

## EXHIBIT B1

### Project Work Plan, Schedule, and Budget

City of Santa Monica

Project: City of Santa Monica LCP Implementation Plan

#### Grantee Contact Information

Person Authorized to sign grant agreement and any amendments:

*Rick Cole, City Manager*

*1685 Main Street, Santa Monica, CA 90407-2200*

*Phone: 310-458-8301; email: [rick.cole@smgov.net](mailto:rick.cole@smgov.net)*

Main Project Manager/Point of Contact:

*Elizabeth Bar-El, AICP*

*1685 Main Street, Santa Monica, CA 90407-2200*

*310-458-8341; email: [liz.bar-el@smgov.net](mailto:liz.bar-el@smgov.net)*

**Federal Employer Identification Number: 95-6000790**

#### Budget Summary:

CCC funding: 100,000

In-Kind Staff time: ~~100,000~~ **42,000**

Total project cost: ~~200~~ **142,000**

**Term of Project:** *Upon Grant Execution or December 1, 2016 – ~~September 30~~  
December 31, 2019*

---

#### A. PROJECT DESCRIPTION

The project scope consists of the planning process required to prepare and complete an Administrative Draft of the LCP Implementation Plan (Coastal Zoning Ordinance), including public outreach and inter-agency coordination and to conduct an economic study to update the City's Low-Cost Lodging Mitigation Fee, for City Council adoption and submittal to the California Coastal Commission for certification. The grant funding will be used to retain the necessary consultants with expertise to prepare these documents, based on policy consistency with the certified locally-adopted LCP Land Use Plan, anticipated to be submitted in 2017 submitted in November 2018 for certification to the CCC. Selected consultants will work closely with City staff, who will guide the process and undertake the majority of the public outreach with consultant support.

#### B. TASKS

##### Task 1. Project Initiation

This task begins with finalization of a grant agreement based on the funding awarded by the Coastal Commission. Staff will work with CCC staff to develop an acceptable budget for the reduced award and execute contract documents. The procurement

## EXHIBIT B1

process for the best qualified consultants for the project, as defined by this project Scope of Work and Terms & Conditions herein, will then take place. ~~Sequentially, the procurement will be done following public release of a Final Draft Land Use Plan.~~ By the end of this task, all staff and consultants working on this project will be identified and a kick-off meeting(s) will be prepared.

### Subtasks

- 1.1 Finalize Grant Agreement & project account.
- 1.2 RFP/Selection of project consultant(s) and Council approval of **required authorization processes to approve** project consultant contract scope(s).
- 1.3 Preparation for project Kick-off meeting **and hold Project Kick-off Meeting(s) between City staff and consultants: Review IP format and LUP.**

### Outcome/Deliverables:

**State grant contract; RFP; consultant contract; kick-off meeting agenda(s)**

## Task 2. Coastal Zoning Ordinance Outline

**In this task, an outline of the coastal zoning ordinance will be developed and reviewed to ensure that all key LUP policies are properly placed to be implemented as intended in the LUP.**

### Subtasks

- 2.1 Identify LUP policies to integrate into the coastal zoning ordinance (policy implementation memo).**
- 2.2 Solicit feedback from Coastal Commission staff on policy implementation memo.**
- 2.3 Develop a detailed Table of Contents that appropriately integrates the LUP policies including a new section on Sea Level Rise with detail of sub-sections.**
- 2.4 Planning Division/Coastal Commission staff review and approval of outline.**

### Outcome/Deliverables:

**LUP/IP Policy Implementation Memo; Coastal Zoning Ordinance Outline**

## Task 23. Administrative Draft Implementation Plan Coastal Zoning Ordinance

In this phase ~~task~~, based on the Final Draft **locally-adopted LUP (pending certification by the Commission in 2019)**, as certified by the CCG, and based on the outline formatting developed in the previous LCP project **Task 2, an administrative draft of** zoning regulations will be developed that implement coastal policies merged with existing zoning regulations that control development to create one Coastal Zoning Ordinance (IP) document. **The Administrative Draft will be circulated internally with City Staff and Commission Staff. Further development and release will continue outside of the parameters of this grant agreement.**

## EXHIBIT B1

The approach will be to first identify all relevant existing zoning regulations to create a “base document” upon which the CZO will be built. The consultant team, working closely with City staff, will develop coastal regulations based on policies contained in the ~~certified~~ **locally-adopted LUP prepared under a Round 2 LCP Grant and pending certification by the Commission in 2019, and the** Civic Center Specific Plan and Downtown Community Plan. A new section on Sea Level Rise (~~Subtask 2.3~~) will be developed **based on the locally-adopted LUP (pending certification by the Commission in 2019) policies and** using the [Coastal Commission Sea Level Rise Policy Guidance](#) (2018 **Science Update**<sup>5</sup>) as well as the climate preparedness actions and principles in the [Safeguarding California Plan for Reducing Climate Risk](#) (2018 **Update**<sup>4</sup>) **as feasible**. ~~It will address the issue of narrowing beach widths. Sections of the draft will go through several rounds of review before it is combined for review in an Administrative Draft and then released to the public for the next task.~~

### Subtasks

- ~~2.1 Kick-off Meeting between City staff and consultants: Review IP format and LUP~~
- ~~2.2 Identify LUP policies that need to be incorporated (policy implementation memo)~~
- ~~2.3~~**3.1 Preparation of Prepare CZO based on approved outline/table of contents, with deliverables in sections** ~~base IP document~~
- ~~2.4 Preparation of draft language to integrate LUP policies into the IP, including a new section on Sea Level Rise~~
- ~~2.5~~**3.2 Review by City staff, including inter-departmental review as appropriate, and legal review. Coordinate with City staff managing projects located within the coastal zone. Preparation and review will be done in sections.**
- ~~2.6~~**3.3 Submit in sections to CCC staff for review as IP CZO draft development progresses. Meet with CCC staff as needed to resolve issues.**
- ~~2.7~~**3.4 Prepare administrative draft as final grant deliverable** ~~for additional City and CCC staff review.~~
- ~~2.8 Finalize and release Draft IP for public review~~

### **Outcome/Deliverables:** **Administrative Draft IP**

## Task 34. Public Engagement

Conduct public outreach, particularly to engage constituents affected by any proposed changes to the zoning ordinance required to implement Coastal policies. Build on the outreach conducted for the LUP and notify affected property owners, residents and businesses to inform them of potential new regulations. Hold meetings with stakeholders and community groups **as appropriate to ensure opportunities to comment**. Coordinate with regional groups and other jurisdictions and entities to the extent possible, especially in regard to Sea Level Rise ~~planning~~ **policies**.

### Subtasks

## EXHIBIT B1

- ~~34.1 Update the LCP Website to explain the IP process and schedule (set up at beginning of by end of Task 21).~~
- ~~34.2 Provide public information about the project, such as a Council Information Item or other means.~~
- ~~34.3 Hold community meetings, directed either generally and/or toward certain stakeholders focused on proposed new regulations and significant new language, including on the Low Cost Lodging Mitigation Fee Update. Include public education and explanation about proposed regulations that affect private property based on anticipated Sea Level Rise.~~
- ~~3.4 As appropriate, present the Draft IP to City Boards and Commissions, including one or more Planning Commission study sessions~~
- ~~3.5 Hold a Council Study Session following the outreach process to present the Draft IP and reflect public and Commission comments.~~
- ~~3.6 CCC staff review, meetings with City staff as appropriate~~

### Outcome/Deliverables:

*Links and/or copies of any outreach materials released to public during the process. At least one community meeting will be held, directed either generally and/or toward certain stakeholders focused on proposed new regulations and significant new language, including on the Low Cost Lodging Mitigation Fee Update.*

### **Task 4. Final Draft Implementation Plan**

~~In this Task, comments and Council direction will be integrated into the draft IP and consultants will prepare a Final Draft IP along with an accompanying document that lists the changes made to the draft IP.~~

#### Subtasks

- ~~4.1 Meeting with consultants, staff to confirm needed revisions.~~
- ~~4.2 Revise IP; provide final draft to CCC staff for review~~
- ~~4.3 Release of Final Draft IP and accompanying documentation.~~

### **Task 5. Adoption Hearings**

~~In this task, following release of the final draft, staff will prepare a series of adoption hearings to bring the Planning Commission and then the Council through a thorough review of the proposed IP. Following City Council adoption, staff will prepare a CCC application for certification.~~

#### Subtasks

- ~~5.1 Planning Commission hearings: Schedule multiple hearings; provide noticing and staff reports~~
- ~~5.2 Council hearings: Provide public notice, prepare staff reports~~
- ~~5.3 Following City Council adoption of the IP, prepare application and submit to the CCC for certification.~~

**EXHIBIT B1**

**Task 5. Low Cost Lodging Mitigation Fee Update**

**In this task, the City, with support from economic consultants with appropriate expertise, will develop a proposal to update the City’s Low Cost Lodging Mitigation Fee, including a straightforward methodology for calculating annual increases to the fee.**

**Subtasks**

**5.1 Based on the methodology included in consultant’s proposal accepted by the City in response to the RFP in Task 1, consultants will review existing fees and conduct economic research relevant to updating the low cost lodging mitigation fee. Subtask will include at least one meeting with CCC staff to discuss ideas and options. Consultants will prepare a memo with preliminary findings and options for fee determination.**

**5.2 Staff will review options and coordinate with Economic Development and other relevant City staff on direction to give consultants. Provide to CCC staff for feedback, and consider and incorporate changes as a result of CCC comments.**

**5.3 Consultants will develop a recommendation memo for public release with staff report.**

**5.4 Staff will prepare a resolution and staff report for City Council public hearing, with noticing as legally required.**

**Outcome/Deliverables: memo with preliminary findings and options for fee determination (task 5.1); recommendation memo for public release (task 5.3); resolution and staff report (task 5.4)**

**C. SCHEDULE**

Start date: Upon Grant Execution or 12/1/2016

End date: ~~9/30~~**12/31**/2019

<b>Task 1. Project Initiation</b>	Start/end dates: 12/1/2016* - <del>5/21/2017</del> <b><u>4/29/2019</u></b>
1.1 Finalize Grant Agreement	12/1/2016* - 12/23/2016
1.2 RFP process to select consultant(s) and Council approval	<del>4/3/2017</del> <b><u>2/11/2019</u></b> - <del>2/28/2017</del> <b><u>4/15/2019</u></b>
1.3 Preparation for <b><u>Prepare/Hold Project Kick Off Meeting(s)</u></b>	<del>3/1/2017</del> <b><u>4/15/2019</u></b> - <del>5/21/2017</del> <b><u>4/29/2019</u></b>
<i>Outcome/Deliverables</i>	<i>State grant contract; RFP; consultant contract; <b><u>kick-off meeting agenda(s)</u></b></i>
<b>Task 2. Draft Implementation Plan Coastal Zoning Ordinance Outline</b>	<del>9/3/2017</del> <b><u>4/29/2019</u></b> - 9/6/2018

**EXHIBIT B1**

<p><b><u>2.1 Identify LUP policies to integrate into the coastal zoning ordinance (policy implementation memo)</u></b> Kick-off Meeting: Review IP format and LUP</p>	<p><del>9/3/2017 - 10/26/2017</del> <b><u>4/29/2019 - 5/21/2019</u></b></p>
<p><b><u>2.2 Solicit feedback from Coastal Commission staff on policy implementation memo.</u></b> Identify LUP policies that need to be incorporated (policy implementation memo)</p>	<p><del>10/21/2017- 11/26/2017</del> <b><u>5/21/2019- 6/4/2019</u></b>  <i>(Commission staff comment period</i> <b><u>11 period of two weeks/26/17-12/26/17)</u></b></p>
<p><b><u>2.3 Develop a detailed Table of Contents that appropriately integrates the LUP policies including a new section on Sea Level Rise with detail of sub-sections.</u></b> Preparation of base IP document</p>	<p><del>10/21/2017</del> <b><u>6/4/2019</u></b> - <del>11/26/2017</del> <b><u>6/30/2019</u></b></p>
<p><b><u>2.4 Planning Division/Coastal Commission staff review and approval of outline</u></b> 2.4 Preparation of draft language to integrate LUP policies into the IP, including a new section on Sea Level Rise</p>	<p><del>12/1/2017</del> <b><u>6/30/2019</u></b> - <del>4/30/2018</del> <b><u>7/14/2019</u></b></p>
<p><b><u>Outcome/Deliverables</u></b></p>	<p><b><u>LUP/IP Policy Implementation Memo; Coastal Zoning Ordinance Outline</u></b></p>
<p><b><u>Task 3. Administrative Draft Coastal Zoning Ordinance</u></b></p>	<p><b><u>7/15/2019-12/15/2019</u></b></p>
<p><b><u>3.1 Prepare CZO based on approved outline/table of contents, with deliverables in sections.</u></b></p>	<p><b><u>7/15/2019 – 10/15/2019</u></b></p>
<p><b><u>3.2 Review by City staff, including interdepartmental review as appropriate, and legal review. Coordinate with City staff managing projects located within the coastal zone.</u></b> 2.5 Review by City staff, including inter-departmental review as appropriate, and legal review. Coordinate with City staff managing projects located within the coastal zone. Preparation and review will be done in sections</p>	<p><del>4/30/2018</del> <b><u>8/15/2019</u></b> - <del>7/25/2018</del> <b><u>11/15/2019</u></b></p>
<p><b><u>3.3 Submit in sections to CCC staff for review as CZO draft development progresses meet with CCC staff as needed to</u></b></p>	<p><del>5/18/2018</del> <b><u>9/1/2019</u></b> - <del>12/1/2018</del> <b><u>12/1/2019</u></b></p>

**EXHIBIT B1**

<p><b><u>resolve issues.</u></b> 2.6 Submit in sections to CCC staff for review as IP draft development progresses (<i>minimum 4 weeks for CCC review of sections, depending on the size of the section</i>)</p>	
<p><b><u>3.4 Prepare administrative draft as final grant deliverable</u></b> 2.7 Prepare administrative draft for additional City and CCC staff review.</p>	<p>12/2/2019<del>8</del> - 4/4<del>5</del><b><u>12/15/2019</u></b></p>
<p>2.8 Finalize and release Draft IP for public review</p>	<p>1/16/2019 - 2/28/2019</p>
<p><i>Outcome/Deliverables</i></p>	<p><i>LUP/IP Policy Implementation Memo (submitted to Commission staff for review and comment); Administrative Draft IP; Public Draft IP</i></p>
<p><b>Task 34. Public Engagement</b></p>	<p>9/12/2017 – 4/20/2019<b><u>4/15/2019-12/15/2019</u></b></p>
<p>34.1 Update LCP Website to explain IP process and schedule</p>	<p>9/12/2017 – 9/28/2018<b><u>4/15/2019 – 4/30/2019</u></b></p>
<p>34.2 Provide public information about the project, such as a Council Information Item or other means</p>	<p><b><u>5/15/2019-6/30/2019</u></b> 9/20/2017 – 1/17/2018</p>
<p>34.3 Community/stakeholder meetings including SLR proposals affecting property owners, <b><u>and Low Cost Lodging Mitigation Fee public memo</u></b></p>	<p><b><u>7/15/2019 – 12/15/2019</u></b> 1/1/2019 – 3/19/2019</p>
<p>3.4: Board &amp; Commission presentations; PC Study Session(s)</p>	<p>9/6/2018 – 3/19/2019</p>
<p>3.5 Council Study Session for Draft IP</p>	<p>2/5/2019 - 3/19/2019</p>
<p>3.6 CCC staff review, meetings with City staff</p>	<p>3/20/2019 - 4/20/2019</p>
<p><i>Outcome/Deliverables</i></p>	<p><i>Workshop materials, notifications; <b><u>Links and/or copies of any outreach materials released to public during the process.</u></b> Staff Reports, Meeting Minutes; (copies to Commission staff); <b><u>At least one community meeting will be held, directed either generally and/or toward certain stakeholders focused on proposed new regulations and significant new language, including on the Low Cost Lodging Mitigation Fee Update.</u></b></i></p>

EXHIBIT B1

<b>Task 5. Low Cost Lodging Mitigation Fee Update Task 4. Final Draft Implementation Plan</b>	<b><u>4/29/2019 – 12/15/2019</u></b> <del>3/25/2019 – 5/7/2019</del>
<b><u>5.1 Based on the methodology included in consultant’s proposal accepted by the City in response to the RFP in Task 1, consultants will review existing fees and conduct economic research relevant to updating the Low Cost Lodging Mitigation Fee. Subtask will include at least one meeting with CCC staff to discuss ideas and options. Consultants will prepare a memo with preliminary findings and options for fee determination.</u></b> <del>4.1 Revisions based on input</del>	<b><u>4/29/2019 – 6/14/2019</u></b> <del>3/25/2019 – 4/24/2019</del>
<b><u>5.2 Staff will review options and coordinate with Economic Development and other relevant City staff on direction to give consultants. Provide to CCC staff for feedback, and consider and incorporate changes as a result of CCC comments.</u></b> <del>4.2 Revise IP; &amp; CCC review</del>	<b><u>6/14/2019 – 7/8/2019</u></b> <del>4/25/2019 – 5/7/2019</del>
<b><u>5.3 Consultants will develop a recommendation memo for public release with staff report.</u></b> <del>4.3 Release of Final Draft IP and accompanying documentation</del>	<b><u>7/8/2019 – 7/30/2019</u></b> <del>5/7/2019 – 5/15/2019</del>
<b><u>5.4 Staff will prepare a resolution and staff report for City Council public hearing, with noticing as legally required. Council hearing to adopt resolution.</u></b>	<b><u>8/1/2019 – 12/15/2019</u></b>
<i>Outcome/Deliverables</i>	<i>Final Draft Implementation Plan (Coastal Zoning Ordinance) <b><u>Memo with preliminary findings and options for fee determination (task 5.1); recommendation memo for public release (task 5.3); resolution and staff report (task 5.4)</u></b></i>
<b>Task 5. Adoption Hearings</b>	<b><u>5/18/2019 – 9/28/2019</u></b>
<b>5.1 Planning Commission Hearings</b>	<b><u>5/29/2019 – 7/31/2019</u></b>



**EXHIBIT B1**

5.2 Council Hearings	8/7/2019 – 9/18/2019
5.3 Submit adopted IP to Coastal Commission	9/28/2019
<i>Outcome/Deliverables</i>	<i>Final LCP documents in paper and editable digital format</i>

\*A “Begin date” of “12/1/16” is either 12/1/16 or the Grant Execution Date, whichever is later.

**D. BENCHMARK SCHEDULE**

ACTIVITY	COMPLETION DATE
Grant Agreement finalized	12/23/2016
Consultant Notice(s) to Proceed (NTP)	<del>2/28/2017</del> <b><u>4/15/2019</u></b>
<b><u>Provide Low Cost Lodging Fee memo to CCC staff for review</u></b>	<b><u>7/8/2019</u></b>
<b><u>CZO Outline complete</u></b>	<b><u>7/15/2019</u></b>
<b><u>First Chapters to CCC for review</u></b>	<b><u>9/1/2019</u></b>
Administrative Draft IP <b><u>CZO complete draft</u></b> (internal review) <b><u>submitted to Commission Staff</u></b>	<b><u>12/15/2019</u></b> 8/24/2018
Release Draft IP for Public Review <b><u>Low Cost Lodging Fee Update Recommendation to Council</u></b>	9/26/2018 <b><u>12/15/2019</u></b>
PC Study Session(s)	2/5/2019
Council Study Session	3/19/2019
Final Draft IP released	5/15/2019
Implementation Plan Adopted	9/30/2019

EXHIBIT B1

E. BUDGET

	<b>CCC Grant Total</b>	<b>Match/ Other Funds (Source #1)</b>	<b>Match/ Other Funds (Source #2)</b>	<b>Total (LCP Grant Funds + Match/ Other Funds)</b>
<b>LABOR COSTS<sup>2</sup></b>				
<b>County/City Staff Labor</b>				
<b>Task 1 – Initiation</b>		<u>\$1,300</u> \$1,700		<u>\$1,300</u> \$1,700
<b>Task 2 – CZO Outline Task 2 – Draft IP</b>		<u>\$7,000</u> \$49,900		<u>\$7,000</u> \$49,900
<b>Task 3- Administrative Draft CZO Task 3 – Public Engagement</b>		<u>\$20,700</u> \$22,300		<u>\$20,700</u> \$22,300
<b>Task 4 – Public Engagement Task 4 – Final Draft IP</b>		<u>\$4,300</u> \$17,000		<u>\$4,300</u> \$17,000
<b>Task 5 – Low Cost Lodging Mitigation Fee Task 5 – Adoption Hearings</b>		<u>\$8,700</u> \$9,100		<u>\$8,700</u> \$9,100
<b>Total Labor Costs</b>	<b>\$0</b>	<u>\$42,000</u> \$100,000	<b>\$0</b>	<u>\$42,000</u> \$100,000
<b>DIRECT COSTS</b>				
<b>City Staff Project Supplies</b>				
<b>Materials/Supplies</b>				
Printing/Advertising	<b>\$04,000</b>			<b>\$4,000</b>
<b>Total</b>	<b>\$04,000</b>			
<b>City Staff Travel In State<sup>3</sup></b>				
Mileage				
Hotel, etc.				
<b>Total</b>	<b>\$0</b>			
<b>Consultants<sup>4</sup></b>				
Consultant(s) with coastal IP expertise				
<b>Task 1 – Initiation</b>	<b>\$0</b>			<b>\$0</b>
<b>Task 2 – CZO</b>	<b>\$17,000</b>			<b>\$17,000</b> \$60,000

<sup>2</sup> Amount requested should include total for salary and benefits.

<sup>3</sup> Travel reimbursement rates are the same as similarly situated state employees.

<sup>4</sup> All consultants must be selected pursuant to a bidding and procurement process that complies with all applicable laws.

EXHIBIT B1

	<b>CCC Grant Total</b>	<b>Match/ Other Funds (Source #1)</b>	<b>Match/ Other Funds (Source #2)</b>	<b>Total (LCP Grant Funds + Match/ Other Funds)</b>
<b>Outline Draft IP</b>	<b>\$60,000</b>			
<b>Task 3 – Administrative Draft CZO Public Engagement</b>	<b><u>\$50,000</u> \$5,500</b>			<b><u>\$50,000</u>\$5,500</b>
<b>Task 4 – Public Engagement Final Draft IP</b>	<b><u>\$3,000</u> \$25,000</b>			<b><u>\$3,000</u>\$25,000</b>
<b>Task 5 – Low Cost Lodging Mitigation Adoption Hearings</b>	<b><u>\$30,000</u> \$5,500</b>			<b><u>\$30,000</u>\$5,500</b>
<b>Total</b>	<b><u>\$96,000</u> \$100,000</b>			<b><u>\$100,000</u>\$96,000</b>
<b>Total Direct Costs</b>	<b>\$100,000</b>			
<b>OVERHEAD/INDIRECT COSTS<sup>5</sup></b>				
<b>Total City Indirect Costs</b>	<b>\$0</b>			
<b>TOTAL PROJECT COST</b>	<b>\$100,000</b>	<b><u>\$42,000</u>\$100,000</b>		<b><u>\$142,000</u>200,000</b>

<sup>5</sup> Indirect costs include, for example, a pro rata share of rent, utilities, and salaries for certain positions indirectly supporting the proposed project but not directly staffing it. Amount requested for indirect costs should be capped at 10% of amount requested for “Total Labor.”