Climate Action Plan Implementation Staff Impact Analysis

A Preliminary Estimate of the City of Oceanside
Staffing Needs to Implement Proposed CAP Activities

June 2018

Prepared for the City of Oceanside

Prepared by the Energy Policy Initiatives Center

ENERGY POLICY INITIATIVES CENTER
UNIVERSITY OF SAN DIEGO SCHOOL OF LAW

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About EPIC

The Energy Policy Initiatives Center (EPIC) is a non-profit research center of the USD School of Law that studies energy policies affecting California and the San Diego region. EPIC's mission is to increase awareness and understanding of energy- and climate-related policy issues by conducting research and analysis to inform decision makers and educating law students.

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EXECUTIVE SUMMARY

This report summarizes the findings for the City of Oceanside (Oceanside) Climate Action Plan (CAP) Implementation Staff Impact Analysis conducted by the Energy Policy Initiatives Center (EPIC) at the University of San Diego. The overall goal of the analysis is to identify the incremental level of effort needed to implement activities included in the March 2018 draft CAP that would only occur as a result of CAP adoption.

While the analysis for this report evaluated staffing impact for the first five fiscal years (FY) through FY 22/23, CAP measures will have associated impacts on staffing beyond the time frame presented here. Staffing impact estimates in this report represent those anticipated to be necessary to implement CAP measures, including effort to develop and execute programs, and conduct education and outreach activities. Staff effort associated with CAP coordination and reporting, including effort to assess the performance of CAP measures annually, complete regular GHG inventory updates, coordinate implementation and performance-tracking activities among departments, and prepare CAP updates are also included here. The analysis for this report only includes staff effort for new and expanded portions of existing programs during the first five years. Data for existing programs was not collected, as staffing resources have already been allocated for these efforts. Staffing impacts are shown in full-time equivalent (FTE); no staffing cost information is included in this report, as it is not anticipated that the City will hire additional staff to support CAP implementation.

Key Findings

The following key findings summarize the results of the analysis conducted for this report.

Existing Staffing Resources Will Have to be Reprioritized and Reassigned to Implement CAP Measures

Because the City does not intend to increase staffing levels to implement CAP measures, it will be necessary to reprioritize and reassign existing staff capacity to implement CAP measures. Estimated annual staff effort to implement new and the expanded portion of existing CAP programs over the first five years would be 1.0 FTE in Year 1, 2.3 FTE in Year 2, and between 1.5 FTE and 1.9 FTE for the remaining three years.

Most Staff Impacts Are in Water Utilities and Development Services

Water Utilities and Development Services would account for about 80% of estimated annual effort over the first five years of CAP implementation. The Principal Planner position in Development Services would require the most effort to implement CAP measures over the first five years, with between 0.45 FTE and 0.66 FTE between Years 1 and 4. The two Environmental Officer Positions in Water Utilities would require 0.19 FTE and 0.15 FTE, respectively, between Years 2 and 5. These three positions have the highest level of effort among all positions and represent about 60% of effort in Year 1 and between 35% and 50% of effort over the remaining four years in the analysis.

Five Measures Would Account for Most of the Staffing Impact

Five CAP Measures would account for between 50% and 70% of annual effort over the first five years of CAP implementation: TL1 (Smart Growth Policies), AF2 (Urban Agriculture and Community Gardens), CCR1 (CAP Coordination and Reporting)[1], E1 (Solar Photovoltaic Promotion Program), and TL5 (Transportation Demand Management Plans). In addition to the positions with high levels of effort mentioned above, two positions would require moderate effort to implement these five measures: the Development Specialist position in Economic Development, which would require between 0.09 FTE and 0.11 FTE over Years 2-5,

[1] CAP Coordination and Reporting activities are not included in the March 2018 draft CAP but are included here to provide a more comprehensive estimate of staffing impact.

and the Housing Program Manager in Neighborhood Services, which would require between 0.07 FTE in the Years 1-3 and 0.12 FTE in the final two years of the analysis.

Next Steps and Recommendations

Understanding the estimated annual staffing impacts is an important step in determining the overall impact of implementing the CAP. However, several additional steps could complement this preliminary analysis to provide a more comprehensive cost estimate.

- **Estimate Total CAP Staffing Impact** – This analysis focuses on the incremental staffing impact associated with new and expanded portions of existing programs necessary to implement the CAP. Based on the results, it is not possible to determine the total impact of the CAP on staffing levels, including whether a single position would require more than 1 FTE to implement CAP activities. Estimating the total effort required and the portion that is incremental can help staff and decision makers understand how existing resources are being used to implement CAP activities.
- **Estimate CAP Implementation Costs** – Oceanside will incur costs to implement the CAP, including those for capital expenditures, supplies and materials, and consultants. Estimating the overall costs and the incremental portion that would not have occurred without the CAP would provide a more comprehensive view of the impacts of implementing CAP activities.
- **Consider a CAP Administrator Role** – Given the coordination and reporting necessary to implement CAP activities, Oceanside may want to consider developing a CAP administrator role as part of the job description of a current position. The preliminary analysis estimates that these activities would account for nearly 0.2 FTE annually over the first five years. This role could be fulfilled by existing staff with reprioritization and reassignment of existing tasks. This would likely mean that certain tasks would have to suspended or postponed to free up time for CAP implementation.

1 INTRODUCTION

This report summarizes the findings for the City of Oceanside (Oceanside) Climate Action Plan (CAP) Implementation Staff Impact Analysis conducted by the Energy Policy Initiatives Center (EPIC) at the University of San Diego. The overall goal of the analysis is to identify the incremental level of effort required to implement activities included in the March 2018 draft CAP that would only occur as a result of CAP adoption.

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A companion report, *Climate Action Plan Benefit-Cost Analysis*, estimates how cost effectively each CAP measure reduces a ton of GHG emissions and the financial impacts to Oceanside residents and business that participate in CAP programs and policies.[2]

1.1 Organization of Report

Section 2 of the report provides an overview of the CAP implementation staff impact analysis. The results for the estimated staffing impacts as a result of implementing CAP Measures are presented in Section 3. A discussion of the limitations of this analysis is included in Section **Error! Reference source not found.** and a brief conclusion and summary of possible next steps is provided in Section 4.

[2] Energy Policy Initiatives Center. Climate Action Plan Benefit-Cost Analysis, January 2018.

2 CAP IMPLEMENTATION STAFF IMPACT ANALYSIS OVERVIEW

This report estimates staffing impacts anticipated during the first five fiscal years of CAP implementation. The staffing impacts presented are estimates based on input from and discussions with Oceanside staff that would be involved in its implementation and the anticipated implementation activity included in CAP Chapter 4 (Implementation) of the March 2018 draft CAP, developed by RECON Environmental Inc. The level of effort — provided in full-time equivalent (FTE) — is based on the best available information and can help Oceanside departments with near-term personnel planning and budgets. To account for changes in CAP implementation activities and related staffing impacts, the estimates included here can be updated in the future in concert with regular CAP monitoring and updating efforts. This would provide sufficient time to better understand how implementation activities may actually occur and allow for synchronization with Oceanside's budget process.

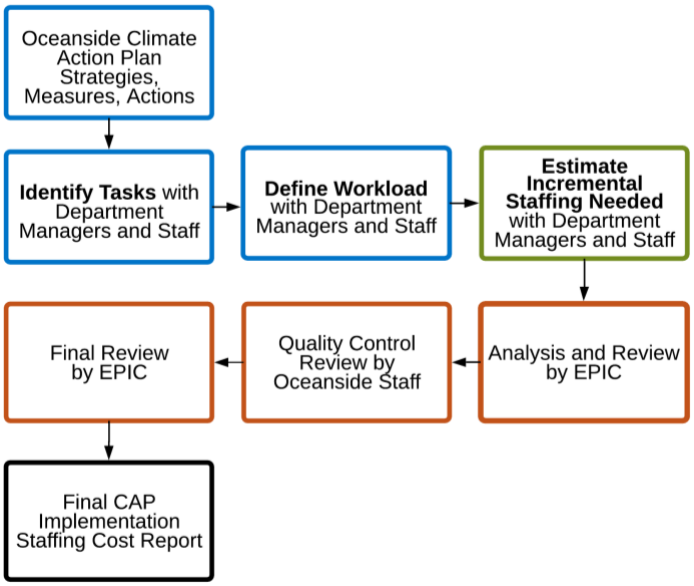
The following sections summarize the process used to estimate staffing impacts related to CAP implementation and the overall framework used to identify and evaluate these impacts.

2.1 Process to Estimate CAP Implementation Staff Impact

The general steps in the process to estimate staffing impacts were to: (1) determine the tasks required to implement CAP actions; (2) define workload associated with these tasks; and, (3) estimate staffing levels required to complete CAP activities.

Figure 1 illustrates the general process used to identify the workload necessary to implement CAP activities (blue boxes), estimate the level of effort required (green boxes), compile results, and conduct a review (orange boxes).

Figure 1 Process to Develop CAP Implementation Staffing Cost Estimate

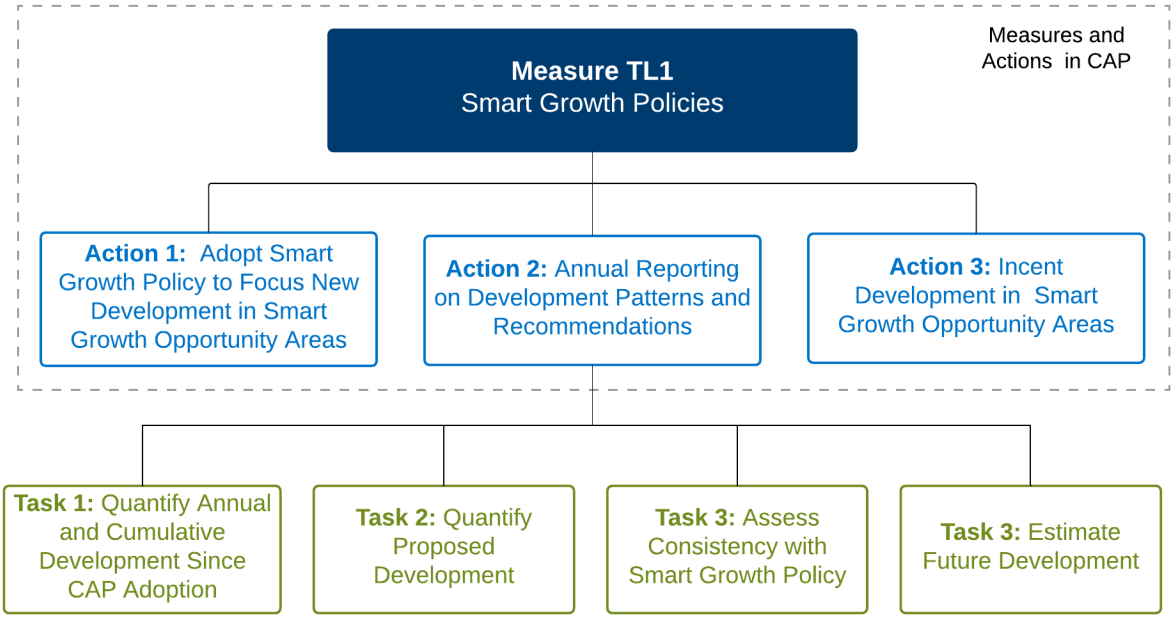


2.1.1 Identify CAP Tasks

The first step was for Oceanside staff to identify tasks that represent the expected workload. The CAP comprises measures that include specific programs, policy actions, and associated tasks that will be implemented to reduce GHG emissions. To better understand the potential workload and more accurately estimate associated costs, Oceanside staff, assisted by RECON Environmental Inc., identified preliminary

tasks for implementation section of the CAP. Figure 2 illustrates the relationship between the CAP measures, actions, and examples of implementation tasks.

Figure 2 Hierarchy of Measures, Actions, and Example Tasks



2.1.2 Establish Preliminary Estimates of Required Staff Effort

Once the tasks were identified, Oceanside staff developed estimates for the staffing effort (in FTE) required to implement CAP actions. To facilitate and standardize the collection of implementation effort data provided by Oceanside staff across several departments, EPIC created a data collection template. Oceanside staff conducted meetings with department managers and staff representatives to further discuss staffing impact estimates and data collection.

The staffing impact estimates presented here reflect the level of effort to implement activities included in the March 2018 draft CAP. The staffing impact estimates are based on reasonable assumptions of the work effort needed to implement the CAP actions. If the CAP measures change over time, the required effort could differ from those reported here and would need to be adjusted.

2.1.3 Quality Control and Update to Departments

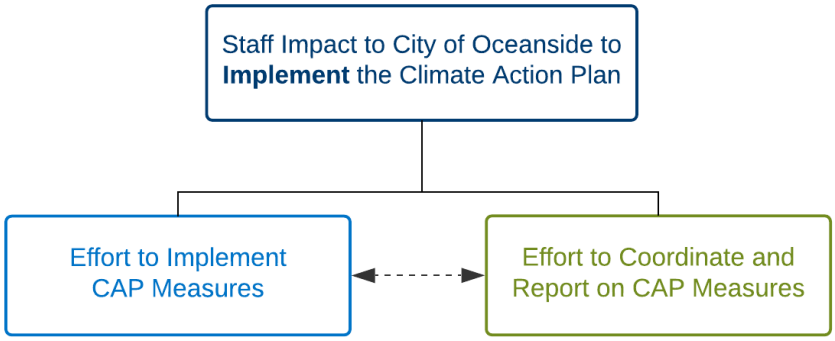
Quality control and data validation occurred at several stages. Primary validation occurred after total estimated staffing impacts were collected. EPIC and Oceanside staff then performed an internal quality control check, updated key managers, and reviewed costs with decision makers, department managers, and staff. Oceanside staff also conducted a consistency check to ensure internal cost reporting consistency. EPIC conducted a final review of all costs prior to inclusion in this report.

2.2 Activities Evaluated

In general, two broad types of activities can be considered when estimating the staffing impact of implementing a CAP: those incurred to implement programs and activities related to CAP measures (including education and outreach, ordinance development, and conducting retrofits on City facilities), and those related to overall CAP coordination and reporting (including updating the GHG inventory, the monitoring and reporting progress, and updating the CAP) (Figure 3). There is a relationship between these two categories. Data on activity to implement CAP measures is needed to monitor and report CAP

progress. Also, coordination among departments can identify effective methods to implement CAP measures.

Figure 3 CAP Activity Types Included in the Staff Impact Analysis



2.3 Existing CAP Actions

This analysis estimates the staffing impact associated with implementing new and the expanded portion of existing programs. CAP actions that already exist and for which no expansion is planned are excluded. It is assumed that these programs would be implemented regardless of CAP adoption. Below is a list of the CAP actions that were excluded from this analysis. Note that some actions contained more than one discrete action and were split up into separate actions to more accurately estimate staffing impact.

- W1 Implementation of the Water Conservation Master Plan
  - W1.1a Implement Water Conservation Master Plan (Incentives)
  - W1.1b Implement Water Conservation Master Plan (Policy)
  - W1.1c Implement Water Conservation Master Plan (Outreach)
- W3 Increased Local Water Supply
  - W3.1a Implement Capital Improvements to Increase the Supply Capacity of Recycled Water
- SW1 Implementation of Zero Waste Strategic Resource Plan
  - SW1.1 Implement the Zero Waste Strategic Resource Management Plan
- SW2 Beyond 2020 - Enhanced Waste Diversion
  - SW2.1a Beyond 2020 - Enhanced Waste Diversion (Education)
  - SW2.1b Beyond 2020 - Enhanced Waste Diversion (Rates)
  - SW2.1c Beyond 2020 - Enhanced Waste Diversion (Diversion Rates)
  - SW2.1e Beyond 2020 - Enhanced Waste Diversion (Diversion Rates)
- TL4 Expand Complete Streets
  - TL4.1 Incorporate Criteria for Multiuse Pathways Opportunity Sites in the Bicycle/Pedestrian Master Plan Update.
- AF1 Urban Forestry Program
  - AF1.1 Inventory Existing Tree Canopy

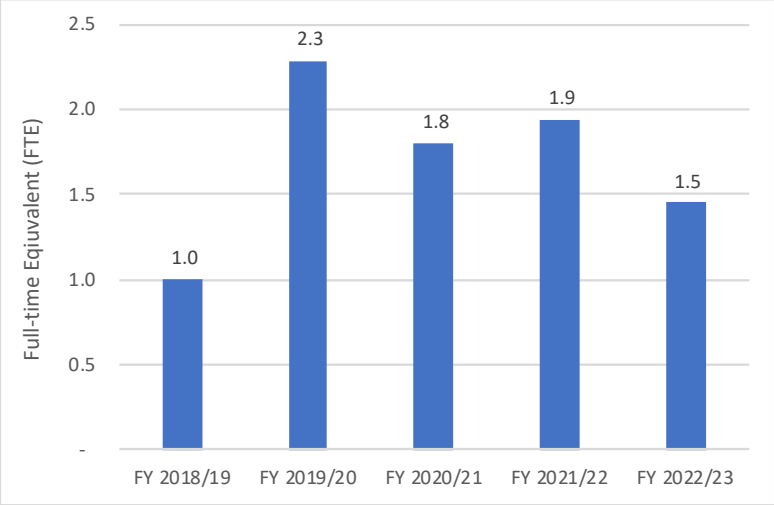
3 RESULTS

This section presents the results of the Oceanside CAP Implementation Staff Impact Analysis and answers the question: **What are the staffing impacts to Oceanside to implement the CAP over the first five fiscal years?** It presents an overall summary of the estimated level of effort that would be required to implement CAP activities over the first five fiscal years and summarizes results by staff position, City department, CAP measure, CAP action, and CAP strategy.

3.1 Overall Results

Figure 4 presents the annual staff effort that would be required to implement CAP actions during the first five years. Annual staff effort to implement the CAP over the first five years would range from 1 FTE in Year 1 to 2.3 FTE in Year 2. Staff effort for the following measures would increase noticeably between Years 1 and 2, contributing to the higher Year 2 total of 2.3 FTE: TL5 (Transportation Demand Management Plans), AF4 (Carbon Farming Program), E3 (Promotion of Low-Income Financing Programs), E2 (Residential Energy Conservation and Disclosure Ordinance), TL2 (Expanded Electric Vehicle Charging Infrastructure), E1 (Solar Photovoltaic Promotion Program), and AF1 (Urban Forestry Program).

Figure 4 Annual Staff Effort to Implement the Climate Action Plan



3.2 Staffing Impact by Position

The Principal Planner position in Development Services would require the most effort to implement CAP measures over the first five years, with between 0.45 FTE and 0.66 FTE between Years 1 and 4 (Table 1). The two Environmental Officer Positions in Water Utilities would require 0.19 and 0.15 FTE between years 2 and 5. These three positions would have the highest level of effort among all positions. Other positions that would require about 0.1 FTE during the first five years include the Housing Program Manager in Neighborhood Services, the Environmental Specialist II-1 position in Water Utilities, and the Development Specialist in Economic Development.

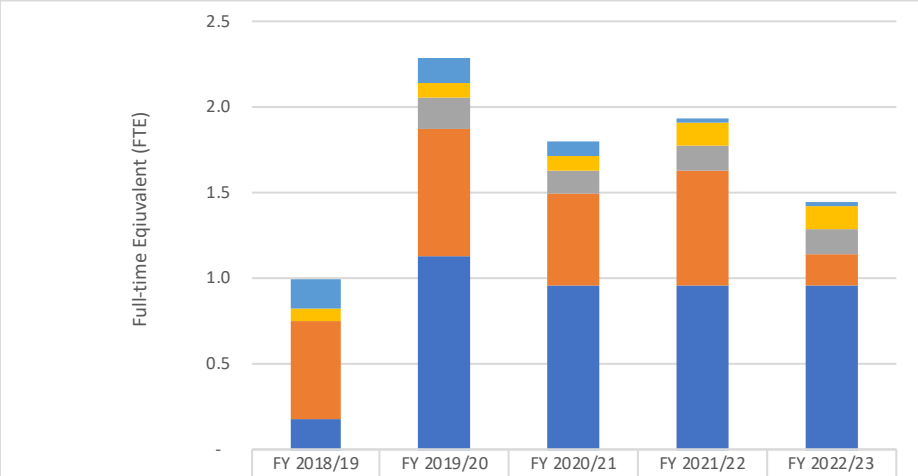
Table 1 Staff Effort by Department and Staff Position (FTE)

Departments/Positions	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Development Services	**0.58**	**0.76**	**0.54**	**0.68**	**0.19**
Assistant Building Official	0.08	0.08		0.03	
CIP Manager	0.05	0.10			
Principal Planner	0.45	0.58	0.54	0.66	0.19
Economic Development		**0.18**	**0.15**	**0.15**	**0.15**
Development Specialist		0.12	0.10	0.10	0.10
Economic Development Manager		0.06	0.05	0.05	0.05
Neighborhood Services	**0.08**	**0.08**	**0.08**	**0.13**	**0.13**
Housing Program Manager	0.08	0.08	0.08	0.13	0.13
Public Works	**0.17**	**0.15**	**0.09**	**0.03**	**0.03**
Maintenance Worker II	0.06	0.06	0.01	0.01	0.01
Public Works Division Manager	0.02	0.02			
Transportation Planner	0.09	0.07	0.08	0.02	0.02
Water Utilities	**0.18**	**1.13**	**0.96**	**0.96**	**0.96**
Division Manager		0.10	0.08	0.08	0.08
Environmental Specialist I-1		0.10	0.08	0.08	0.08
Environmental Specialist I-2		0.05	0.04	0.04	0.04
Environmental Specialist I-3		0.08	0.07	0.07	0.07
Environmental Specialist I-4		0.07	0.06	0.06	0.06
Environmental Specialist II-1		0.13	0.11	0.11	0.11
Environmental Specialist II-2		0.07	0.06	0.06	0.06
Part Time Professional Assistant -1		0.05	0.04	0.04	0.04
Part Time Professional Assistant -2		0.05	0.04	0.04	0.04
Part Time Professional Assistant -3		0.05	0.04	0.04	0.04
Senior Management Analyst		0.04			
Environmental Officer-1	0.08	0.15	0.15	0.15	0.15
Environmental Officer-2	0.10	0.19	0.19	0.19	0.19
Total	**1.00**	**2.29**	**1.80**	**1.94**	**1.45**

3.3 Staffing Impacts by City of Oceanside Department

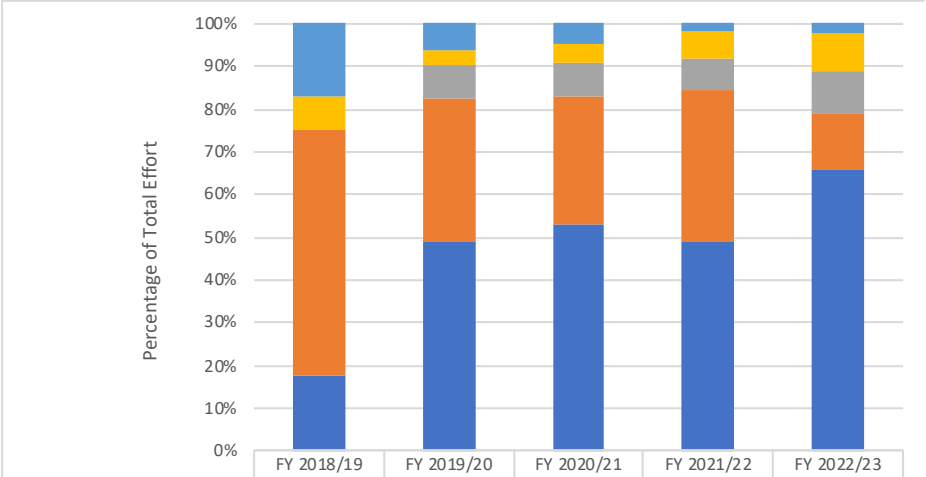
Figure 5 and Figure 6 present staff effort by respective City of Oceanside department. Water Utilities and Development Services would account for around 80% of annual effort over the first five years of CAP implementation. Figure 6 shows that the relative share of annual effort for Water Utilities would increase steadily over the five-year period, while effort for Development Services would diminish over this period. This is in part because Development Services will be largely responsible for establishing policies and ordinances that will be somewhat self-sustaining once adopted, while Water Utilities will be largely responsible for implementation of ongoing programs (e.g., educational outreach, enhanced waste diversion).

Figure 5 Staff Effort by City of Oceanside Department (FTE)



	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Public Works	0.2	0.1	0.1	0.0	0.0
Neighborhood Services	0.1	0.1	0.1	0.1	0.1
Economic Development	-	0.2	0.1	0.1	0.1
Development Services	0.6	0.8	0.5	0.7	0.2
Water Utilities	0.2	1.1	1.0	1.0	1.0
Total	1.0	2.3	1.8	1.9	1.5

Figure 6 Staff Effort by City of Oceanside Department (Percentage of Total)



	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Public Works	0.2	0.1	0.1	0.0	0.0
Neighborhood Services	0.1	0.1	0.1	0.1	0.1
Economic Development	-	0.2	0.1	0.1	0.1
Development Services	0.6	0.8	0.5	0.7	0.2
Water Utilities	0.2	1.1	1.0	1.0	1.0

3.4 Staffing Impacts by CAP Measure

Five CAP measures would account for between 50% and 70% of annual effort over the first five years of CAP implementation: TL1 (Smart Growth Policies), AF2 (Urban Agriculture and Community Gardens), CCR1 (CAP Coordination and Reporting), E1 (Solar Photovoltaic Promotion Program), and TL5 (Transportation Demand Management Plans). Table 2 presents staff impact by CAP measure from highest to lowest level of effort.

Table 2 Staff Effort by Climate Action Plan Measure (FTE)

CAP Measures		FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
TL1	Smart Growth Policies	0.26	0.43	0.20	0.20	0.20
AF2	Urban Agriculture and Community Gardens	0.05	0.08	0.35	0.60	0.10
CCR1	CAP Coordination and Reporting	0.18	0.18	0.18	0.18	0.21
E1	Solar Photovoltaic Promotion Program	0.06	0.24	0.16	0.19	0.16
TL5	Transportation Demand Management Plans	0.01	0.26	0.18	0.18	0.18
AF4	Carbon Farming Program	0.01	0.16	0.16	0.16	0.17
E3	Promotion of Low-Income Financing Programs	0.01	0.15	0.15	0.15	0.15
E2	Residential Energy Conservation and Disclosure Ordinance	0.04	0.14	0.14	0.14	0.14
SW2	Beyond 2020 - Enhanced Waste Diversion	0.10	0.12	0.12	0.12	0.12
AF1	Urban Forestry Program	0.09	0.19	0.09	-	-
TL2	Expanded Electric Vehicle Charging Infrastructure	0.06	0.24	-	-	-
TL4	Expand Complete Streets	0.10		0.03		
E4	Non-Residential Building Energy Benchmarking and Disclosure	0.03	0.02	0.02	0.02	0.02
AF3	South Morro Hills Agricultural Lands Conservation Program	0.01	0.01	0.01	0.01	0.01
TL3	Preferential Parking Spaces for Zero Emissions Vehicles	-	0.03	0.03	-	-
W2	Non-Residential Water Use Benchmarking and Disclosure	-	0.03	-	-	-
W3	Increased Local Water Supply	-	0.03	-	-	-
Total		**1.00**	**2.29**	**1.80**	**1.94**	**1.45**

3.4.1 CAP Coordination and Reporting

In addition to the measures and actions included in the CAP, this analysis estimates the staffing impact to coordinate CAP activities and report on progress, including to conduct regular inventories, monitor CAP progress, update the CAP, and coordinate activities among City departments. These activities would account for about 0.2 FTE annually over the five-year period. The Principal Planner position in Development Services and the Environmental Officer-1 position in Water Utilities would account for more than 80% of the estimated effort needed to complete these activities over five years.

3.5 Staffing Impact by CAP Action

CAP Action TL1.3 (Incent Development in SGOA) would require the most staff effort to implement, with 0.25 FTE in Year 1, 0.38 FTE in Year 2, and 0.18 FTE for the final three years of the analysis period (Table 3). Other CAP actions with relatively high levels of effort include E1.2 (Promote Solar Financing), E3.1 (Promote Low-Income Financing Options), E2.2 (Promote Energy Efficiency Improvement Financing Options), and CCR1.3 (Monitor CAP Measures).

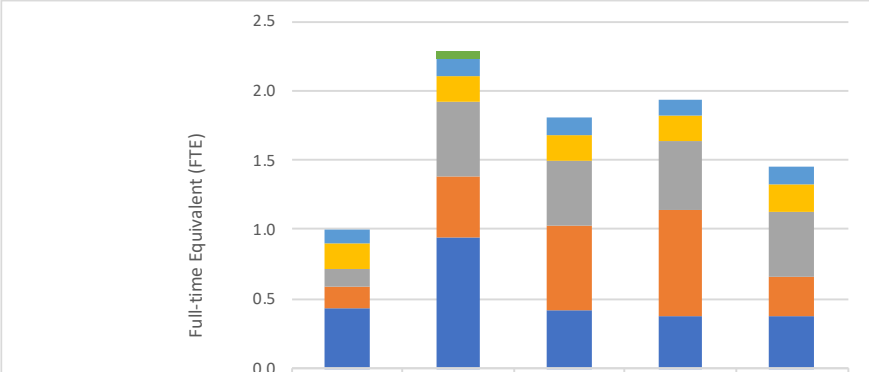
Table 3 Top 20 CAP Actions by Staff Effort to Implement (FTE)

CAP Actions		FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
TL1.3	Incent Development in SGOA	0.25	0.38	0.18	0.18	0.18
E1.2	Promote Solar Financing	0.04	0.16	0.16	0.19	0.16
E3.1	Promote Low -Income Financing Options	0.01	0.15	0.15	0.15	0.15
E2.2	Promote Energy Efficiency Improvement Financing Options	0.01	0.14	0.14	0.14	0.14
CCR1.3	Monitor Measures	0.08	0.08	0.08	0.08	0.08
AF2.2c	Implement an Urban Agriculture Program			0.03	0.30	0.05
SW2.1f	Beyond 2020 - Enhanced Waste Diversion	0.05	0.06	0.06	0.06	0.06
SW2.1g	Beyond 2020 - Enhanced Waste Diversion	0.05	0.06	0.06	0.06	0.06
AF2.2a	Implement an Urban Agriculture Program	-		0.03	0.25	-
TL5.3a	Provide Incentives for Implementation of TDM Measures at Existing Businesses	-	0.07	0.07	0.07	0.07
TL5.3b	Provide Incentives for Implementation of TDM Measures at Existing Businesses	-	0.07	0.07	0.07	0.07
AF2.1b	Adopt a Community Gardens Policy to Establish Goals and Measures	0.05	0.05	0.05	0.05	0.05
AF2.2d	Implement a Community Gardens Program	-	-	0.25	-	-
CCR1.1	Annual Report on CAP Progress	0.05	0.05	0.05	0.05	0.05
CCR1.5	Conduct Coordination Meetings	0.05	0.05	0.05	0.05	0.05
AF4b	Implement a Demonstrative Carbon Farming Program	-	0.06	0.06	0.06	0.06
AF4a	Implement a Demonstrative Carbon Farming Program	0.01	0.05	0.05	0.05	0.05
AF4c	Implement a Demonstrative Carbon Farming Program	-	0.05	0.05	0.05	0.06
TL5.2b	Conduct Surveys to Determine Existing TDM Measure Implementation	-	0.04	0.04	0.04	0.04
AF1.3a	Adopt a Green Streets Policy to Require Shade Trees be Incorporated in CIP Roadway Projects	0.05	0.07	0.02	-	-

3.6 Results by Climate Action Plan Strategy

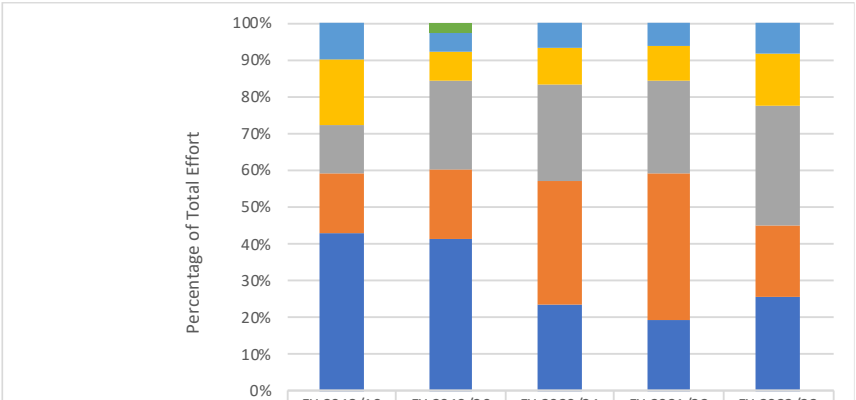
Figure 7 and Figure 8 present the estimated staff effort by CAP Strategy. Three strategies — Transportation and Land Use, Agriculture and Forestry, and Energy and Buildings — would account for much of the effort (just over 70% of total effort) in Year 1 to 85% in Year 4. Figure 8 presents FTE as a percentage of total, which allows for comparison between years. For example, the Transportation Land Use strategy would account for a higher share of FTE in the first two years, while effort associated with Agriculture and Forestry would be highest in Years 3 and 4.

Figure 7 Staff Effort by Climate Action Plan Strategy (FTE)



	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Water and Wastewater	0.0	0.1	0.0	0.0	0.0
Solid Waste	0.1	0.1	0.1	0.1	0.1
CAP Coordination and Reporting	0.2	0.2	0.2	0.2	0.2
Energy and Buildings	0.1	0.5	0.5	0.5	0.5
Agriculture and Forestry	0.2	0.4	0.6	0.8	0.3
Transportation and Land Use	0.4	0.9	0.4	0.4	0.4
Grand Total	1.0	2.3	1.8	1.9	1.5

Figure 8 Contribution to Annual Staff Effort by Climate Action Plan Strategy (Percentage of Total)



	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Water and Wastewater	0.0	0.1	0.0	0.0	0.0
Solid Waste	0.1	0.1	0.1	0.1	0.1
CAP Coordination and Reporting	0.2	0.2	0.2	0.2	0.2
Energy and Buildings	0.1	0.5	0.5	0.5	0.5
Agriculture and Forestry	0.2	0.4	0.6	0.8	0.3
Transportation and Land Use	0.4	0.9	0.4	0.4	0.4

4 LIMITATIONS

There are inherent limitations with any cost analysis that result in a degree of uncertainty that should be considered. This cost analysis uses the best information, data, and methods available at the time. Nonetheless the following limitations should be considered.

4.1 Staffing Impact for New Programs

This report evaluates only the staffing impact (FTE) to implement new activities and the expanded portion of existing programs that would not have been implemented if not for CAP adoption. It does not estimate the level of effort associated with existing programs that would have been implemented regardless of CAP adoption. The estimate also focuses on staff impact measured in FTE but does not estimate the associated staff costs. This report also does not estimate other costs such as capital, supplies and materials, and consultants that might be associated with implementing CAP activities. Additional analysis would be required to develop a more comprehensive estimate of staffing impacts and costs.

4.2 Preliminary Estimate

The staffing impact results presented are preliminary estimates based on the March 2018 draft CAP. Since these estimates were prepared, the City has added measures that introduce neighborhood electric vehicles (NEVs) as a micro-transit option for the downtown and coastal areas and aggregated demand programs for both solar PV and electric vehicles. The bulk of staff resources necessary to implement these measures would come from Development Services and Public Works, with support from the City Manager's Office and Information Technology. Because the final CAP has not been adopted and there is limited information about the specific tasks that would be required to implement the CAP measures, the estimates included are based on assumptions about the work to be performed. Over time, the specific tasks required to implement final CAP measures will become clearer and considerations for how to coordinate and sequence activities can be made, which may also affect the ultimate staffing required to implement the final CAP.

4.3 CAP Time Horizon

This analysis evaluated Oceanside's staffing impact (FTE) for the first five years of CAP implementation through FY 2022–23. While the CAP has an implementation horizon of 2030, this report does not estimate costs between FY 2023–24 and 2030. This could cause misinterpretation of some of the findings. For example, certain CAP measures will be implemented and require staff effort beyond the scope of this initial cost analysis, but only the staffing impacts during the first five fiscal years of CAP implementation are captured here. To account for future staffing impacts, estimates could be updated through the CAP monitoring process.

4.4 GHG Emissions

This report does not consider the GHG emissions associated with CAP measures because there is no way to correlate the amount of GHG reductions that would occur due to the specific staffing efforts estimated here. For example, it would not be accurate to associate the estimated FTE requirements for a particular CAP measure for the first five fiscal years with the total associated GHG reduction for 2030, because there could be additional staffing impact associated with achieving those reductions.

5 CONCLUSION

This report summarizes the findings for the Oceanside CAP Implementation Staff Impact Analysis conducted by the Energy Policy Initiatives Center (EPIC) at the University of San Diego. The overall goal of the report is to estimate the incremental level of effort (FTE) that would be needed to implement CAP measures.

Estimated annual staff effort to implement the CAP over the first five years would be 1.0 FTE in Year 1, 2.3 FTE in Year 2, and between 1.5 FTE and 1.9 FTE for the remaining three years. The Principal Planner position in Development Services would require the most effort to implement CAP measures over the first five years, with between 0.45 FTE and 0.66 FTE between Years 1 and 4. The two Environmental Officer positions in Water Utilities would require the next highest level of effort with 0.19 FTE and 0.15 FTE between Years 2 and 5. These three positions have the highest level of effort among all positions. Other positions that would require about 0.1 FTE annually during the first five years include the Housing Program Manager in Neighborhood Services, the Environmental Specialist II-1 position in Water Utilities, and the Development Specialist in Economic Development. Due in large part to the high level of effort that would be needed for these three positions, Water Utilities and Development Services would account for about 80% of estimated annual effort over the first five years of CAP implementation.

Five CAP Measures would account for between 50% and 70% of annual effort over the first five years of CAP implementation: TL1 (Smart Growth Policies), AF2 (Urban Agriculture and Community Gardens), CCR1 (CAP Coordination and Reporting), E1 (Solar Photovoltaic Promotion Program), and TL5 (Transportation Demand Management Plans). CAP Action TL1.3 (Incent Development in SGOA), would require the most staff effort to implement, with 0.25 FTE in Year 1, 0.38 FTE in Year 2, and 0.18 FTE for the final three years of the analysis period. Other CAP actions with relatively high levels of effort (about 0.1 FTE annually) include E1.2 (Promote Solar Financing), E3.1 (Promote Low-Income Financing Options), E2.2 (Promote Energy Efficiency Improvement Financing Options), and CCR1.3 (Monitor CAP Measures).

Given the preliminary nature of this estimate, which is based on the activities included in the March 2018 draft CAP, effort required to implement activities in the finally adopted CAP may vary and regular updates may be necessary to monitor costs and to integrate any changes to measures and actions over time.

5.1 Next Steps and Recommendations

Understanding the estimated annual staffing impacts is an important step in determining the overall impact of implementing the CAP. However, several additional steps could complement this preliminary analysis to provide a more comprehensive cost estimate.

- **Estimate Total CAP Staffing Impact** – This analysis focuses on the incremental staffing impact associated with the new and expanded portion of existing programs necessary to implement the CAP. Based on the results, it is not possible to determine the total impact of the CAP on staffing levels, including whether a single position would require more than 1 FTE to implement CAP activities. Estimating the total effort required and the portion that it incremental can help staff and decision makers understand how existing resources are being used to implement CAP activities.
- **Estimate CAP Implementation Costs** – Oceanside will incur costs to implement the CAP including those for capital expenditures, supplies and materials, and consultants. Estimating the overall costs and the incremental portion that would not have occurred without the CAP would provide a more comprehensive view of the impacts of implementing CAP activities.
- **Consider a CAP Administrator Role** – Given the coordination and reporting necessary to implement CAP activities, Oceanside may want to consider developing a CAP administrator role as part of the job description of a current position. The preliminary analysis estimates that these activities would account for nearly 0.2 FTE annually over the first five years. This role could be fulfilled by existing staff with reprioritization and reassignment of existing tasks. This

would likely mean that certain tasks would have to suspended or postponed to free up time for CAP implementation.