AGREEMENT FOR PROFESSIONAL CONSULTANT SERVICES
HOUSING ELEMENT UPDATE
WORK PROJECT # WC14B

THIS AGREEMENT is made and entered into as of the date of execution by the City of Encinitas, a municipal corporation, hereinafter referred to as "CITY", and RECON Environmental, Inc. hereinafter referred to as "CONSULTANT."

RECITALS

The CITY requires outside assistance to provide the following services:

Prepare a Housing Element Update Program Environmental Impact Report and analyze a preferred plan or plans that will identify the locations and types of development that could accommodate the additional housing units needed in order to be in compliance with State Housing Element Law.

CONSULTANT represents itself as possessing the necessary skills and qualifications to provide the services required by the CITY; and as being fully qualified to perform those services in accordance with the standard of quality ordinarily expected of competent professionals of CONSULTANT's field of expertise; and

The City Manager or his or her designee shall serve as the CITY's "CONTRACTOR OFFICER" for this CONTRACT.

NOW THEREFORE, in consideration of these recitals and the mutual covenants contained herein, the CITY and CONSULTANT agree as follows:

1.0 TERM OF AGREEMENT

1.1 This AGREEMENT shall be effective on and from the day, month and year of the execution of this document by all parties.

1.2 CONSULTANT shall commence the performance of the services in accordance with the Scope of Work section provided in Attachment "A" to this AGREEMENT and at the level of effort identified in Attachment "B" of this AGREEMENT. CONSULTANT shall continue such services until all tasks to be performed are completed, or this AGREEMENT is otherwise terminated. CONSULTANT shall complete the services and provide final data and reports no later than November 10, 2016, unless an extension of time is mutually agreed to by both parties.

2.0 CONSULTANT'S OBLIGATIONS (ATTACHMENT A)

2.1 CONSULTANT shall provide the CITY with the following services:

The specific manner in which the services are to be performed is described in Attachment "A" which is attached hereto, and incorporated herein as though fully set forth at length, collectively hereinafter referred to as "DESCRIBED SERVICES".

2.2 CONSULTANT shall perform all work required to accomplish the DESCRIBED SERVICES in conformity with applicable requirements of law: Federal, State and local.

2.3 The EIR shall meet all of the requirements set forth in the California Environmental Quality Act (Public Resources Code 21000 et seq.) and the State CEQA guidelines (California Code of Regulations, section 15000 et seq.).

2.4 CONSULTANT is hired to render the DESCRIBED SERVICES and any payments made to CONSULTANT are compensation fully for such services.

2.5 CONSULTANT shall maintain professional certifications as required in order to properly comply with all City, State, and Federal law.

2.6 Senior personnel identified as having key roles in the performance of this AGREEMENT may not be removed from the project without prior written consent of the CITY.

2.7 All deliverables are to be completed and delivered to the CITY by the termination date, unless required otherwise by the milestone or completion date or dates provided in the performance schedule mutually agreed in this AGREEMENT or unless an extension of time is approved by the CITY in its absolute and sole discretion.

2.8 The CONSULTANT shall perform its service under this AGREEMENT in accordance with the usual and customary professional care and with generally accepted practice in effect at the time the services are rendered. In the course of the performance of services and management of this AGREEMENT, if any work performed by the CONSULTANT does not conform to the usual and customary professional care, CITY may require CONSULTANT to re-do the work until it conforms to said specifications and requirements, at no additional cost to the CITY.

3.0 PAYMENT FOR SERVICES (ATTACHMENT B)

3.1 Payment to CONSULTANT to render the DESCRIBED SERVICES hereunder shall be as set forth in Attachment "B" which is attached hereto and incorporated herein as though fully set forth at length.

3.2 The level of effort for the DESCRIBED SERVICES is also identified in Attachment "B."

3.3 Most travel-related expenses, such as airfare, lodging, car rental and other ground transportation will be reimbursed on a case-by-case basis for expenses incurred during travel to conduct official City-related business. Meals, excluding alcohol, are reimbursed at a rate of $15 for breakfast, $20 for lunch, $30 for dinner, and $5 for incidental expenses. A line item receipt is the preferred method; however, in event that a line item receipt cannot be provided satisfactory documentation or written acknowledgement by a receiver of money for goods or services shall be provided. Any unused balance from a previous meal may be carried over to the next meal, provided that it is within the same business day. The traveler shall be responsible for excess costs and additional travel expenses.

3.4 The CITY reserves the right to trade tasks or shift around tasks to meet unanticipated project needs. The level of effort for the DESCRIBED SERVICES may be reallocated provided that the change in services is authorized in writing by the CITY, and the compensation or method of determining such compensation is stated in such written authority.

4.0 SUBCONTRACTING (ATTACHMENT C)

4.1 If CONSULTANT subcontracts for any of the work to be performed under this AGREEMENT, CONSULTANT shall be as fully responsible to the CITY for the acts and omissions of consultant's subcontractors and for the persons either directly or indirectly employed by the subcontractors, as CONSULTANT is for the acts and omissions of persons directly employed by CONSULTANT. Nothing contained in the AGREEMENT shall create any contractual relationship between any subcontractor of CONSULTANT and the CITY. CONSULTANT shall bind every subcontractor to the terms of the AGREEMENT applicable to consultant's work unless specifically noted to the contrary in the subcontract in question and approved in writing by the CITY.

4.2 The name and location of the place of business of each subcontractor who will perform work or labor or render service to the CONSULTANT in performing this AGREEMENT are contained in Attachment "C" which is attached hereto and incorporated herein as though fully set forth at length.

4.3 In addition to the quality and performance of subcontractors, the CONSULTANT shall also be responsible for the timely deliverance of all resulting work products submitted to the CITY or presented at meetings or work sessions. CONSULTANT and CITY review of subcontractor work or services shall be factored into work program scheduling.

5.0 EQUIVALENT ITEMS (ATTACHMENT D)

This section is not applicable.

6.0 EXTRA WORK

6.1 In connection with the work covered by this AGREEMENT the CITY may, at any time during the process of the work, order other work or materials incidental thereto. If any such work and materials is not listed as a pay item with a contract unit price or if compensation is not included under the terms of the AGREEMENT, such work will be designated as Extra Work, and shall be performed by the CONSULTANT as directed. In the event the completion of specific tasks identified in the Scope of Work significantly exceeds the hours originally budgeted for under the Scope of Work, CONSULTANT, subject to prior written approval by the CITY, may bill for such additional time at the rate corresponding to the task(s) in question under the Rate Schedule.

6.2 CONSULTANT shall not perform work in excess of the DESCRIBED SERVICES without the prior expressed written approval of the CITY. Before any Extra Work is initiated, the CONSULTANT shall identify the kind and estimated quantities of the Extra Work to be done. The CITY and CONSULTANT shall negotiate a change order price. If a price cannot be negotiated, then the work shall be accomplished in accordance with the unit prices established in the awarded contract. All requests for Extra Work shall be in a written Change Order submitted to the CITY prior to the commencement of such work.

6.3 The CITY may reject the request for Extra Work based on the role of the request relative to completing the overall work program. The City may also reject the request if work line items can be traded under the existing budget or if the request can be handled in-house with existing staff resources.

6.4 If other conditions necessitate additional services or a change in services, any increase in compensation or contract amendment must be authorized and funded in advance in accordance with the City's Purchase Order Procedure Manual. No compensation for Extra Work or any other change in the contract will be allowed unless the Extra Work or change has been authorized in writing by the CITY, and the compensation or method of determining such compensation is stated in such written authority.

7.0 VERBAL AGREEMENT OR CONVERSATION; AND DELIVERABLE CONSIDERATIONS

7.1 No verbal agreement or conversation with any officer, agent or employee of the CITY, either before, during or after the execution of this AGREEMENT, shall effect or modify any of the terms or obligations herein contained nor shall such verbal agreement or conversation entitle CONSULTANT to any additional payment whatsoever.

8.0 TERMINATION OF AGREEMENT

8.1 In the event of CONSULTANT'S failure to prosecute, deliver, or perform the DESCRIBED SERVICES, the CITY may terminate this AGREEMENT by notifying CONSULTANT by certified mail of said termination. Thereupon, CONSULTANT shall cease work immediately and within five (5) working days: (1) assemble all documents owned by the CITY and in consultant's possession and deliver said documents to the CITY and (2) place all work in progress in a safe and protected condition. The City Manager of the CITY shall make a determination of the percentage of work which CONSULTANT has performed which is usable and of worth to the CITY. Based upon that finding, the CITY shall determine any final payment due to CONSULTANT.

8.2 This AGREEMENT may be terminated by either party, for convenience and without cause, upon thirty (30) days prior written notice to the other party. Prior to the 30th day following said notice, the CONSULTANT shall: (1) assemble the completed work product to date, and put same in order for proper filing and closing, and deliver said product to the CITY and (2) place all work in progress in a safe and protected condition. The City Manager of the CITY shall make a determination of the percentage of work which CONSULTANT has performed which is usable and of worth to the CITY. Based upon that finding, the CITY shall determine any final payment due to CONSULTANT.

9.0 COVENANTS AGAINST CONTINGENT FEES

CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working for CONSULTANT, to solicit or secure this AGREEMENT, and that CONSULTANT has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon, or resulting from, the award or making of this AGREEMENT. For breach or violation of this warranty, the CITY shall have the right to terminate this AGREEMENT without liability or, at the CITY'S discretion to deduct from the AGREEMENT price or consideration, or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

10.0 OWNERSHIP OF DOCUMENTS

10.1 All work products including listed deliverables, plans, studies, sketches, drawings, reports and specifications as herein required and prepared and paid for by CITY under this AGREEMENT are the property of the CITY, whether or not the CITY proceeds with the project for which such documents are prepared.

10.2 If the CITY reuses such documents for any reason other than for the project for which they are prepared, without CONSULTANT'S prior written authorization which shall not be unreasonably withheld, the CITY waives any claim against CONSULTANT for such unauthorized use and will indemnify and hold CONSULTANT harmless from any claim or liability for injury or loss allegedly arising from the CITY'S unauthorized use of such documents.

11.0 STATUS OF CONSULTANT

CONSULTANT shall perform the services provided for herein in a manner of CONSULTANT'S own choice, as an independent contractor and in pursuit of CONSULTANT'S independent calling, and not as an employee of the CITY. CONSULTANT shall be under control of the CITY only as to the result to be accomplished and the personnel assigned to the project. However, CONSULTANT shall confer with the CITY.

12.0 HOLD HARMLESS

12.1 CONSULTANT agrees to indemnify and hold the CITY and CITY'S elected and appointed officials, officers, employees and agents harmless from, and against any and all liabilities, claims, demands, causes of action, losses, damages and costs, including all costs of defense thereof, arising out of, or in any manner connected directly or indirectly with, any negligent acts or omissions of CONSULTANT or CONSULTANT'S agents, employees, subcontractors, officials, officers or representatives. Except as otherwise provided in this Section, upon demand, CONSULTANT shall, at its own expense, defend CITY and CITY'S officers, officials, employees and agents, from and against any and all such liabilities, claims, demands, causes of action, losses, damages and costs.

12.2 CONSULTANT'S obligation herein does not extend to liabilities, claims, demands, and causes of action, losses, damages or costs that arise out of the CITY'S intentional wrongful acts, CITY'S violations of law, or the CITY'S sole active negligence.

13.0 ASSIGNMENT OF CONTRACT

CONSULTANT is without right to and shall not assign this AGREEMENT or any part thereof or any monies due hereunder without the prior written consent of the CITY which shall not be unreasonably withheld.

14.0 INSURANCE

14.1 PROVIDER shall obtain, and during the term of this CONTRACT shall maintain, policies of automobile liability, general liability and property damage insurance from an insurance company authorized to be in business in the State of California. Each such policy shall be in an amount of not less than one million dollars ($1,000,000) for each occurrence, and shall be endorsed with the following language:

A. The CITY and CITY's officers, officials, employees, agents and volunteers are to be covered as additional insured with respect to liability arising out of the acts and omissions by or on behalf of PROVIDER.

B. The policy shall be considered primary insurance as respects the CITY and CITY's officers, officials, employees, agents, and volunteers. Any insurance maintained by the CITY, including any self-insured retention the CITY may have, shall be considered excess insurance only and shall not contribute with it.

C. The insurer shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring company.

D. The insured waives all rights of subrogation against the CITY and CITY's officers, officials, employees, agents and volunteers.

E. Provide that the policy shall remain in full force during the full term of this CONTRACT and shall not be canceled, voided, terminated, reduced, or allowed to expire without thirty (30) days prior written notice from the issuance company.

14.2 PROVIDER shall obtain, and during the term of this CONTACT shall maintain, a policy of professional liability insurance that shall:

A. Be from an insurance company authorized to be in business in the State of California;

B. Be in an insurable amount of not less than $1,000,000 for each occurrence; and

C. Provide that the policy shall remain in full force during the full term of this CONTRACT and shall not be canceled, terminated, or allowed to expire without thirty (30) days prior written notice to the CITY from the insurance company.

14.3 Before PROVIDER shall employ any person or persons in the performance of the CONTRACT, PROVIDER shall procure a policy of Worker's Compensation Insurance as required by the Labor Code of the State of California.

14.4 Prior to commencement of work under this CONTRACT, PROVIDER shall furnish to the CONTRACT OFFICER proof of the insurance required in this Section.

14.5 Any deductibles or self-insured retentions must be declared to and approved by the CITY. At the CITY's option, PROVIDER shall demonstrate financial capability for payment of such deductibles or self-insured retentions.

14.6 PROVIDER shall provide certificates of insurance with original endorsements to CITY as evidence of the insurance coverage required herein. Certificates of such insurance shall be filed with the CITY on or before commencement of performance of this CONTRACT. Current certification of insurance shall be kept on file with the CITY at all times during the term of this CONTRACT.

15.0 DISPUTES

15.1 If a dispute should arise regarding the performance of this AGREEMENT, the following procedures shall be used to address any question of fact or interpretation not otherwise settled by agreement between the parties. Such questions, if they become identified as part of a dispute between persons operating under the provisions of the AGREEMENT, shall be reduced to writing by the complaining party. A copy of such documented dispute shall be forwarded to the other party involved along with recommended methods of resolution. The party receiving the letter shall reply to the letter along with a recommended method of resolution within ten (10) days of receipt of the letter.

15.2 If the dispute is not resolved, the aggrieved party shall send to the CITY'S Manager a letter outlining the dispute for Manager's resolution.

15.3 If the dispute remains unresolved and the parties have exhausted the procedures of this section, the parties may then seek remedies available to them at law.

16.0 NOTICES

16.1 Any notices to be given under this AGREEMENT, or otherwise, shall be served by certified mail.

16.2 For the purposes hereof, unless otherwise provided in writing by the parties hereto, the address of the CITY and the proper person to receive any notice on the CITY'S behalf is:

Jeff Murphy
Director of Planning and Building
City of Encinitas
505 S. Vulcan Avenue
Encinitas, CA 92024
(760) 633-2712

16.3 For the purposes hereof, unless otherwise provided in writing by the parties hereto, the address of CONSULTANT and the proper person to receive any notice on the CONSULTANT'S behalf is:

Bobbi Herdes
Principal
1927 Fifth Avenue
San Diego, CA 92101
(619) 308-9333

17.0 CONSULTANT'S CERTIFICATION OF AWARENESS OF IMMIGRATION REFORM AND CONTROL ACT OF 1986

CONSULTANT certifies that CONSULTANT is aware of the requirements of the Immigration Reform and Control Act of 1986 (8 USC §§ 1101-1525) and has complied and will comply with these requirements, including but not limited to verifying the eligibility for employment of all agents, employees, subcontractors and consultants that are included in this AGREEMENT.

18.0 CONSULTANT'S AWARENESS AND COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990

CONSULTANT certifies that CONSULTANT is aware of the requirements of the Americans with Disabilities Act of 1990 (42 USC §§ 12101) and has complied with and will comply with these requirements, included but not limited to verifying compliance of their contractors, consultants, agents, and employees.

CONSULTANT

RECON Environmental, Inc.

by _____ 3/18/15
Robert MacAller Date
President

CITY

City of Encinitas

by _____ 3/23/15
Larry Watt Date
Interim City Manager

ATTACHMENT "A"
HOUSING ELEMENT UPDATE
WORK PROJECT # WC14B
(Manner of Performing the Services)

CONSULTANT shall perform the services in the following manner. All deliverables/documents may be submitted in electronic format unless specified below.

[Scope of Work attached]

1927 Fifth Avenue
San Diego, CA 92101
P 619.308.9333
F 619.308.9334

2033 East Grant Road
Tucson, AZ 85719
P 520.325.9977
F 520.293.3051

5951 Encina Road, Suite 104
Goleta, CA 93117
P 805.928.7907

www.reconenvironmental.com

RECON

An Employee-Owned Company

February 17, 2014

Mr. Mike Strong
Associate Planner
City of Encinitas
505 S. Vulcan Avenue
Encinitas, CA 92024

Reference: Revised Proposal to Prepare an Environmental Impact Report (EIR) for the 2013-2020 Housing Element Update (RECON Number P7722)

Dear Mr. Strong:

RECON Environmental, Inc. (RECON) is pleased to submit the revised proposal for the preparation of the Housing Element Update Program Environmental Impact Report. As requested by Staff, RECON has refined its scope and cost proposal respective to the following items:

- RECON has added a third land use scenario to be studied in detail within the body of the EIR.
- The scope of work for the Air Quality and Greenhouse Emissions analyses has been refined in response to discussions with Staff.
- RECON has supplemented its scope of work to include direct coordination with utility and service providers in order to obtain existing condition information and extrapolate an appropriate baseline for the EIR.
- Based on discussion with City staff, Chen Ryan has added analysis of additional intersections for three preferred plan scenarios.
- RECON has added several optional tasks to its scope of work including:
    - A qualitative analysis of a fourth land use scenario
    - Additional staff meeting and/or coordination time
    - Additional effort for responses to public comments
    - The preparation of significance thresholds

We look forward to working with the City on this exciting project.

Sincerely,

Bobbi Herdes

Bobbi Herdes, Principal

Enclosure

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A: Resumes
B: Statement of Economic Interests
C: Professional Services Agreement
D: Statement of Experience and Financial Condition

2.0 Executive Summary

RECON Environmental Inc. (RECON) is excited about the opportunity to assist the City of Encinitas (City) in its timely undertaking to update its Housing Element. The Housing Element Update is required in order for the City to meet its housing allocation of 1,283 new housing units for low income residents based on SANDAG's Regional Housing Needs Assessment (RHNA).

RECON Team - Uniquely Qualified

- Knowledge and experience with Housing Element documentation
- Expertise preparing Program EIRs to streamline future environmental review
- Flexible scope of work to meet budget constraints
- Prior collaboration with Chen Ryan to address solutions for SB 743 implementation

The City has taken a proactive approach to its Housing Element Update. Based on a concerted public outreach program and diligent planning efforts, the City anticipates that the Housing Element Update will necessitate a concurrent General Plan Amendment to update its Land Use Element, and possibly the Circulation Element; a rezone/zoning ordinance amendment, and the adoption of design standards in order to implement the preferred land use plan. RECON is committed to helping the City complete this process by preparing a defensible Program EIR (EIR) that addresses all of these actions, analyzes impacts associated with the buildout of the preferred plan and provides a mitigation framework for the implementation of future projects.

RECON is uniquely qualified to provide the City with environmental services. Our record demonstrates not only successful completion of all types of California Environmental Quality Act (CEQA) documentation, but also a technical expertise which has been upheld through judicial decisions time and again. We recognize the City's desire to have the Housing Element Update complete and approved by Council for a public vote in November 2016, and we are prepared to do our part in completing the environmental review as needed to meet this deadline.

To accomplish this, we have assembled a team with the expertise to meet the demands of this project. A major component of the EIR will be the analysis of traffic/circulation impacts: as such we have included Chen Ryan Associates (Chen Ryan) on our team for this task. We previously collaborated with Chen Ryan in a similar capacity to develop solutions for addressing traffic impacts in the context of Senate Bill 743 (SB 743). The RECON team will be led by Bobbi Herdes, Principal-in-Charge and Stephanie Whitmore, both whom have extensive experience preparing EIRs for comprehensive planning documents. Their relevant experience includes preparation of environmental documents for the City of Solana Beach General Plan/Housing Element Update, City of Del Mar Village Specific Plan, Otay Mesa Community Plan Update, Eastern Goleta Valley Community Plan Update and Housing Opportunity Sites, and El Cajon Downtown Specific Plan and Housing Element Update.

As detailed in Section 5.0, RECON has developed an approach and scope of work that is flexible in order to meet the City's budget for the Housing Element Update. To this end, we have identified tasks that can most efficiently be provided by City staff to reduce consultant costs and reserve the majority of the budget for technical analysis which will be needed to support the EIR.

3.0 Information about the Firm/Team

RECON Overview

RECON is a multi-disciplinary firm which has provided quality environmental consulting services since 1972. An employee–owned company with more than 100 employees headquartered in our San Diego office, RECON has the capacity to provide the City with a full range of expertise in the fields of:

- CEQA/NEPA documentation
- planning and land use
- acoustics
- air quality/greenhouse gas emissions
- archaeology and prehistoric resources
- historic resources
- biological resources
- agricultural resources analysis
- habitat conservation planning
- habitat restoration
- public services/utilities
- endangered species studies
- resource agency permitting
- mitigation and monitoring programs

For the past 42 years, RECON has worked with local agencies in southern California to successfully complete environmental documents for similar projects. A brief description of some of our relevant experience is presented in Section 4.0, References. This includes environmental review of Housing Element Updates for the cities of Solana Beach, El Cajon and El Centro and well as comprehensive programmatic EIRs for the City of Solana Beach General Plan Update, City of Del Mar Village Specific Plan, City of El Cajon Downtown Specific Plan, the Otay Mesa Community Plan Update, and Eastern Goleta Valley Community Plan Update and Housing Opportunity Sites. All of these projects provide our staff with relevant and current local experience with programmatic environmental documents, involving land use planning.

Project Team

Dedicated to preparing a legally defensible EIR for the Housing Element Update, RECON has designated two key personnel:

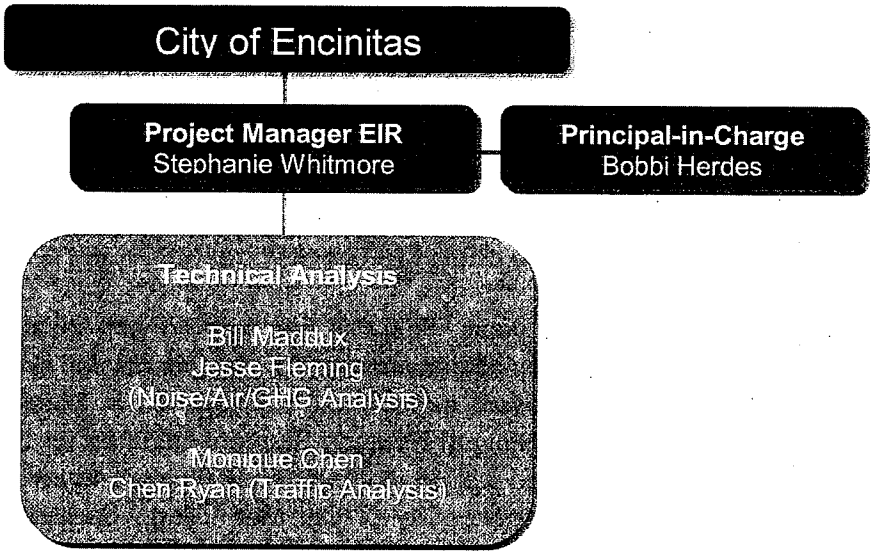
Ms. Stephanie Whitmore, Project Manager
RECON Environmental, Inc.
1927 Fifth Avenue, San Diego, CA 92101
Tel (619) 308-9333 x152; Fax (619) 308-9334
email: swhitmore@reconenvironmental.com

Ms. Bobbi Herdes, Principal-in-Charge
Tel (619) 308-9333 x114; Fax (619) 308-9334
email: bherdes@reconenvironmental.com

Also included on our team are RECON noise, air quality, and greenhouse gas specialists. Chen Ryan will serve as a subconsultant on the RECON team to provide the programmatic traffic analysis. RECON has successfully teamed with Chen Ryan for several projects, including the City of Solana Beach General Plan Update, for which we jointly developed a non-level of service (LOS)-based approach for traffic analysis. Over the past 15 years, Chen

Ryan has provided transportation planning and traffic engineering services in the San Diego region. They will contribute to the RECON team an understanding of integrated transportation/land use planning, smart growth, and active transportation. They have consistently demonstrated an expertise in conducting the accurate analyses and evaluations, and making the critical decisions required to move a project forward with a successful resolution of key issues.

Organization of the RECON team is presented below. Profiles of key team members follow with resumes included as Attachment A.



Ms. Stephanie Whitmore will be **Project Manager** and primary contact with the City for the Housing Element Update EIR. She is a Senior Project Manager with more than 14 years of experience. Her combination of both public and private planning experience will provide the City with a consultant who understands the competing demands associated with comprehensive planning and regulatory compliance. Highlights of Ms. Whitmore's relevant experience include preparation of numerous EIRs for Land Use Plan updates/amendments and Initial Studies/Negative Declarations (IS/ND) for Housing Element updates. Recently completed projects include the Solana Beach General Plan Update Program EIR, which addresses updates to the City's Land Use and Circulation Elements and focuses on the incorporation of policies related to sustainability, multi-modal transportation systems, and climate change. In conjunction with the EIR, Ms. Whitmore also managed the preparation of an IS/ND for the City's 2013 Housing Element Update. Additionally, Ms. Whitmore served as a primary author for the Eastern Goleta Valley Community Plan Update EIR. This EIR addressed eight housing opportunity sites, which were identified in the County's Housing Element to meet their RHNA allocation. As project manager for the City of San Diego Otay Mesa Community Plan Update EIR, Ms. Whitmore developed a thorough mitigation framework, which can be followed by future projects and to streamline subsequent environmental review.

Ms. Bobbi Herdes will be **Principal-in-Charge,** ensuring that the necessary resources are available to Ms. Whitmore to keep the project on schedule. As a CEQA expert with more than 24 years of experience, she will work with the City to resolve strategic issues and provide quality control of the EIR. Ms. Herdes' environmental experience has emphasized the management of environmental review for policy planning documents, including general plans, community plans, and specific plans. In this capacity, she works closely with planners, engineers, and technical specialists throughout all stages of the environmental and planning process. Her recent work with the City of Del Mar on the Village Specific Plan Program EIR involved working with City staff and recommending policies to be included in the Specific Plan, thereby resulting in a self-mitigating plan which was approved by City Council in time to maintain a strict schedule for a public vote. Additional EIRs prepared under her direction include the Otay Mesa Community Plan Update, El Cajon Downtown Specific Plan, and Eastern Goleta Valley Community Plan Update.

Mr. Bill Maddux, Senior Environmental Specialist, specializes in technical analysis and modeling for acoustics, air quality, and greenhouse gas issues. In addition, he has extensive knowledge of policy planning procedures as well as environmental laws and regulations. Mr. Maddux has 14 years of professional experience. As a locally regarded technical expert, Mr. Maddux has been appointed to, and currently serves on, the County of San Diego Consultant Peer Review Panel for Noise Policy Guidance and the City of San Diego Technical Advisory Committee for the City's Noise Ordinance. Mr. Maddux prepared technical analysis in conjunction with a General Plan Land Use and Circulation Element Update for the City of Solana Beach. He has managed and prepared technical air quality, greenhouse gas, and noise analyses for the programmatic analysis associated with the Otay Mesa Community Plan Update EIR, Eastern Goleta Valley Community Plan Update, and City of San Diego Downtown Mobility Plan Update.

Ms. Jesse Fleming is an **Environmental Analyst and Technical Specialist** whose responsibilities include preparing acoustical, air quality, and greenhouse gas technical studies and environmental reports. Ms. Fleming has more than 9 years of experience and is proficient with various air quality and noise models. Ms. Fleming's relevant experience includes the City of Solana Beach General Plan Update Program EIR, Eastern Goleta Valley Community Plan Update EIR, Del Mar Village Specific Plan Program EIR, Otay Mesa Community Plan Update EIR, and El Cajon Downtown Specific Plan EIR.

Ms. Monique Chen, PE of Chen Ryan Associates has over 16 years or experience providing engineering and planning services to the transportation industry. As a **Registered Traffic Engineer**, she has been responsible for project management on numerous projects ranging from general plans/master plans/specific plans, mobility plan studies, corridor studies, transportation impact analyses, operational and demand assessments to conceptual engineering Ms. Chen has assisted in a number of subarea transportation model developments through her involvement with general plan/community plan updates and corridor studies throughout the region, and is well versed in the application of the SANDAG Regional Transportation Model.

Current Workload

RECON's key staff members for this proposal are available to provide all the requested services to the City. Many of the assigned RECON team member's current contracts are in the final phases and will be completed during the next couple of months, which will enable key staff to dedicate their time substantially to this contract. The team's projected workload for the contract period shows that RECON can assure the availability of personnel to meet critical project milestones for the contract duration without the need to augment our staff.

A list of our current and anticipated project is included in Attachment D, Statement of Experience and Financial Condition.

4.0 References

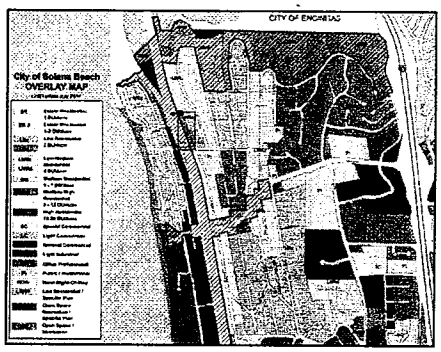
Key to our qualifications, RECON has substantial experience preparing environmental documents for comprehensive planning efforts, as well as controversial projects. Through this experience, we are confident in our ability to provide the City with a consultant who can develop recommendations and solutions to respond to issues that may arise. The following examples demonstrate our contributions to the successful completion of several projects similar in scope and issues to the Housing Element Update EIR. Client references may be contacted regarding RECON's record of performance.

City of Solana Beach General Plan Update Program EIR

Agency Contact:	Wendé Protzman, Community Development Department City of Solana Beach 635 South Highway 101 Solana Beach, CA 92075-2215 (858) 720-2439; wprotzman@cosb.org
Completion Date:	2014

RECON prepared the EIR in conjunction with the City of Solana Beach's General Plan Update to the City's Land Use and Circulation Elements. This update focused on the incorporation of policies related to sustainability, complete streets, climate change and implementation of SB 743. RECON staff worked closely the City and Chen Ryan on the Circulation Element Update to introduce multi-modal boulevards rather than standard roadway classifications. The new policies include a non-LOS-based threshold, consistent

with SB 743. RECON developed the EIR so that future projects can tier from the document and utilize a trip-based traffic impact fee for mitigation, which will in turn facilitate the implementation of the City's capital improvement program for vehicular and non-motorized improvements under the updated General Plan. RECON attended multiple public meetings in support of the update to explain the CEQA consequences of the non-LOS-based significance threshold for the EIR and also conducted the EIR public scoping meeting.

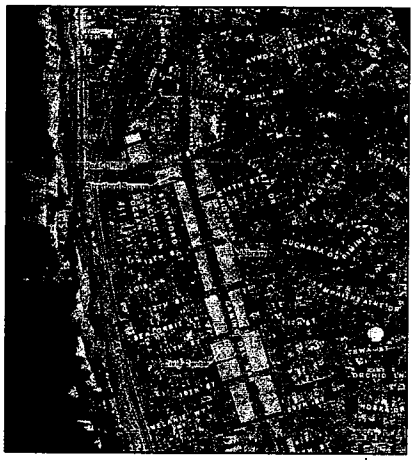


In conjunction with the EIR, RECON also prepared the IS/ND for the City's 2013 Housing Element Update. This project involved presentations to the community, as well as in-depth meetings with City Council members and their staff.

City of Del Mar Village Specific Plan Program EIR

Agency Contact:	Kathleen Garcia, Director of Planning and Community Development, City of Del Mar 1050 Camino del Mar Del Mar, CA 92014 (858) 755-9313, kgarcia@delmar.ca.us
Completion Date:	2012

RECON prepared the Village Specific Plan Program EIR for the City of Del Mar. The specific plan allowed for redevelopment, including mixed-use, and the addition of multi-modal facilities in the Camino del Mar roadway corridor through the heart of Del Mar's downtown commercial district. This City-initiated Specific Plan was a high-profile project that aimed to provide future economic development opportunities and pride in new development downtown in the village core, with new densities, design techniques, and roadway configurations to support pedestrian and bicycle traffic alongside cars and buses.



In addition to the EIR, RECON prepared comprehensive technical studies for air quality, greenhouse gas, and noise. To support the development of the Specific Plan alternatives and plan policies, RECON prepared an existing conditions report at the outset of our work, and also conducted the public scoping meeting for the FEIR. The Program EIR was intended to streamline environmental review for future projects that would be consistent with the Plan, thereby incentivizing development through a reduction of time and cost to the developer. Because adoption of the Specific Plan required a vote, RECON worked closely with City staff to meet a very aggressive timeframe for the Program EIR in order to meet an election deadline. To accommodate the election schedule, RECON prepared the Program EIR concurrently with the City staff preparation of the Specific Plan.

Otay Mesa Community Plan Update Program EIR

Agency Contact:	Theresa Millette, Senior Planner City of San Diego 1222 First Avenue MS 5A San Diego, CA 92101-4110 (619) 235-5206, tmillette@sandiego.gov
Completion Date:	2014

Working with the City of San Diego Planning Department, RECON prepared a Program EIR and associated technical studies for the update of the Otay Mesa Community Plan, covering more than 9,000 acres in the southernmost portion of the City of San Diego. The Program EIR addressed the environmental effects associated with adoption of an update to the original 1981 Otay Mesa Community Plan. The Plan Update included modifications to all of the elements of the plan reflecting substantial land use changes, both locally and regionally, that have occurred over the past 25 years. A key feature of the Plan Update is the implementation of the "village" concept, which involves the creation of transit-oriented mixed-use centers with an orientation to traditional and alternative modes of transportation.

Specific issues addressed in the Program EIR included land use, visual effects and neighborhood character, transportation, air quality, noise, cultural resources, biological resources, hydrology and water quality, geology and soils, paleontological resources, public utilities, public services, health and public safety, energy conservation, water supply, population and housing, and agricultural/natural resources. RECON also prepared technical studies including air quality and health risk assessment, noise, greenhouse gas, biological, and cultural resources. RECON developed the Program EIR to provide a comprehensive analysis of the impacts and alternatives, so that subsequent project-level environmental review can be streamlined.

Downtown El Cajon Specific Plan EIR and Housing Element IS/ND

Agency Contact:	Tony Shute, Planning Manager City of El Cajon 200 Civic Center Way El Cajon, CA 92020 (619) 441-17059; tonys@cityofelcajon.us
Completion Date:	2012

Value Added

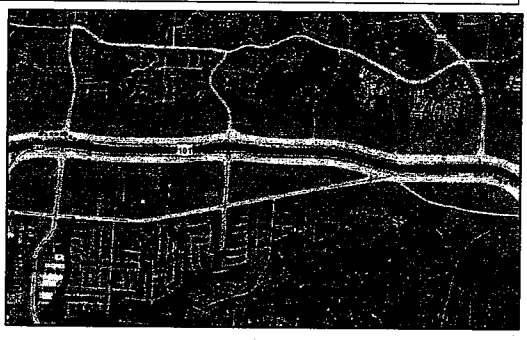
- Close, collaborative working relationship with Cty staff
- Timely resolution of issues

RECON prepared the EIR for the Downtown El Cajon Specific Plan covering approximately 527 acres within the City's Redevelopment Project Area. The overall goal of the Specific Plan was to guide future public and private improvements over the next 30 years. The City's vision for the area was a revitalized pedestrian-oriented, sustainable, mixed-use community with the creation of five unique pedestrian-oriented, mixed-use districts. RECON also conducted comprehensive noise, air quality and greenhouse gas analyses for the proposed downtown planning area.

The EIR was prepared at a programmatic level to enable future projects to tier off this document to streamline future environmental review.

Eastern Goleta Valley Community Plan Update EIR

Agency Contact:	Allen Bell, Supervising Planner County of Santa Barbara 123 East Anapamu Street, Santa Barbara CA, 93101 (805) 568-2056, abell@countyofsb.org
Completion Date:	2015



RECON worked with the County of Santa Barbara Planning and Development Department to complete the Draft EIR for the Eastern Goleta Valley Community Plan Update, which included a combined programmatic analysis of the 22,600-acre plan area as well as a project-level review of and mitigation for proposed mixed use and affordable housing opportunity sites rezones. A key focus of the plan is to concentrate future growth in the designated Urban Area, with rezoning to revitalize the Hollister Avenue and State Street Commercial Corridor and ensure compliance with the County's Housing Element. RECON coordinated extensively with the County staff in the review of important housing opportunity sites which led to an expedited review and accommodated a constrained schedule. The Final EIR is currently being prepared. The shared efficiency between RECON and County staff allowed the EIR to be completed according to a tight schedule and a constrained budget.

5.0 Project Approach

Project Understanding

RECON understands that the City of Encinitas has devoted substantial time and resources to development of the Housing Element Update, which will need to provide for 1,283 new housing units for low income residents within the City, as identified in the RHNA prepared by SANDAG. We understand that the City has been actively engaging the public through community dialogue sessions and a web-based e-town hall and significant public comment has been received. Through the results of these outreach efforts, the City intends to develop a preferred plan or plans that will identify the locations and types of development (e.g., residential infill, mixed use, etc.) that could accommodate the additional housing units needed. RECON understands that in conjunction with the Housing Element Update, the City intends to process a concurrent General Plan Amendment for its Land Use Element and rezone/zoning ordinance amendment and adopt design guidelines in order to implement the preferred land use plan. The Program EIR will need to address all of these actions; analyze impacts associated with build-out of the preferred plan, and provide a mitigation framework for the implementation of future projects. Also, depending on the land use scenarios ultimately identified and their potential transportation impacts, an amendment to the City's Circulation Element may be required in order to adequately address circulation needs of the community and establish a framework for implementation of SB 743. Finally, RECON understands that the schedule for completion of the Housing Element Update and

Program EIR is of particular concern. It is the City's desire to have the Housing Element Update on the ballot for vote of public approval in November 2016.

EIR Approach

Based on our understanding of the project, RECON believes that flexibly and defensibility are the keys to a successful CEQA process for the Housing Element Update. Because the public outreach process is ongoing, the preferred plan(s) and various alternative land use scenarios have not yet been determined. Therefore, RECON will provide a flexible scope of work and will ensure that the analysis in the EIR is adequate to allow decision-makers to act upon a range of various alternatives. Most importantly RECON will prepare a defensible EIR that provides a detailed analysis for all issues raised by the public and a reasonable range of feasible alternatives. Finally, the Housing Element Update EIR will provide the necessary framework that would allow the City to streamline the environmental review for future projects consistent with the General Plan so they are not burdened by unnecessary processing time and expense. RECON has the expertise to assist City staff in all of these areas.

RECON understands that the City intends to move forward with three (3) preferred plans/land use scenarios for detailed analysis within the EIR. The scope of work provided reflects an equal level of analysis of all three scenarios. Analysis of additional scenarios (to be brought forward by the community) is included as an optional cost on a per plan basis.

To maximize efficiency in the preparation of the EIR, control costs, and increase defensibility of the document in consideration of public controversy, RECON will assist City staff in the following manner.

Close coordination with the planning process. RECON's overarching approach is based on working closely with City staff throughout the planning and environmental process. We recommend frequent meetings and coordination with the project team during critical stages of the Housing Element Update and EIR process to ensure that information is exchanged on a timely and regular basis. RECON will provide review of recommended land use scenarios/study alternatives and will provide a preliminary evaluation to assist in the selection of the preferred scenario.

Early identification of land use and network assumptions for the traffic analysis of a preferred plan and study alternatives. A critical path for the EIR will be preparation of the programmatic traffic impact analysis, which is a lengthy process by itself. Therefore, it will be essential to formulate the land use and network assumptions for the traffic study early on. RECON will work closely with City staff in developing build-out assumptions for all recommended study alternatives that will be addressed in the EIR. Also, the RECON team will work closely with City staff to identify key intersections to be analyzed in the programmatic traffic analysis and other traffic-related issues of concern. Data from the traffic analysis will be needed for assessing other impact topics, including noise, air quality, and greenhouse gas emissions.

Early identification of baseline/existing conditions. RECON will conduct a peer review of all existing baseline information, background reports, and data previously obtained and

available from City staff. It is assumed that most data/information will be adequate for use in the EIR, but that some may need to be updated. Our scope of work includes updating baseline traffic, air quality, greenhouse gas emissions, and noise data. Upon completion of the peer review, RECON will provide recommendations to City staff relative to what other existing condition information, if any, may necessitate updating. Based on communications with City staff, RECON would provide updates to existing conditions/baseline data as an optional task, on a time and materials basis, if warranted. By examining the existing/baseline conditions early in the process, constraints can be identified to help in refining the preferred plan and alternative land use scenarios. This action will also facilitate evaluation of the preferred plan compared to the "No Project" alternative.

RECON will coordinate directly with all service and utility providers that serve the City to obtain current existing condition/baseline data, including, but not limited to: local response times and service areas; existing capacity of water and sewer facilities; and current attendance of schools and student generation rates.

Utilize existing data and City staff expertise. To reduce time and cost spent generating new data, RECON will use existing data/background reports and City staff expertise for addressing technical issues, specifically with respect to drainage/water quality, geology and soils, and hazards.

Streamline Future Environmental Review. Once the City has invested the resources to prepare a EIR for the Housing Element Update, it will be important that it is suitable for future use. The EIR will therefore, include a consideration of various study alternatives and cumulative effects and developing a mitigation framework that would apply to future projects consistent with the General Plan, as amended.

Mobility Approach

As the City strives to increase density in certain areas, a major portion of the work effort for preparation of the EIR entails the analysis of traffic impacts and recommendations for efficient mobility strategies. Thus, Chen Ryan will be a critical member of the RECON team to work with the City on addressing mobility through the following actions:

Detailed Understanding of Existing and Future Conditions. Chen Ryan will ensure the development of context sensitive solutions, not only based upon thorough data collection and analysis, but also supported by direct and effective interaction with community members and representatives. Key activities will include mobility audits/surveys focused on identifying existing deficiencies and establishing the key relationships to anticipated changes and opportunities in the future, both with and without the proposed project.

Application of Best Practices. Chen Ryan is very much in tune with the emerging practice of smart growth mobility, including complete streets and context sensitive design, integrated transportation and land use planning, traffic calming, mixed-use trip generation, climate change analysis, and smart parking strategies. Chen Ryan will ensure consideration of all emerging smart growth related strategies to enhance multi-modal connectivity and study area mobility.

Analytical Techniques to Support Implementation of Effective Solutions. Recommendations must be based upon sound and credible analyses to ensure the effectiveness of results and achievement of study goals and objectives. Chen Ryan has proven capabilities in the use of analytical tools to support the objectives of smart growth including mixed use trip generation, multi-modal level of service, and multi-modal operational analyses.

SB 743 Implementation. This bill was passed by the legislature and signed by the Governor in the fall of 2013, and is now in the process of being implemented. SB 743 will revise CEQA requirements for transportation studies in a manner that de-emphasizes environmental impacts related to automobile capacity and level of service, and increases emphasis on impacts related to vehicle miles traveled (VMT) or similar performance measures. The extent, timing, and details of the implementation of SB 743 are not yet known, as the Governor's Office of Planning and Research (OPR) is currently in the process of writing guidelines for implementation. SB 743 will create many challenges and opportunities as local agencies strive to maintain a proper balance between the need to manage traffic congestion and the desire to reduce VMT and provide for multimodal travel systems. Staff at Chen Ryan have been, and will continue to contribute to the San Diego Institute of Transportation Engineers (ITE) SB 743 task force. This will allow us to develop and maintain firsthand knowledge of the implementation of SB 743, which we can use to guide the City of Encinitas through this transition.

Program EIR Scope of Work

Due to the City's finite budget and variable needs associated with preparation an EIR for the Housing Element Update, our proposal is based on a flexible scope of work, which includes optional tasks, so that we can respond to staff needs throughout the course of the project. Within the scope of work, we have identified tasks that will be completed as a collaborative effort with City staff, thereby resulting in cost and/or time savings. Tasks to be completed by staff include the noticing, distribution and filing of the Notice of Preparation (NOP) and DEIR; and preparation of responses to comments relating solely to the Housing Element Update. RECON will complete the following tasks identified in the RFP. Work efforts to achieve successful completion of the City of Encinitas Housing Element Update EIR are identified below.

Project Initiation/Data Collection

Based on experience, RECON has found it is important to set the stage for team interactions, EIR focus and maintenance of schedule control at the outset of the work effort. Within the first week, RECON will launch a kickoff meeting with the City and project team to refine the project timeline, clarify the scope of work and assignments, discuss coordination and project management approach, and obtain and exchange project information. Continuing throughout the critical project initiation phase, RECON will consult regularly with the project team and City staff to ensure the CEQA compliance program remains on track.

In addition to the kickoff meeting, RECON will undertake review of all existing background data and provide recommendations for updated baseline data; begin updating existing condition information, if warranted; work with staff to identify the preferred plan and/or study

alternatives to be analyzed in the EIR; and finalize the scope of the EIR through identification of the preferred plan(s), the potentially significant effects to be fully analyzed and applicable significance thresholds to be used.

RECON assumes that all background reports/data provided by the City are current and adequate for use in the EIR. RECON does not propose updates to any City studies, such as a new cultural resources records search.

Review Background Reports. At project initiation, RECON will conduct a thorough inventory and review of existing relevant documents. During this time RECON will also conduct one or more site visits to evaluate existing conditions and to take site and vicinity photographs. The background information assembled during this time will rely as much as possible on existing studies and analyses conducted by the City and/or other agencies and non-governmental entities, and on existing natural resource and land use online databases. The collected information will serve as the basis for the EIR's environmental setting and existing conditions sections. Some or all of the documents may be incorporated by reference in the EIR. The documents and information to be reviewed include, but are not limited to:

- 2013 Strategic Plan
- Encinitas General Plan
- Local Coastal Program
- Documents associated with the Housing Element Update (including Design Guidelines), as they become available
- Existing conditions and background reports prepared by City staff.
- Other information or studies prepared by the City, such as existing public works data pertaining to water, sewer, hydrology and water quality, infrastructure, geology and soils, and hazardous materials; climate action/adaptation planning information
- Online (and in-house) geographic information system (GIS) and other informational databases and websites (such as San Diego Association of Governments (SANDAG) Data Warehouse and the Regional Water Quality Control Board and Air Pollution Control District websites).

RECON will provide recommendations to the City if it is determined that any of the previously prepared reports or existing baseline information requires updating. RECON will update existing condition information as an *optional task* on a *time and materials basis.*

Finalize EIR Scope. The EIR scope will be finalized through a process that includes identification of key issues and significance thresholds and public input. The goal of this process is to identify a preferred plan(s) and focus the issues to be addressed in the EIR. Based on our past experience, RECON does not recommend preparation of a formal Initial Study/Checklist since it has already been determined that an EIR will be prepared for the Housing Element update. According to CEQA Guidelines, the NOP will identify the full range of issues to be addressed in the EIR. By eliminating the Initial Study document, the effort can be spent in providing detailed analysis of the issues.

Thresholds of significance are a critical component of the EIR as they are the measures by which the significance of impacts is determined. Following identification of the project-relevant issues, RECON will identify appropriate significance thresholds for use in analyzing the Housing Element update for each issue to be addressed in the EIR. As a starting point, RECON will use the City's accepted standards and CEQA Appendix G, Environmental Checklist and refine them where deemed appropriate. RECON will obtain concurrence with City staff on the significance thresholds prior to continuing the environmental impact analyses.

Prepare Notice of Preparation

The NOP task involves preparation of a clear project description, noticing and distribution, participation in a scoping meeting and careful review of comments received.

Prepare Project Description and Study Alternatives. Based on materials to be provided by the City, RECON will prepare and distribute to the team a project description of the preferred plan or plans that will include thorough descriptions of the proposed land use changes, maximum allowable development (build out), and other project components (e.g., the Design Guidelines). A list of discretionary actions required to be taken by the City to implement the Housing Element update will also be included. As part of this task, RECON will work closely with the City to ensure that the project description comprises the "whole of the project," as defined in CEQA Section 21159.27, and to develop concise and accurate project objectives. Providing an accurate and comprehensive project description to the team will ensure that each technical analysis proceeds with a consistent project description.

RECON recognizes that project descriptions typically evolve with time, so it is our intent to provide a general/best available project description early to guide information collection and preliminary environmental analysis. The project description will describe the preferred plan(s) that will be the focus of the EIR and the technical analyses. Based on our experience, it is critical to have a well-defined project description by the launch of the EIR environmental analysis phase that does not change substantially during the course of the impact analyses in order to meet deadlines. Further refinements of the project description beyond this point may take the form of incorporating specific development standards, design guidelines, policies, or implementation procedures into the description, such that the quantifiable elements of the preferred plan(s) are not substantially altered.

Notice of Preparation. The public scoping/noticing process solicits input from the public, as well as interested agencies and organizations, regarding the scope and content of the EIR through a NOP and a CEQA scoping meeting. RECON will prepare the NOP using the project description developed in conjunction with staff, and it will include a location map and list of probable environmental effects. Public comments received during the NOP period may further refine the EIR scope.

To reduce consultant costs, our proposal is based on the assumption that City staff will be handling the noticing, distribution and filing with the State Clearinghouse all of the CEQA-required notices, including the NOP.

Attend Public Meetings and Public Outreach

RECON will work with City staff to organize a public scoping meeting during the NOP period. Appropriate members of the RECON team will participate in the public scoping meeting. Additionally, RECON will attend Planning Commission and/or City Council study sessions, as requested by staff, along with public workshops and hearings, and will work closely with the City's public affairs consultant regarding public outreach efforts. RECON will assist the City in preparing presentations or display materials for public meetings, as needed. All public comments on the CEQA process will be documented by RECON staff and memorialized in a memo. As specified in the RFP, all meeting and hearing attendance will be billed on a time and materials basis. Our proposal is based on attendance at up to 18 hours of public meetings and hearings.

Prepare Draft EIR

As previously stated, for purposes of this scope and budget, RECON assumes that up to three study alternatives will be fully analyzed in the body of the EIR, and three CEQA alternatives are analyzed in the alternatives section of the EIR, including the No Project.

Technical Analyses

To reduce time and cost spent generating new data, RECON will use existing data, City staff expertise, and secondary sources for addressing technical issues, particularly with respect to public facilities and demand, public services, drainage/water quality, geology and soils, hazards, and biological, cultural and paleontological resources.

RECON will utilize the traffic analysis data to conduct air, noise and greenhouse analysis for the preferred plan(s). In further consideration of the City's budget, we are proposing to include technical analyses (for air quality, noise and greenhouse gas emissions) within the body of the EIR. In doing so, we will assure that technical information is presented in a manner which can be easily understood. Technical analysis modeling output will be included as appendices to the EIR. No stand-alone technical reports are proposed.

If during scoping or through coordination with the City it is determined that additional technical studies may be necessary in order to complete the evaluation of impacts in the EIR, additional studies/technical analyses can be prepared as an *Optional Task*.

Transportation/Circulation

Chen Ryan Associates will prepare a programmatic traffic analysis for the EIR. Based upon our understanding of the RFP, we believe that flexibility in scope of work is necessary in order to support the City in achieving the various goals of this project. Since the proposed Housing Element Update could potentially affect the City's currently adopted Circulation Element, an *optional task of updating the Circulation Element is included* at the end of the proposed scope of services below. Preparation of the Transportation/Circulation analysis will involve the following subtasks.

- **Field Review**: Chen Ryan will conduct field reviews to document and verify the existing transportation network within the study area, including roadway and intersection

geometry, traffic control, transit routes, bicycle and pedestrian facilities, parking availability and restrictions, and traffic patterns. Physical review of the study area will allow team members to obtain an in-depth sense of the project elements, opportunities, and constraints. A photo gallery as well as field notes will be prepared for this effort.

- **Document Review**: Chen Ryan will gather and review all applicable ongoing and recent traffic studies, as well as the currently adopted City's Circulation Element.

- **Study Area Definition**: Since this is a city-wide program level traffic analysis, it is assumed that the impact analysis will be focused on roadways with a few select intersections for hot spot analysis. All Circulation Element roads and sphere of influence roadways (for a total of approximately 60 segments) in the neighboring jurisdictions as required by CEQA. Based on our recent discussion with City staff, a more comprehensive intersection evaluation is desired. In addition to the list of operationally problematic intersection locations (18 intersections) provided by City staff, we also identified a number of key intersections that could potentially be affect the various proposed land use densities. Out of the three maps dated February 5, 2015, an average of 10 additional intersections is recommended for a total of 28 intersections. These intersection locations will be further examined through City staff.

- **Data Collection**: Chen Ryan will commission data collection and data review. *Our proposal is based the assumption that the City will be responsible for all direct costs associated with data collection.*

- **Existing Conditions**: Chen Ryan will conduct existing conditions analysis to include freeway, roadway and hot spot intersection operational assessments. Roadway segments will be analyzed based upon existing daily Average Daily Traffic conditions. Intersection delay and LOS analyses for both AM and PM peak hour conditions will be conducted via *Synchro* software utilizing the methods outlined in the *2010 Highway Capacity Manual*. Freeway ramp metering analysis will also be conducted within the study area.

- **Travel Forecast Modeling**: Chen Ryan has extensive experience in working with SANDAG to properly calibrate and validate the Series 12 Transportation Model for general plan, community plan and master plan projects. Staff at Chen Ryan will work closely with City and SANDAG staff to properly calibrate the base year model by reviewing and updating transportation network and land use information under the existing conditions. This is a critical step as the accuracy of the model forecast depends on the quality of the base year model. In coordination with City staff and other team members, Chen Ryan will assist SANDAG to develop a future year model forecast for the various land use assumptions reflecting different housing alternatives. In addition to the model forecast, SANDAG will conduct select zone analyses for each modeled alternative, which will help to determine traffic, origin-destination, and mode share patterns, as well as VMT (SB 743 required) information. *It is assumed that all direct costs associated with traffic modeling will be the responsibility of the City.* The Consultant team will be responsible for all model coordination and data review efforts.

- **Alternative Analyses:** Similar to the Existing Conditions, Chen Ryan will conduct freeway, roadway, intersection (hot spots), and ramp metering analysis. Our proposal is based on a total of four (4) scenarios to be analyzed, including: no-project (currently adopted), and three preferred plans. Additional preferred plans or CEQA alternatives will be analyzed on a trip generation basis; no operational analysis will be prepared.

- **Impact Assessment**: Chen Ryan will conduct impact analysis to assess potential traffic related impacts under the various plan-to-ground scenarios including circulation element roads, hot spot intersections, freeways, ramp meters, and recommend mitigation measures.

- **Traffic Impact Study**: Chen Ryan will prepare a CEQA-level traffic impact study summarizing the results of the impact analyses and mitigation recommendations in a technical report for inclusion in the EIR appendices.

- **Respond to Comments**: Chen Ryan will prepare responses to City staff and public comments related to the analysis contained in the traffic impact study and transportation section of the EIR. However, no new research or analysis will be conducted as part of this subtask. Our proposal is based on *40 hours of Chen Ryan staff hours under this task.*

- **Meetings**: Chen Ryan will attend up to five project-related meetings, community workshops, and City Council hearings, for a total of 18 hours.

Air Quality

Air quality specialists at RECON will prepare a program-level air quality impact analysis for the Housing Element Update. This analysis will evaluate project conformance with state and federal criteria pollutant standards and potential increases in criteria air pollutants resulting from increased buildout intensity and increased traffic on area roadways due to project implementation. The scope of the air quality impact analysis includes the following tasks:

- **Establish Existing/Baseline Conditions:** This task involves establishing the air quality baseline by determining the existing air quality conditions in the San Diego air basin based on data available from the California Air Resources Board (CARB) for nearby monitoring stations; and providing a regulatory background for the project area.

- **Calculate Regional Emissions**: This task involves calculating future expected emissions of criteria air pollutants using California Emissions Estimator Model (CalEEMod). Criteria air pollutant emissions will be estimated for the construction and operation of buildout of the preferred plan(s), based on the same development potential and operation year used in the traffic study. The CalEEMod model estimates emissions from demolition/construction activities and from project operation, i.e. area sources, such as fireplaces and vehicles. Input variables required for the CalEEMod analysis such as land uses, trip generation rates, trip lengths, vehicle fleet mix, and trip distribution will be obtained through coordination with Chen Ryan and City staff.

- **Conduct Localized Emissions Analysis**: Particulate matter (PM) and carbon monoxide (CO) "hot spot" analyses will be conducted to determine potential exposure of

sensitive receptors, such as residents, to substantial pollutant concentrations. This analysis will be prepared using the state and federal guidance based on roadway and intersection traffic information obtained from the traffic study. Our proposal is to conduct a detailed CO "hot spot" analysis for the three worst intersections in the study area. By analyzing the worst intersections, other intersections with lower volumes and less delay would be shown to also comply with air quality standards. As the project is in federal attainment for PM standards, detailed hot spot modeling is not proposed and impacts will be qualitatively evaluated. Specific intersections will be selected based on preliminary results of the traffic study's LOS analysis that identifies LOS E or worse.

- **Conduct Hazardous Toxins Analysis**: RECON will complete a qualitative risk assessment to evaluate potential impacts to future residents resulting from proximity to adjacent heavily traveled roadways, with an emphasis on diesel exhaust particulate matter from trucks operating on I-5. Appropriate mitigation measures, such as site design and setbacks for identified potentially adverse health effects due to proposed housing site locations will be determined. *No detailed dispersion modeling is proposed at this level of* analysis.

- **Evaluate Air Quality Impacts**: In this task, the significance of air quality impacts will be assessed and control strategies identified. Relevant project design features to reduce air emissions will be accounted for both quantitatively (if possible) and qualitatively.

- **Prepare EIR Section**: This task involves the preparation of the EIR Air Quality section, which will present the results of the analysis and identify potential air pollutant reductions within a mitigation framework for future projects. The EIR section will describe existing conditions, existing state and federal air quality standards, the significance thresholds used to evaluate significance of impacts, the analysis methodology, and the results of the analysis.

Greenhouse Gas Emissions

Greenhouse gas (GHG) specialists at RECON will prepare a program-level greenhouse gas emissions analysis to evaluate the Housing Element Update's potential climate change and GHG emissions impacts. It is assumed that buildout of any of the various land use scenarios, in sum, would result in GHG emissions in excess of the City's 900 metric ton threshold. Impact significance will be evaluated in terms of the various land use scenarios emission's contribution to statewide totals, and in terms of consistency with the Encinitas Climate Action Plan and associated goals. This evaluation will include the following tasks.

- **Establish Existing/Baseline Conditions**: In this task, the most recent information regarding the current understanding of the mechanisms behind global climate change and GHG emissions, current conditions and trends, and relevant regulations, plans, policies, and programs pertinent to climate change adaptation and GHG emissions reduction will be identified. This will include relevant inventory and goals information from the City's Climate Action Plan.

- **Calculate Project GHG Emissions**: This task involves calculating future GHG emissions and potential reductions using CalEEMod. GHG emissions will be estimated

for a typical construction scenario and standard operation characteristics for the total quantity of housing under the various land use scenarios. Vehicle emissions will be based on trip generation rates and trip distribution obtained through coordination with Chen Ryan and City staff. Assumptions on energy, water, and waste emissions will be based on statewide and County average consumption factors. Various GHG reduction measures will be quantified and performance based requirements will be developed for inclusion in future developments analyzed under the various land use scenarios.

- **Identify GHG-reducing measures**: This task involves an evaluation of statewide regulatory measures and a description of the vehicle trip, energy, water, or waste reductions/efficiencies that would be incorporated into subsequent projects. These reduction estimates will be quantified using CalEEMod. As part of the evaluation of statewide measures, the future vehicle fleet associated with buildout of the various land use scenarios will also be credited GHG reductions anticipated to be achieved through state vehicle GHG reduction regulations (the [Pavley] Vehicle GHG Emissions Standards and Low Carbon Fuel Standards) and energy efficiency regulations (the Renewable Portfolio Standard and increasing requirements of Title 24).

- **Evaluate Emissions Impacts**: This task involves analyzing the significance of the projected emissions relative to a target reduction as identified in the City's Climate Action Plan (i.e., 12 percent) in business-as-usual emissions. Business-as-usual emissions are those emissions of the project, which would occur in the absence of the GHG reduction measures identified in the State's Climate Change Scoping Plan (Scoping Plan).

- **Evaluate Consistency**: In this task, the preferred plan(s) will be evaluated for consistency with climate change adaptation and GHG reduction goals identified in the City's Climate Action Plan as well as state plans, policies, and regulations. This is largely a qualitative analysis that may be substantiated by the quantifications in the previous evaluation task.

- **Prepare GHG EIR Section**: RECON will summarize the analyses and conclusions in the EIR section, which will describe existing conditions, including existing GHG emissions and the current regulatory framework; the criteria and thresholds used in the analysis to determine the significance of impacts; the analysis methodology; and the results of the analysis including a quantitative assessment of the significance of the project's GHG emissions, and a qualitative assessment of the project's consistency with local and state plans, policies, and regulations adopted for the purposed of reducing GHG emissions. The EIR will also identify specific design features of the project that serve to reduce GHG emissions and appropriate mitigation measures to reduce emissions further if required.

Noise Analysis

RECON noise specialists will prepare a program-level noise impact analysis for the Housing Element Update. The analysis will evaluate the preferred plan(s') conformance with relevant noise standards and noise increases resulting from increased buildout intensity and

increased traffic on area roadways due to project implementation. The scope of the noise impact analysis includes the following tasks:

- **Establish Existing/Baseline Conditions**: This task involves the establishment of existing baseline noise levels through measurements of existing noise levels at several locations. The measurement locations will be selected to provide an understanding of the variability of noise levels in the project area.

- **Estimate Potential Construction Noise**: RECON will conduct a generalized analysis of construction noise to develop potential noise control measures for future developments. The construction noise analysis will be based on typical equipment types and operations developed from similar types of projects.

- **Estimate Future Traffic Noise**: Future, project-associated vehicular traffic noise levels will be estimated using SoundPlan Essential and the Federal Highway Administration (FHWA) Traffic Noise Model algorithms. Noise from future traffic volumes will be analyzed at the proposed housing sites and noise level increase will be assessed for existing land uses. The results of the model will be expressed in community noise equivalent levels (CNEL) or other appropriate metrics (e.g., L_{eq}).

- **Noise Contours**: This task will involve modeling future noise level contours on each proposed site in order to assist the City in identifying a preferred plan out of a range of plan alternatives.

- **Estimate Potential On-site Noise**: RECON will conduct a generalized analysis of potential stationary noise sources associated with residential land uses to develop potential noise control measures for future developments. The on-site noise analysis will be based on typical equipment types and operations developed from similar types of projects.

- **Evaluate Noise Impacts**: In this task, the significance of any noise increases or noise-land use relational effects will be assessed relative to the City's and the state building code's noise standards.

- **Determine Appropriate Mitigation**: If significant noise impacts are identified, then appropriate noise attenuation design recommendations or other avoidance or mitigation measures will be identified. This may require the calculation or modeling of barrier heights, or other mitigation options, to reduce noise levels to acceptable standards. This latter task will only be quantified for the preferred plan(s). For example, it could result that increased traffic will yield exterior noise levels that exceed acceptable interior noise standards at planned/future residences. For new residences located in areas with noise level exceeding or projected to exceed standard, interior noise levels would be reduced through incorporation of noise-attenuating building design in the habitable rooms.

- **Prepare EIR Section**: RECON will prepare a noise section of the EIR that describes the study methods and results, and specifies any noise mitigation measures that may be needed.

Administrative Draft EIR

RECON will prepare the Administrative Draft EIR that complies with the criteria, standards, and procedures of the California Environmental Quality Act of 1970 (Public Resources Code Sections 21000 et seq.); the CEQA Guidelines (California Administrative Code Section 15000 et seq.); the City's environmental review procedures; and the regulations, requirements, and procedures of any other responsible public agency.

The EIR will be a program-level EIR that will assemble all available data, originate new studies, and assess the probable short- and long-term direct and cumulative impacts of the Housing Element Update. Impacts will be determined considering the existing conditions and the physical changes caused by implementation of the preferred plan(s) in relationship to the thresholds of significance. RECON will work closely with City staff to develop appropriate programmatic thresholds of significance for the Housing Element Update. The EIR will include a discussion of all issues required by the CEQA Guidelines either in the body of the EIR or within with the Issues Found Not Be Significant section. All feasible mitigation measures to reduce or eliminate adverse impacts, if necessary, will be identified. The EIR will also analyze feasible alternatives to the preferred plan(s).

The Administrative Draft EIR will be submitted to the City for review by staff.

Organization

The Administrative Draft EIR will be organized using the following outline:

- Table of Contents
- Executive Summary
- Introduction
- Environmental Setting
- Project Description
- Environmental Analysis (Impacts and Mitigation)
- Cumulative Impacts
- Growth Inducement
- Significant Irreversible and Unavoidable Environmental Changes
- Effects Not Found to be Significant
- Alternatives (including the No Project/Adopted Plan and Environmentally Superior)
- Acronyms, References, and List of Preparers

Content

Preparation of the EIR will focus on analysis of environmental issues identified in coordination with City staff as potentially significant. Each issue identified as potentially significant will be addressed in terms of existing conditions, thresholds of significance, impacts, level of significance prior to mitigation, mitigation, and level of significance after mitigation. Given location, we anticipate that the issues of agriculture/forest resources and mineral resources will be found to be less than significant and that the following environmental issues may be addressed in detail in the EIR:

- Aesthetics/Visual Quality
- Air Quality
- Biological Resources
- Cultural Resources
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Noise
- Population and Housing
- Public Services and Recreation
- Transportation/Traffic
- Utilities and Service Systems

Scope of Environmental Analysis

Aesthetics/Visual Quality. The aesthetics section of the EIR will discuss the extent to which the preferred plan(s) represent a potentially significant change in the visual setting of the community and the extent to which proposed land use scenarios are aesthetically compatible with neighboring uses in terms of bulk and scale, architectural style, etc. This section also will describe any existing key or protected views or view corridors and identify any potential view blockages that could result from implementation of the preferred plan(s) and whether any scenic resources could be impacted. Finally, this section will address buildout of the preferred plan(s) and compatibility with the existing aesthetic environment relative to light and glare.

To depict the existing visual character, photographs will be taken from representative locations within the City and included in the discussion. To depict visual changes associated with implementation of the preferred plan(s), RECON will rely on existing 3D visualizations and conceptual site plans of housing prototypes prepared by the City's consultant. These imageries will aid the impact analysis and discussion of potential aesthetic changes to the existing visual environment. The proposed Design Guidelines will also be evaluated to determine if any visual character changes are likely that would be considered adverse. The Design Guidelines will also be evaluated to determine what tools/policies would serve to preserve or enhance the existing visual quality of the community. Lastly, mitigation measures that may be required to reduce aesthetic impacts will be identified. These may include additional design and/or landscaping guidelines.

Air Quality. The air quality section of the EIR will be based on the air quality impact analysis prepared by RECON. The EIR section will first describe the existing air quality conditions in the air basin based on CARB data from nearby monitoring stations. A summary of existing federal, state, and local air quality standards and regulatory review requirements will be included. Emissions associated with buildout of the preferred plan(s) for carbon monoxide, nitrogen oxides, and other criteria pollutants will be estimated using standard emission factors and the CalEEMod computer program. An additional hot spot analysis for key intersections may also be performed using the Caline computer program, if warranted. The significance of these air quality emissions will be assessed using quantitative thresholds established by the San Diego Air Pollution Control District. The EIR will conclude whether the anticipated emissions from the Housing Element Update would violate any air quality standard or contribute to a project air quality violation; result in a cumulatively considerable net increase of any criteria pollutant for which the project region is in non-attainment, or expose sensitive receptors to substantial pollution concentrations. The preferred plan(s)

also will be generally assessed for conflict with the state air quality plan and Regional Air Quality Standards (RAQS) based on whether or not its land uses have been accounted for in the plan.

Biological Resources. Given the highly developed nature of the City and sites that would likely accommodate additional housing, few biological resources are anticipated to be impacted by the Housing Element Update. A programmatic biological resources analysis would be completed and would include an in-house GIS database search of the California Natural Diversity Database to identify the locations of sensitive species within or around the City. Potential biological resource impacts from implementation of the preferred plan(s) will be identified. A mitigation framework for future projects would be identified, if warranted.

Cultural Resources. The cultural resources section of the EIR will be based on secondary source information obtained from the City regarding the built and non-built cultural environment, including paleontological resources. *Our proposal is based on the assumption that record search results were completed in conjunction with the previous General Plan update effort and that no additional records search is required.* RECON will also contact the Encinitas Historical Society and relevant City staff in order to identify the known inventory of listed and eligible or recorded historic and prehistoric sites and paleontological sensitivity of the area.

The EIR will evaluate whether or not implementation of the preferred plan(s) would cause a substantial adverse change in the significance of an historical, archaeological, or paleontological resources as defined pursuant to CEQA Guidelines Section 15064.5. Additionally, the EIR will address whether the preferred plan(s) has the potential to disturb any sacred or religious sites or human remains. Mitigation measures will be included for each potentially significant impact.

Geology and Soils. *Our proposal is based on the assumption that the assessment of program-level impacts related to geologic hazards and soil conditions will be adequately addressed through information provided by the City and obtained through online GIS databases and other resources.* This information might consist of seismic and geologic mapping, soils mapping, and associated reports.

Because the current California Building Code (CBC) includes strict seismic safety and geotechnical requirements, RECON believes that subsequent projects' compliance with the CBC mandates will ensure that potential geologic and soils hazards would be avoided or reduced to below a level of significance. *A geotechnical survey is, therefore, not proposed in this scope.*

Greenhouse Gas Emissions. The GHG section of the EIR will be based on the GHG emissions analysis prepared by RECON and will focus on two issues: (1) whether the GHG emissions from future maximum development associated with the preferred plan(s) would exceed the state reduction target in business-as-usual emissions and (2) whether the preferred plan(s) would conflict with the goals, policies or regulations of the City's CAP or state plan adopted for the purpose of reducing GHG emissions. In order to evaluate these questions, the existing GHG emissions baseline will first be established by modeling the existing land uses and vehicle trips through the CalEEMod program. Then the future GHG

emissions will be estimated based on the proposed land uses and vehicle trips generated. GHG-reducing aspects of current regulations and the preferred plan(s) will be factored into the modeling, as are the existing GHGs being generated from the City. The resulting net emissions will then be compared to a business-as-usual scenario (where GHGs are estimated for the preferred plan(s) land uses and traffic without any GHG-reducing features).

In addition to this quantitative analysis, the preferred plan(s) will also be qualitatively analyzed for consistency with City and state plans and strategies adopted for the purpose of reducing GHG emissions and adapting to climate change.

Of note in the GHG analysis is the importance of understanding the preferred plan(s') sustainable design features and policies and being able to translate them into quantifiable GHG reductions. Also, a thorough understanding of current building code requirements for energy efficiency and water conservation is critical, as substantial savings are now gleaned for new buildings compared to older less-efficient buildings.

Hazards and Hazardous Materials. The hazards and hazardous materials discussion of the EIR will be based on RECON's knowledge of the regulatory environment surrounding hazardous materials handling and storage, on information provided to RECON by the City, and on information from other relevant sources. *Our proposal is based on the assumption that City staff will provide RECON some level of existing hazardous materials inventory, including locations of any sites of environmental concern and/or properties recorded as having unauthorized/accidental releases of hazardous substances.* The City and/or RECON will generally identify the presence of older (pre-1978) structures that may contain hazardous building materials and could be located within a future housing site. The locations of any schools or other sensitive land uses proximate to these locations will also be determined.

Given the numerous existing regulations surrounding hazardous materials handling and storage, RECON believes that subsequent projects' compliance with these regulatory mandates will ensure that potential hazards impacts would be avoided or reduced to below a level of significance at this program level. *A Phase I or similar hazardous materials survey is therefore, not proposed in this scope.*

Hydrology and Water Quality. The hydrology and water quality section of the EIR will be based on information provided to RECON by City staff, supplemented by available secondary information such as that contained on the San Diego Regional Water Quality Control Board's website and Federal Emergency Management Association floodplain mapping database.

Given the numerous current regulations governing water quality and hydrology that would be imposed on new development, and through incorporation of mandated Best Management Practices and Low Impact Development practices RECON believes that subsequent projects' compliance with these regulatory mandates will ensure that hydrology and water quality impacts would be avoided or reduced to below a level of significance at the program level. *A technical drainage/water quality report is, therefore, not proposed in this scope.*

Land Use and Planning. This section of the EIR will evaluate the preferred plan(s') consistency with adopted General Plan policies, the Local Coastal Program, SANDAG's Regional Comprehensive and Transportation plans, and other relevant planning documents. The relationship of the preferred plan(s) to adopted plans and policies will be described, followed by an analysis of how the Housing Element Update may be compatible with or conflict with these plans. As part of this analysis, the potential for significant secondary impacts resulting from any land use plan inconsistencies will be assessed. Mapping will be included that depicts the preferred plan(s) land use and zoning designations. Recommended mitigation measures to reduce any potentially significant land use impacts will be identified.

The land use section of the EIR also will evaluate the preferred plan(s') compatibility with existing surrounding land uses. This will include a discussion of neighborhood character and land use compatibility relative to the issues of noise, traffic and aesthetics (bulk and scale). Maps and aerial photographs depicting existing land uses will be provided to aid in the discussion.

Noise. The noise section of the EIR will be based on the noise impact analysis prepared by RECON. The EIR section will summarize the results of the analysis and will thus describe the existing noise environment as determined through existing noise measurements, and will evaluate the preferred plan(s') mobile (traffic) and stationary (land uses) noise impacts. The noise measurement locations will be shown on a map. Future noise associated with vehicles and land uses proposed by the preferred plan(s) will be estimated through use of an FHWA model. The resulting noise contours will be shown on a map and the EIR will discuss the significance of the exposure of persons to these noise contours and to potential permanent increases in ambient noise levels. If potential impacts are identified for new residential uses, mitigation would be available in the form of noise-attenuating building design that achieves the target reduction.

Population and Housing. RECON will evaluate the Housing Element Update in light of its potential to adversely affect population and housing. The EIR will analyze what impact the development and/or redevelopment of residential and mixed uses, along with the increased commercial uses and associated infrastructure improvements, may have on population growth both directly or indirectly in the area.

Public Services. The public services section of the EIR will identify the capability of service providers to serve the maximum allowable development under the preferred plan(s) and specify whether any additional facilities or expansion of existing facilities would be required. Our proposal has been refined to include coordination by RECON directly with each service provider (police protection, fire/emergency medical, schools, and libraries), regarding their capacity to serve additional development that would occur under the various land use scenarios; the location of the nearest support facility, and anticipated response times. Based on review of the information provided, the EIR will describe current and anticipated response times, facilities, and personnel. The phasing or provision of adequate services, along with new facilities or staffing required to serve buildout of the preferred plan(s) will also be discussed, if applicable.

Transportation/Traffic. The transportation/traffic section of the EIR will be based on the traffic impact analysis prepared by Chen Ryan Associates. Based on the traffic study, the EIR section will evaluate future programmatic transportation-related impacts associated with buildout of the preferred plan(s) relative to: transportation/circulation impacts based on traditional LOS and/or alternative thresholds based on SB 743; alternative transportation systems (including pedestrian, bicycle, and transit facilities); and traffic hazards. The EIR will identify programmatic mitigation, if required, which may include amendments to the Circulation Element and/or a framework for improvements to be implemented through future projects.

Utilities. The EIR will discuss the preferred plan(s') land use demand in relation to the available capacity for water supply, the water service system, wastewater treatment system, storm water drainage, and solid waste disposal. Our proposal has been refined to include coordination by RECON with all relevant utility providers servicing the City.

Cumulative Impacts. The cumulative impacts discussion in the EIR will include projects currently approved and reasonably anticipated within the City. Impacts and mitigation associated with these cumulative projects will be discussed. The list of appropriate projects to be included in the cumulative analysis will be developed in consultation with City staff. The research and area of consideration for the cumulative impacts discussion will be based on data that is available from the City and will follow current City guidelines and protocol for conducting cumulative analyses. A table listing the cumulative projects and a map depicting their locations may be included with assistance from City staff.

Project Alternatives. CEQA requires consideration of a reasonable range of alternatives selected pursuant to CEQA Guidelines Section 15126.6. In addition to the preferred plan(s), RECON will work closely with City staff to develop feasible CEQA alternatives, including the No Project/Adopted Plan Alternative.

RECON will work with City staff in developing and further refining the EIR alternatives to the preferred plan(s) and will keep in mind the goal of selecting alternatives capable of reducing the impacts associated with implementing the Housing Element Update. An environmentally Superior Alternative will ultimately be identified.

A matrix comparative analysis table will be included in the EIR to facilitate the reader's understanding of the project alternatives. All of the issues addressed for the Housing Element Update will be evaluated for each plan alternative.

Other Sections. The Draft EIR will include other mandated sections including an executive summary, introduction, project description, environmental setting, growth inducement, significant irreversible and unavoidable changes, effects found not to be significant, and a list of organizations and persons consulted.

Revisions to the Administrative Draft EIR

Based on comments received from the City, RECON will prepare one set of revisions to the Administrative Draft EIR and submit the revised Administrative Draft EIR to the City for review. Preparation of the revised Draft EIR will involve the following:

- Review comments on the Administrative Draft EIR.
- Attend meetings and/or conduct conference calls with City staff to address issues associated with the Administrative Draft EIR, if needed.
- Prepare revisions to the Administrative Draft EIR.
- Prepare the Draft EIR for public review distribution.

Our proposal is based on the assumption that City staff will prepare and publish/post/direct mail the public notice of availability of the Draft EIR at the same time the NOC is sent to the State Clearinghouse.

Agency Coordination

The City has and will be engaged in consultation with various state and local agencies, including the State Housing and Community Development Department. As such, our proposal includes a minimal number of hours (8) for agency coordination. These meetings will be handled on a *time and materials basis with additional meeting time as an optional task.*

Prepare Responses to Comments

After the close of the public review period, RECON will respond to comments on the Draft EIR, which will involve the following tasks:

- Compile and review comment letters received on the Draft EIR and will bracket the comment letters as appropriate. Comments and draft responses will be organized into tables for ease of review by City staff.
- Submit a copy of the draft responses to comments to the City for preliminary review. *Our proposal is based on the assumption of responding to up to 50 comment letters or 100 individual or unique comments on CEQA-related issues. It is assumed that if the City desires to respond to non-CEQA issues related to the Housing Element Update, land use plan(s) or other issues, then City staff would provide such responses to be included in the Final EIR.*
- Revise draft responses to comments based on City review. Side-by-side formatting will be reserved for final responses to comments.
- Prepare a list of persons, organizations, and agencies commenting on the EIR.

Prepare a Mitigation Monitoring and Reporting Program

Consistent with CEQA Guidelines, RECON will prepare a mitigation monitoring and reporting program (MMRP) to be included as an appendix to the Final EIR. The MMRP will contain a list of the mitigation measures and monitoring programs required for each identified significant environmental impact. The MMRP will be submitted with the Final EIR.

Prepare the Final EIR

- Based on public comments, RECON will revise the public review Draft EIR and produce an administrative draft Final EIR with all changes to the document made in strike-out underline. The Final EIR will include responses to public comments in side-by-side formatting inserted at the beginning of the document.

- RECON will prepare an erratum that summarizes all changes made to the Draft EIR. The erratum will be included as an appendix to the Final EIR.

- Based on the review by the City, RECON will revise the administrative draft Final EIR and prepare the Final EIR for distribution.

- RECON will provide an electronic file (CD/DVD) and a PDF file compatible for placement on the City's website, along with hardcopies of the Final EIR for distribution for public hearings (see deliverables below).

- *Our proposal is based on the assumption that City will prepare and file the Notice of Determination once a decision is made on the project.*

Prepare Findings

RECON will prepare Candidate CEQA Findings. Information needed to support the Findings will be developed in coordination with City staff. If there are mitigation measures or alternatives to the proposed project, which can reduce the adverse consequences, but which are infeasible, RECON will cite in the candidate CEQA findings, the specific economic social or other conditions which render the mitigation measure or alternatives infeasible. The CEQA candidate findings will also address any feasible alternatives, which can reduce the adverse impacts but are not being proposed.

Communication and Coordination

RECON understands that communication is the key to a successful project and good communication will be our highest priority in working with City staff. From project inception throughout completion, RECON will provide regular communication to summarize project progress and will provide regular updates to report any project developments. For a project of such importance, RECON principal, senior staff, and necessary specialists will participate in project team meetings, some of which will be conducted via conference call with City staff. We anticipate meeting time to include the following:

- One kickoff meeting with City staff in order to more precisely define timelines, review the schedule details, and establish necessary milestones and lines of communication.

- Up to 16 hours of meetings/conference calls with City staff and other necessary City departments along with the key consultant team members.

- Up to 8 hours of state and local agency coordination.

All meeting time shall be bill on a time and materials basis. It should be noted that RECON has also asked Chen Ryan to include additional meeting time for regular communication to ensure that City staff is updated on the status of the traffic analysis in a timely manner. Input from City staff as the assumptions and results are developed will help reduce the level and extent of City comments and revisions.

Summary of Proposal Assumptions and Optional Tasks

RECON has identified the following proposal assumptions:

- City staff will notice, distribute, and file with the State Clearinghouse and/or County Clerk all of the CEQA-required notices, including the:
  - NOP;
  - Notice of Completion; and
  - Notice of Determination.

- The City will be responsible for mailing of notices to the public distribution list and publication of the Notice of Availability.

- If the City desires to respond to public comments on non-CEQA-related issues pertaining to the Housing Element Update (e.g., land use plan(s) or design guidelines, etc.), then City staff will provide such responses to be included in the Final EIR.

RECON has refined its scope of optional tasks based on discussions with City staff to include the following:

- *Detailed Analysis of Additional Land Use Scenarios.* It is possible that one or more land use scenarios may be brought forth by the community and will need to be analyzed in the EIR. The scope and cost for the analysis of additional land use scenarios is driven largely by traffic modeling and the associated modeling of air and GHG emissions. The results of the modeling, along with a detailed analysis of all other relevant environmental issues will be added to the body of the EIR.

- *Agency Coordination*: Because it is unknown if additional agency coordination will be required, additional meeting time and/or coordination (16 hours) has been included in the scope of work, as an optional task, and will be completed on *a time and materials* basis.

- *Additional Responses to Comments*. RECON has provided an optional task to allow for additional responses to comments in excess of 50 comment letters or 100 unique or individual comments on CEQA-related issues.

- *Statement of Overriding Considerations:* RECON would prepare a Statement of Overriding Considerations for the project, if required.

- *Significance Thresholds*. RECON will prepare CEQA significance thresholds tailored to the City of Encinitas' unique attributes and environmental constraints. The thresholds would be organized to mirror to the CEQA Guidelines Appendix G Environmental Checklist questions. RECON recommends to the development of project-based thresholds, along with a complimentary set of programmatic thresholds for future planning efforts, for which project-level thresholds are usually inappropriate.

  In addition, several key planning efforts and legislative actions of the past decade have redefined the way community transportation planning is carried out. An important unifying theme is to achieve a more balanced, multi-modal transportation system that allows people of varying physical and economic conditions to accomplish daily activities without making a single-occupant vehicle trip. It is recommended that the City of Encinitas update its Circulation Element in order to stay in compliance with the current laws and regulations, as well as the State of California Updated General Plan Guidelines. The following tasks may be required in addition to those discussed above. These tasks would be subject to further authorization by the City.

  - Additional Outreach Effort – conduct stakeholder interviews, on-the-street outreach, workshops with mobility focus, etc.

  - Additional Analysis – conduct qualitative and quantitative multi-modal analyses including Complete Streets LOS, usage and connectivity assessments, and safety analysis of pedestrian, bicycle, transit, and auto modes.

  - Goals, Objectives, and Policy Development – develop goals and policies using the currently adopted City of Encinitas's Circulation Element goals and policies, existing conditions analyses, a best-practices review of Complete Streets policies, and community, stakeholder, and City staff input. Policy language regarding mixed-use and TOD trip generation rates, new standards for Level of Service thresholds in urban/infill environments, traffic calming, as well as transportation demand management and parking management strategies are critical to achieving a Complete Streets vision.

  - Mobility Network Alternatives Development - Based on the existing conditions analysis, updated Mobility Element goals and policies, as well as City staff and community input, up to three mobility network alternatives will be developed.

  - Alternative Travel Forecast and Analysis – Coordinate with SANDAG to develop future year travel forecast model for each of the network alternatives. Chen

Ryan will also conduct traffic operational analysis, similar to those identified in Task 5.

- Implementation and Action Strategies – Develop network prioritization, phasing and implementation plans. To ensure implementation, each of the high prioritized projects will be linked to a funding source. Chen Ryan has an excellent track record in assisting agencies with grant applications and securing project funding.

- Circulation Element Update – Prepare draft and final Circulation Element documents.

- *Visual Simulations:* RECON assumes that the existing 3D visualizations and conceptual site plans of housing prototypes prepared by the City's consultant will be adequate to illustrate the potential development scenarios that may occur with implementation of the preferred plan(s). If through public or staff comment it is determined that additional analysis of the visual environment is warranted, RECON will engage a subconsultant to prepare visual simulations for use in the EIR analysis. This will be completed on a *time and materials* basis, if requested.

- *Agency Coordination*: Because it is unknown if additional agency coordination will be required, meeting time in addition to the 8 hours included in the scope of work will be completed on *a time and materials* basis.

- *Statement of Overriding Considerations:* RECON would prepare a Statement of Overriding Considerations for the project, if required.

- *EIR Contingency:* In the event that unanticipated circumstances or changes to the project occur during the course of the contract, RECON has allocated a $10,000 contingency budget that would allow us to address variations in the above scope, as needed. Additional effort could include public outreach or meeting attendance or responding to public comments in excess of the hours allocated in the scope of work above.

Deliverables

The table below outlines the deliverables that are anticipated during the preparation and processing of the EIR for the Housing Element Update. All hard copy administrative drafts, the Public Review Draft, and final documents shall be two-sided, black ink, on white or light recycled stock paper. One electronic copy of the material will also be submitted. The format for all text documents, tables, charts, and illustrations shall be 8 1/2 x 11" vertical. If oversized inclusions are necessary, they will be 11" x 17". Document covers for all related documents shall be coordinated so they appear as a "set" and presentable. As indicated in below, RECON will provide electronic versions of draft documents for review and commenting to expedite and facilitate review by multiple staff members. *Additional hard copies may be provided as requested by the City as an optional item.*

Document	Deliverable
Administrative Draft NOP	Electronic files
Notice of Preparation	15 printed copies and an NOC for submittal to the SCH; electronic files
Responses to NOP Comments	Electronic files
Administrative Draft EIR	5 printed copies and electronic files
Public Review Draft EIR and Appendices	15 printed copies of the Executive Summary and 15 CDs of entire document for submittal to the SCH. An additional 5 printed copies will be provided to the City, along with electronic files.
Administrative Draft Response to Comments	Electronic files
Preliminary Final EIR with draft Responses to Comments, MMRP, Findings, and Statement of Overriding Consideration	5 printed copies and electronic files
Final EIR for hearing distribution	20 hard copies and electronic files.

Schedule

The key factor for the EIR schedule will be the initiation and completion of the traffic analysis; which in turn is dependent upon the finalization of the preferred land use plan(s) and land use buildout projections. RECON's technical work for air quality, greenhouse gas emissions, and noise is dependent on the results of the programmatic traffic study. However, we anticipate working closely with Chen Ryan and the City so that the completion of these technical analyses can overlap with the traffic report. At the onset of the project, we will develop a detailed schedule with City staff that incorporates City goals and milestones for the project.

RECON understands that the Housing Element Update must be completed, approved by Council, and ready for a vote in November 2016. RECON proposes the following preliminary schedule for the preparation and approval of the environmental document. To meet this schedule, RECON would submit the deliverables identified in the scope as follows:

Task	Timeline
Contract Authorization	--
Project Initiation/Data Collection	Kickoff Meeting with Staff: 1 week from authorization
Prepare and Release NOP/Public Outreach	3 weeks + 30 days public review
Administrative Draft EIR	8 weeks from kickoff
Public Review Draft EIR	4 weeks from receipt of City comments + 45 public review
Administrative Draft Response to Comments	4 weeks from the end of public review
Final EIR with MMRP	4 weeks from receipt of City comments on draft response to comments
Findings and SOC	6 weeks from the end of public review
Public Hearings	RECON will provide support for public hearings with dates to be confirmed by the City's project manager.

In order to incorporate City staff input into the proposed schedule, meetings and confirmation of deliverable dates will be determined at the kickoff meeting. The RECON team is committed to this project and will work with staff to expedite the schedule listed above, if needed to accommodate staff workload.

6.0 Budget and Fees

RECON has provided a revised cost estimate breakdown by task and hours for key personnel. It should be noted that in consideration of the City's budget constraints for this project, RECON has discounted the rates for professional staff, as reflected in the cost breakdown for this project. The EIR is at a firm-fixed price with staff meetings, public hearings, and the preparation of findings on a time-and-materials basis.

ATTACHMENT "B"
HOUSING ELEMENT UPDATE
WORK PROJECT # WC14B
(Payment For Services)

The CITY shall pay CONSULTANT for the DESCRIBED SERVICES as follows:

The CITY hereby agrees to pay the CONSULTANT, as full compensation for the CONSULTANT'S services upon this project, a basic fee not to exceed $299,860.00. Additional fees for Extra Work, if any, are to be computed and paid as provided in Section 6.0 of this AGREEMENT.

[Estimated Project Fee and Budget Schedule attached]

Reimbursable expenses for tasks will be paid on a monthly basis as the expenses are incurred by the CONSULTANT. Payment shall be made by the CITY to the CONSULTANT upon the receipt of an invoice itemizing the number of hours worked by task and work elements performed for the period covered by the invoice and/or incurred expenses. Direct costs associated with this project are included in the basis of compensation.

The total amount for each task as specified in the Estimated Project Fee and Budget Schedule (attached) shall not be exceeded except as provided in Section 6.0 of this AGREEMENT. Monthly progress payments will be made as follows: After commencement of work under this AGREEMENT and at expiration of each month of work thereafter, CONSULTANT will verify all work performed on a form acceptable to the City Manager. CITY and CONSULTANT will work together to ensure monthly invoicing is accompanied by satisfactory documentation of expenses.

The CITY will retain ten percent (10%) from the amounts invoiced until satisfactory completion of work and the final invoice has been processed. A partial payment computed by multiplying the basic fee by this percentage shall then become due and payable, provided however, that no more than ninety percent (90%) of the total fee will be paid during the performance of this AGREEMENT. The balance of said fee shall become due and payable upon completion of all duties under this agreement, final approval of the project by the City Manager, and delivery to the City Manager of all material and documents defined as property of the CITY by Section 10.0 of this AGREEMENT. All services shall be performed to the satisfaction of the City Manager and CITY shall not be liable for any payment under this AGREEMENT for services which are unsatisfactory and which have not been approved by the City Manager.

The CITY may request Optional Tasks be performed based on the role of the task relative to completing the overall work program. Work related to Optional Tasks shall not be initiated without prior written authorization or approval by the CITY. The CITY, at its sole discretion, may also elect to proceed through a competitive procurement process for the optional services listed in ATTACHMENT "B". The City may also determine that work line items can be traded under the existing budget by trading tasks covered under the DESCRIBED SERVICES. In consideration of the professional services offered, the Optional Tasks have been prepared with a fixed fee not to exceed amount. The payment schedule for Optional Tasks shall replicate the method of payment for primary tasks as specified herein.

TASKS	Cost	Total Labor Hours	Principal	Senior	Associate	Analyst	Assistant	Production	Graphics
		Staff	B. Herdes	S. Whitmore, W. Maddux,	J. Fleming				
		Hours/Rates	*$203*	*$155*	*$126*	*$112*	*$96*	*$80*	*$91*
Project Initiation/Data Collection	$8,888	64		40		24			
Notice of Preparation	$6,884	48		40				4	4
Public Meetings and Outreach (T&M ONLY)	$2,790	18		18					
ADEIR (Assumes Two Scenarios)									
Technical Analysis (Air, Noise and GHG)	$18,024	164		18	48		80	12	6
Prepare ADEIR	$67,456	536	24	160	80	172		60	40
Revise ADEIR	$14,632	116	8	40		40		20	8
Agency Coordination (T&M Only)	$1,240			8					
Responses to Comments	$19,452	134	24	60		40		10	
Prepare the MMRP	$4,258	38		6		24		8	
Final EIR	$14,952	120	8	40		40		24	8
Findings	$7,118	46	6	36				4	
Additional Land Use Scenario	$10,364	92		8	10	58	0	8	8
Total RECON Labor/Staff Hours (Fixed Fee)	$172,028	1358							
Total RECON Labor/Staff Hours (T&M)	$4,030	18							
Total Printing Cost (T&M)	$3,500								
Subconsultant: Chen Ryan Associates									
Total Labor/Staff Hours and Expenses (Fixed Fee - 3 Scenarios)	$93,820	590							
Total Labor/Staff Hours (T&M)	$2,800	18							
TOTAL FIXED FEE	**$265,848**	1948							
TOTAL T&M	**$10,330**	36							
TOTAL Fixed Fee and T&M COST	**$276,178**	1984							
OPTIONAL TASKS									
Agency Coordination and Meetings *(T&M)*	$2,480			16					
Additional Land Use Scenario (per scenario) *(Fixed Fee)* *	$14,000								
Additional Responses to Comments *(T&M)*	$2,670			10		10			
Statement of Overriding Considerations *(Fixed Fee)*	$4,532	28	4	24					
Optional Tasks Total:	$23,682								
HOUSING ELEMENT CONTRACT TOTAL	$299,860								
Develop Significance Thresholds	$8,612	60		44		16			

* Cost for additional Land Use Scenario is based on a qualitiative analysis only

ATTACHMENT "C"
HOUSING ELEMENT UPDATE
WORK PROJECT # WC14B
(Subconsultants)

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