formal review by the Housing Commission, Utilities Commission, Economic Development Commission, the Utilities Commission, the Planning Commission, Historic Preservation Committee, Parks and Recreation Commission, and the City Council. City staff will prepare staff reports, legislative documents, and other required materials for all public hearings. The consultant team will provide drafts of all necessary documents and attend all public hearings and be prepared to answer questions as directed by staff and/or decision-makers. The consultant team should be prepared to attend as many as three Planning Commission and three City Council public hearings, as it is possible both bodies will call for substantive changes and/or additional information before rendering a final decision.

## PROPOSAL REQUIREMENTS

The City seeks to partner with a consultant team that has extensive experience and expertise in comprehensive planning, environmental review, and public outreach, as well as familiarity with Oceanside and the San Diego region. The City is looking for professionals who have undertaken comparable work in the region and thereby developed a genuine interest and stake in the region's future. Candidates should have a sense of what is unique and special about Oceanside and the surrounding area, and a sense of how these attributes can be enhanced and further leveraged. Proposals should therefore demonstrate that the consultant team not only has the technical wherewithal to successfully complete the project but also some affinity for, and interest in, the City.

### Cover Letter

The proposal should include a brief cover letter (three pages maximum) that conveys a basic understanding of the planning context, the project and its primary objectives, the delegation of tasks, the skills and capacities needed to successfully complete the project, essential deliverables, and what an efficient, inclusive, and transparent planning process will entail.

### Consultant Team Roster and Organizational Chart

The proposal should include a team roster and organizational chart that contains the names and titles of all key personnel, including sub-consultants, who would be involved in the project. The team roster and organizational chart should specify the responsibilities of each team member and indicate who will have direct and ongoing accountability for the services to be provided to the City. The roster and chart should identify a project manager who will organize and supervise the work of the consultant team and serve as City staff's first point of contact. Given the broad scope and complexity of the project, the project manager will need to maintain regular communication and productive working relationships with all consultant team members, identify and pursue efficiencies, carefully monitor the project schedule and budget, provide quality control, and establish a high level of accountability for the project team.

### Experience and Qualifications

The consultant team must demonstrate the logistical capacity and proven leadership ability to assemble and coordinate a synergistic team of qualified professionals from a variety of disciplines. The proposal should include a detailed description of the consultant team's credentials, qualifications, experience, and resources that will enable successful completion of the entire scope of work.

Candidates are strongly encouraged to provide professional references.

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## Project Overview

The proposal should include a project overview that builds upon the basic narrative in the cover letter and demonstrates the consultant team’s comprehensive understanding of the dynamics of the project – i.e., why it is being undertaken, what it seeks to achieve, how it relates to efforts at other levels of government, how it will unfold, and what could complicate and interfere with its successful completion. Staff welcomes an honest assessment of the challenges the project is likely to face, along with a thoughtful strategy for avoiding and/or confronting these challenges.

The project reflects a targeted and sequential approach to the updating of a general plan and zoning ordinances, an approach that responds to current economic and political realities and leverages recent progress on economic development, responsible energy use, and climate action. The project overview should discuss in general terms how the project will comply with applicable state regulations and guidelines.

## Work Plan

The work plan should essentially mirror the scope of work outlined in this RFP, while providing additional detail as appropriate. The work plan should clearly distinguish those tasks for which the consultant team will be responsible from those that City staff is anticipated to perform. The work plan should be specific with respect to the deliverables the consultant team will provide and indicate which members of the consultant team will have principal responsibility for each deliverable. Separate work plans for both the SSCP and the South Morro Hills Community Plan should be included in the proposal.

Candidates are welcome to propose additional and/or alternative tasks/deliverables that would better achieve project objectives, better support subsequent GPU efforts, engender less controversy, save time, and/or reduce costs. City staff is open to modifications that result in a more thorough, efficient, and/or integrated project. All deliverables shall be provided in an editable digital form, and shall be denoted as being be the property of the City. As determined by the City, some final work products shall be provided in hard copy.

## Schedule

The proposal should include a detailed project schedule that accounts for all tasks and deliverables and candidly acknowledge those components of the project that are most susceptible to complication and associated delays. The schedule should illustrate in graphic form when each task will be initiated and completed, when each work product will be delivered, when meetings and outreach events will take place, and when final adoption can be expected. The schedule should identify tasks and deliverables specific to both the SSCP and the South Morro Hills Community Plan, both of which will be

The City seeks to complete this project before the end of calendar year 2021, with the Housing Element updated by April 2021. The proposed project schedule should essentially work backward from the final months of 2021 and include contingencies for additional public engagement and public hearings. Should candidates find the proposed timeframe to be too aggressive, staff is open to discussing alternative timeframes, up to one additional year.

## **Budget**

The proposal should carefully, thoroughly, and transparently list estimated fees and expenses associated with each component of the project. It is the consultant team's responsibility to build in contingencies that avoid cost overruns and change orders. Costs associated with both the SSCP and the South Morro Hills Community Plan should be broken out and itemized separately, to the extent feasible.

The City chooses not to disclose an estimated budget for the project. Rather, staff will rely upon the consultant candidates' budget proposals to determine the estimated cost of the project. It is possible that the scope of work outlined in this request for proposals will be modified to address budget constraints.

## **PROPOSAL EVALUATION**

Proposals will be evaluated according to the following criteria:

- **Organization, presentation, and content of the proposal**
  - Responsiveness to the RFP
  - Level of detail
  - Correctness and readability
  - Visual appeal
- **Specialized experience and technical competence**
  - Successful completion of similar projects
  - Experience with interdisciplinary teamwork
  - References
- **Proposed methods and overall strategy for accomplishing the work in a timely, thorough, inclusive, and compelling fashion**
  - Effective integration of the different components of the project
  - Creative responses to anticipated challenges
  - Candid and thoughtful discussion of alternatives
- **Knowledge of and sensitivity to the planning context**
  - Local conditions
  - Relevant regional, state, federal, and international efforts

- **Budget**
  - Overall project cost in comparison to value of work to be provided
  - Adequacy of contingency funds
  - Flexibility to reallocate funding assignments as necessary

Incomplete proposals, incorrect information, and/or late submittals will be cause for immediate disqualification.

## GENERAL TERMS AND CONDITIONS

### Limitation

This RFP does not commit the City to award a contract to any party or pay any costs incurred in the preparation of candidates' proposals. The City reserves the right to accept or reject any and all proposals received in response to this RFP, negotiate with any and all qualified candidates, and amend or cancel this process.

### Candidate Selection/Professional Services Agreement

The staff selection committee will choose the top-ranking consultant team through the review and selection procedure outlined in this RFP. Upon City Council approval, a professional services agreement between the City and the consultant team will be executed, consistent with the City's standard contracting protocol. Submittal of a proposal to perform the agreed-upon work shall signify that the proposer has reviewed the contract and associated requirements and agrees with all established terms.

### Public Disclosure

As a general rule, all documents received by the City in conjunction with this RFP are considered public record and will thus be made available for public review and reproduction upon request.

### Liability

Candidates submitting proposals shall supply and maintain insurance which defends, indemnifies, and holds harmless the City of Oceanside, its officers, employees, and agents from and against any and all liability, damage, claims, demands, costs, judgments, fees, or loss arising directly out of errors or omissions by the consultant team or a third party under the direction of the consultant team.

### Equal Opportunity

The City is committed to equal opportunity in its solicitation of professional services and encourages candidates to share and implement this commitment.

## **Compensation**

Candidates submitting proposals shall provide a not-to-exceed fee for providing each of the professional services and deliverables outlined in this RFP. The proposed fee schedule shall be organized sequentially, in keeping with the above-noted phases of the project. Proposed fees shall account for the anticipated cost of project-related transportation, equipment, labor, and materials.

## **PROPOSAL DEADLINE**

Proposals are due by 5pm on Wednesday, October 9, 2019. Candidates shall provide three (3) bound hard copies and 10 flash drives of their proposals to the City's Planning Division, care of Principal Planner Russ Cunningham.

## **CANDIDATE REVIEW/SELECTION SCHEDULE**

Proposals will be reviewed by a staff committee. Top candidates will be invited to interview in late October. Staff intends to select a preferred candidate in early November. Staff will then seek City Council approval to place the preferred candidate under contract and initiate the project. Staff reserves the right to request the use of alternate sub-consultants for specialized work tasks as deemed appropriate by the City. Should the City Council approve staff's recommendation, it is anticipated that the initial phases of the project will commence in January 2020.

## **Attachments**

- 1) Sample professional services agreement
- 2) EDE and ECAE quick reference guides
- 3) Caltrans grant application