



Guidance on Development Project Public Involvement (P-21)

For Discretionary Projects Requiring Approval by the
Planning Commission or City Council

City of Carlsbad
Development Services
Planning Division
1635 Faraday Avenue
Carlsbad, CA 92008

March 2018

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1. INTRODUCTION

The City Council is committed to ensuring that residents, business owners and other affected stakeholders have early access to information about proposed development projects in their area. In addition, the Council is committed to ensuring a robust public engagement process for more significant projects. To this end, on December 5, 2017, the City Council adopted Council Policy No. 84 which increased the requirements for development project public engagement. The Policy became effective on March 5, 2018, and applies to all development projects requiring approval by the Planning Commission or City Council. This handbook is intended to serve as a resource to project applicants, citizens, and other stakeholders on the City's Development Project Public Involvement Program.

While project applicants are responsible for implementing their own public involvement programs, the Planning Division is responsible for overseeing the process. Please feel free to contact the Planning Division at (760) 602-4600 if you have any questions about the policy, this handbook or a specific development project.

2. PURPOSE OF PUBLIC INVOLVEMENT

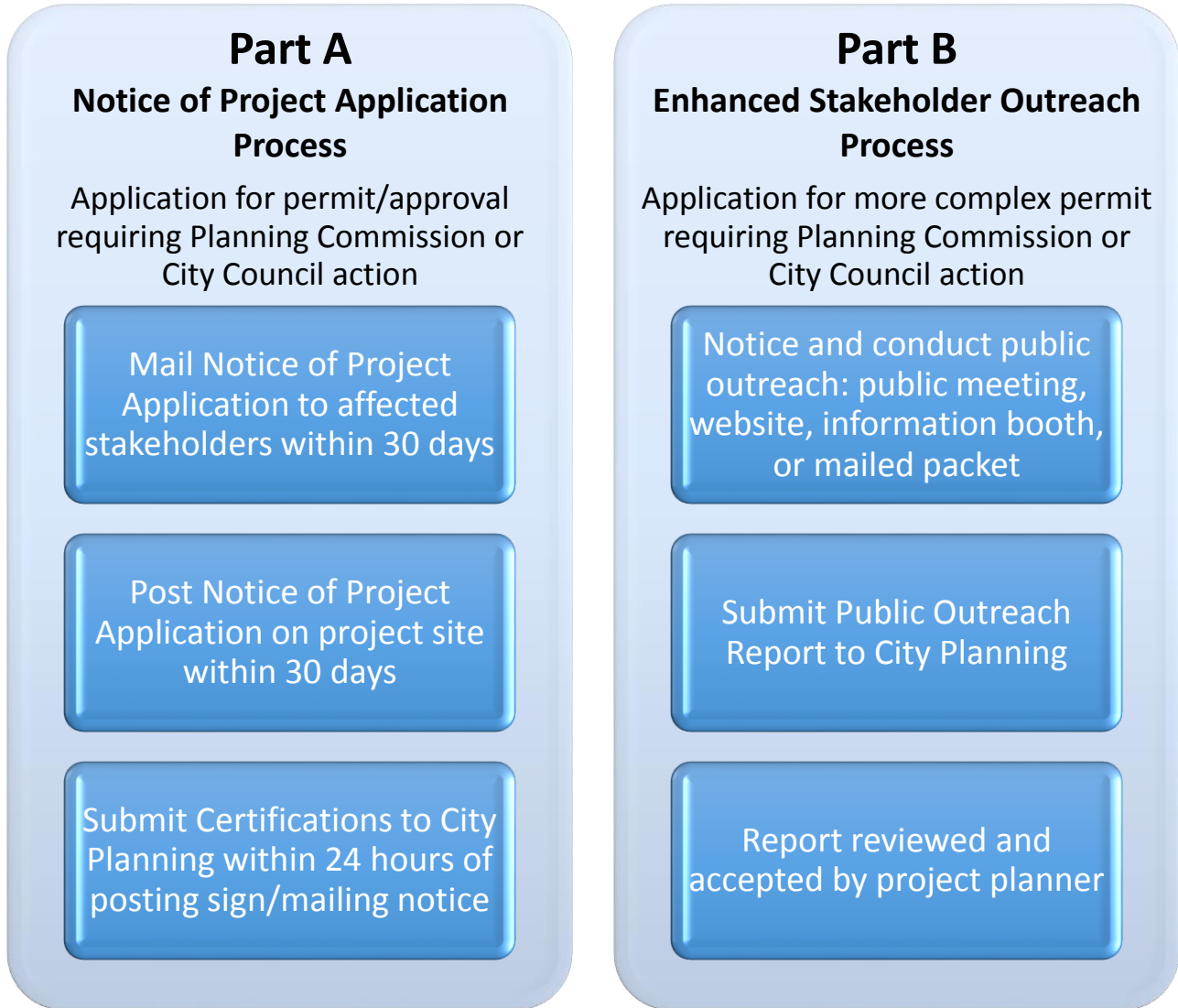
As stated in Council Policy No. 84, the purpose of the City's Public Involvement Policy is to ensure that project applicants are aware of, and have considered input from interested and affected stakeholders prior to project consideration by city decision makers. There are several reasons why public awareness and involvement in the development process are important to the City. They are to:

- *Inform stakeholders about development proposals in their area*
- *Engage stakeholders early in the process so their input can be considered through the process*
- *Connect project applicants with interested stakeholders*
- *Ensure transparency throughout the development review process*
- *Assure the Planning Commission and City Council that the public has had the opportunity to provide input before making a decision on a project*

3. THE CITY'S PUBLIC INVOLVEMENT PROCESS

Council Policy No. 84 is intended to supplement, and not replace or conflict with, other State and local legal noticing requirements, such as required public hearing notices. The Council Policy has two levels of public involvement depending on the complexity of the project and the type of discretionary approval required as outlined in Figure 1, below. **Part A**, Notice of Project Application, applies to all applications that require approval by the Planning Commission or City Council. **Part B**, Enhanced Stakeholder Outreach, requires the Notice of Project Application of Part A plus additional public engagement for more complex projects. Both of these levels are described in more detail below. While the City Planning Division provides oversight of the Public Involvement Process, project applicants are responsible for implementing the requirements and ensuring the public has the ability to provide meaningful input early in the process.

Figure 1 – Project Public Involvement Flow Chart



PART A – Notice of Project Application

Council Policy No. 84 requires that every development project that requires a permit or other approval by the Planning Commission or City Council include a Notice of Project Application Process. Some of the types of permits and actions that require Planning Commission (PC) or City Council (CC) approval include the following (minor permits excepted):

- *Coastal Development Permits*
- *Conditional Use Permits*
- *Master/Specific Plans*
- *Planned Development Permits*
- *Site Development Plans*
- *Tentative Tract Maps*
- *General Plan Amendments*
- *Zone Changes*
- *Other permits/actions requiring PC/CC approval*

The Notice of Project Application Process

The Notice of Project Application Process includes three primary steps: 1) mailing notices to affected stakeholders, 2) posting a notice on the project site, and 3) certifying to the city that the mailed and posted notices have been completed in conformance with city requirements. These steps are described in more detail below:

1. Mailed Notices.

After an applicant submits a formal development application to the city, they have 30 days to mail a Notice of Project Application packet (*see Attachment A-1*) to affected stakeholders (see below). The notice packet must include an 8½" x 11" written description of the project and must include the following information:

- *Project number(s) (assigned when application is filed with the Planning Division)*
- *Project name*
- *A brief description of the proposed project*
- *Address and nearest cross streets*
- *The proposed use, number of dwelling units and buildings, project features, permits requested*
- *Building square footage(s)*
- *Maximum height*
- *The applicant name, contact person, mailing address, telephone number and email address*

The draft Notice of Project Application must be reviewed and approved by the project planner prior to being sent out. The notice shall be sent with the project site plan, and elevations or renderings should be included so that stakeholders can understand what is being proposed.

Owner, Association and Occupant Lists and Radius Map. The applicant shall prepare a radius map to scale, not less than 1" = 200' unless a reduced scale is approved by the project planner, showing all lots entirely and partially within 600 feet of the exterior boundaries of the subject property, and 100 feet of the exterior boundaries if applicable. The applicant shall prepare a typewritten list of names and addresses of all those who receive the Notice of Project Application. The list shall include:

- a) Property owners within a 600-foot radius of the subject property according to the latest San Diego County equalized assessment rolls current as of the date of the application, including the applicant and/or owner. If the 600-foot radius yields fewer than 20 properties, the project applicant shall extend the radius until 20 or more properties are reached.
- b) Property/Homeowners association(s) that cover the project site.
- c) For projects in the Coastal Zone only, occupants within a 100-foot radius of the project site.
- d) Those notified if Part B Stakeholder Outreach was required and the Notices were combined.

The public notice packet must be mailed by first class mail.

2. **Project Notice Sign.** In addition to mailed notices, applicants also have 30 days following submittal of a formal project application to physically post a Notice of Project Application sign on the project site (*see template, Attachment A-2*). A yellow 'Notice of Project Application' sign measuring two feet by three feet must be posted on the most publicly-visible portion of the site, or offsite in unusual circumstances if approved by the project planner. The sign includes basic project information and contact information for the applicant and city Planning staff. The sign must be maintained in a good and legible condition throughout the duration of the process. Several local sign companies have experience fabricating signs to the city's specifications and are listed in *Attachment A-3*.
3. **Certifications.** Within 24 hours of posting the Notice of Project Application Sign or mailing the Notice of Project Application packet, whichever occurs later, the applicant is required to certify to the Planning Division that: 1) the radius map and list of property owners represent the latest available information from the County Assessor's equalized assessment roll; 2) the Notice of Project Application packet was prepared and mailed; and 3) the Notice of Project Application Sign was posted. The Certifications (*Attachment A-4*) are kept in the city's project file to confirm the tasks were completed.

**ATTACHMENT A-1
SAMPLE NOTICE OF PROJECT APPLICATION
(MAILED NOTICE)**

[Company Name/Letterhead]

March 12, 2018

SUBJECT: Notice of Application: SDP 2018-00XX/HMP 2018-00XX (DEV2018-XXXX) – The Offices at Faraday, XXXX Faraday Avenue, Carlsbad

Dear Neighbors and Interested Stakeholders:

Per City Council Policy No. 84, this is to inform you that XYZ Development Corporation has submitted the following development application to the City of Carlsbad:

PROJECT NUMBER: SDP 2018-00XX/HMP 2018-00XX
PROJECT NAME: The Offices at Faraday
PROJECT ADDRESS: XXXX Faraday Avenue at Camino Hills Drive
ASSESSOR PARCEL NO: XXX-XX-XXX
DATE OF APPLICATION: March 5, 2018
PROJECT DESCRIPTION: Site Development Permit to demolish an existing shed and permit the construction of a 52,000-square foot, 3-story, 45-foot-high office building on a 7.25-acre site. The project would include 230 surface parking spaces as well as drive aisles and landscaped areas. See attached Site Plan and Building Elevations.

APPLICANT NAME: John Doe, President
XYZ Development Corporation
XXXX Smythe Avenue
San Diego, CA 92101
(XXX) XXX-XXXX
jdoe@xyzcorp.com

CITY PROJECT PLANNER: XXXX XXXXXX, Associate Planner
(XXX) XXX-XXXX
xxxxxx@carlsbadca.gov

If you would like more information or would like to provide input on the project, please do not hesitate to contact me at the phone number or email address above. The project is currently under review by the City and your input is welcome. A decision to approve or deny this application will be made by the City at a future public hearing and you will be notified of the hearing in advance.

Sincerely,

John Doe, President
XYZ Development Corporation

Attachments: Site Plan and Building Elevations

Attachment A-2 – Sample Notice of Project Application Sign Template

36"



 { 2.5" } **N O T I C E**
 { 1.0" } **OF PROJECT APPLICATION**

4"

EACH LINE OF TEXT TO BE 3/4"

PROJECT NAME: ENTER PROJECT NAME

PROJECT NUMBER: ENTER PROJECT NUMBER(S)

PROJECT DESCRIPTION: ENTER BRIEF PROJECT DESCRIPTION

24"

EACH LINE OF TEXT TO BE 1/2"

CITY OF CARLSBAD PLANNING DIVISION

ENTER PLANNER NAME - ENTER TITLE
ENTER PLANNERS EMAIL ADDRESS
(760) 602-ENTER EXTENSION

PROJECT APPLICANT/REPRESENTATIVE
ENTER APPLICANT/REPRESENTATIVE
ENTER APPLICANT NAME
ENTER APPLICANT EMAIL ADDRESS
ENTER APPLICANT PHONE NUMBER

**ATTACHMENT A-3
LIST OF SIGN COMPANIES****Signs on Time**

5670 El Camino Real
Carlsbad, CA
Lee Futch
(760) 431-1050

Sign A Rama

191 N. El Camino Real
Encinitas, CA
(760) 634-3217

Sign A Rama

215 S. Pacific Street #103
San Marcos, CA
(760) 744-5046

www.signarama-sanmarcos.com

Palomar Sign Co.

5205 Avenida Encinas
Suite "G"
Carlsbad, CA
(760) 431-0767

Cousin's Signs

6353 El Camino Real
Suite "E"
Carlsbad, CA
(760) 630-6832
(760) 710-7154 (mobile)

www.cousinssigns.com

Ford Signs

1605 Ord Way
Oceanside, CA
(760) 631-1936

www.ford-signs.com

ATTACHMENT A-4

**CERTIFICATIONS
EQUALIZED ASSESSMENT INFORMATION
NOTICE OF PROJECT APPLICATION MAILING
AND SIGN POSTING**

I certify ALL of the following:

_____ The radius map and property owners list utilized for the Notice of Project Application
Initial represent the latest information from the County Assessor’s Equalized Assessment Roll.

_____ The “Notice of Project Application” was mailed on _____(DATE) to property
Initial owners within a 600-foot radius of the subject property, affected property/homeowner’s association(s) (if any), those notified for Part B Stakeholder Outreach if the Notices were combined, and, if in the Coastal Zone, occupants within a 100-foot radius of the subject property. A complete copy of the mailed notice (and included exhibits, if any), radius map and mailing lists are attached to this certification.

_____ The “Notice of Project Application” sign has been posted at a conspicuous location on the site
Initial on _____(DATE). A photograph of the posted sign is attached.

SIGNATURE: _____

PRINT NAME: _____

PROJECT NAME: _____

PROJECT NUMBER: _____

LOCATION: _____

RETURN TO: _____
(Project Planner)

CITY OF CARLSBAD
PLANNING DIVISION
1635 Faraday Avenue
Carlsbad, CA 92008-7314

PART B - Enhanced Stakeholder Outreach

In addition to the Notice of Project Application requirements outlined above, applicants of certain types of larger development projects must also conduct an Enhanced Stakeholder Outreach Program following submittal of project applications to the city. This process goes beyond informing stakeholders about proposed projects to engaging the public about the specific details of a project. The city will regularly update the Pending Planning Applications report on the city's website with those projects that are subject to Enhanced Stakeholder Outreach, including project contact information so that interested stakeholders may contact the applicant. As with the Notice of Project Application process, project applicants are responsible for implementing the process and ensuring they comply with city requirements. The following types of projects must engage in Enhanced Stakeholder Outreach:

- *Residential development consisting of 50 or more residential lots or residential units*
- *Non-residential or mixed-use (residential and non-residential uses in the same building or on the same site) development projects with a total of 50,000 square feet or more of habitable space*
- *A development project that requires a Conditional Use Permit (excludes minor Conditional Use Permit)*
- *A development project that requires a Variance (excludes minor Variance)*
- *A development project that requires a General Plan amendment, Zone Change, Master Plan or Specific Plan*
- *A development project that requires a major amendment to a Master Plan or Specific Plan (excludes minor amendment)*
- *A development project that requires an amendment to the Habitat Management Plan*

The Enhanced Stakeholder Outreach Process

The City recognizes that a one-size-fits-all approach doesn't work for all projects and gives applicants options for how to engage stakeholders in a discussion on their projects.

1. **Public Outreach Options.** Applicants are required to conduct one of the following options to engage the community on their project:
 - *A public meeting or open house held at a time and location accessible to most stakeholders*
 - *A project website that enables the public to learn about the project and understand how to provide input*
 - *An onsite meeting or information booth at or near the project site*
 - *A mailed informational packet with postage-paid mail-back comment form or survey*

- *Other outreach techniques approved by the Planning Division*

The City encourages face-to-face meetings or open houses on or near the project site at times most likely to maximize participation (such as evenings or weekends). Other techniques are acceptable but need to be discussed with the Planning Division prior to implementation. Tips for conducting an effective outreach meeting are outlined in Figure 2, below.

Figure 2 - Tips for Conducting an Effective Outreach Meeting

<p>Get the word out!</p>	<ul style="list-style-type: none"> •It’s important to notice your outreach well in advance of an event to meet City requirements and make sure stakeholders can make plans to attend. In addition to City required notices, think about and notice other stakeholders who would be interested in learning about your project.
<p>Choose a format that works for your audience</p>	<ul style="list-style-type: none"> •The City has options for conducting outreach, including public meetings and websites. Think about the best format for those likely to be affected by the project. Choose a time and place for outreach events that will work best for the most people; evenings and weekends are typically best.
<p>Present information thoroughly and factually</p>	<ul style="list-style-type: none"> •The public involvement process is not the time to try to "sell" your project or gloss over aspects that may not be favorable to neighbors. Present your project thoroughly and factually in a manner that can easily be understood by everyone.
<p>Listen objectively</p>	<ul style="list-style-type: none"> •Development projects can sometimes elicit strong feelings and emotions from the public. Try to remain calm and professional and understand the issues. Do not become defensive or dismiss comments that may be contrary to your own.
<p>Respond professionally and factually</p>	<ul style="list-style-type: none"> •When responding to questions and comments, remain calm and professional and focus on the issues and your project. Offer to follow up with stakeholders individually if an issue needs further discussion.
<p>Outline next steps</p>	<ul style="list-style-type: none"> •When concluding an outreach event, clearly outline the next steps in the process and how the public can provide further input. Also, make sure everyone signs in to get updates on the project and the process.
<p>Follow up in a timely manner</p>	<ul style="list-style-type: none"> •Make sure to follow-up with anyone needing further information in a timely manner, typically a week or so.

2. **Noticing.** Applicants must mail a notice of Enhanced Stakeholder Outreach (“invitation”) to neighbors and stakeholders at least 10 days in advance of an outreach event to ensure they have a reasonable opportunity to participate (*see Sample Enhanced Stakeholder Outreach Notice, Attachment B-1*). Applicants must mail the invitation to the same stakeholders contacted in Part A – Notice of Project Application, as well as other parties who have notified the applicant or the city that they wish to be informed about the project. The invitation may be combined with the Part A notice at the applicant’s discretion but there must be a minimum seven (7) day waiting period from the application submittal date before the first public outreach invitation may be mailed out. In such a case, the waiting period is to allow potential interested parties who are not on the initial stakeholder list time to request notification of public outreach events. In addition, the city encourages applicants to conduct additional forms of notification (electronic, door-to-door, etc.) and notification to additional interested and affected parties.
3. **Public Outreach Information/Materials.** Regardless of the public outreach method(s) used, the applicant must provide the following information through the outreach process:
 - *A project description (with graphics) sufficiently detailed but easy for a layperson to understand*
 - *An explanation of what permits are being sought*
 - *A description of the review/approval process*
 - *The expected timeframe and/or phasing of project construction*
 - *Project contact name and information*
 - *A description of how the public can provide input directly to the project applicant*
 - *The city project number and name, and city project planner name and contact information*
 - *All sign-in sheets, survey forms, comment cards, etc. shall advise participants that collected information will be forwarded to the city and become part of the public record*
4. **Project Outreach Report.** The project applicant must prepare a written Enhanced Stakeholder Outreach Report to document the public involvement process (*see Attachment B-2, Sample Enhanced Stakeholder Outreach Report*). The Report addresses the public outreach input received including any input received during and within 10 days following an outreach event. The Report describes the outreach that was conducted, who was invited to participate, who did participate, a summary of issues discussed (repeated comments may be summarized), what resulted from the discussion, and what commitments or follow-up actions will be taken by the applicant, if any. The Project Outreach Report shall also include the following information:
 - *Copies of all noticing and other informational materials provided to the public, noting the method(s) and date(s) of distribution*
 - *Sign-in sheets listing names of participants in outreach meetings, workshops or other events (See Attachment B-3, Sample Enhanced Stakeholder Outreach Sign-In Sheet)*

- *Stakeholder database (i.e., complete listing of all those who were notified of the application and outreach activities in Excel format on a flash drive)*
- *A typewritten list of all names and addresses of stakeholders who requested notification*
- *Copies of comment cards, survey results, emails, letters and other comments submitted to the applicant (see Attachment B-4, Sample Enhanced Stakeholder Outreach Comment Card)*
- *A summary of the input received and the responses to those who participated in the public involvement activities, if any*

The Project Outreach Report is kept as part of the city's project file. The project applicant must provide a copy of the report in print and electronic form to the project planner for approval. The applicant shall provide a copy to any stakeholder that requests a copy of it. In addition, a copy of the Report may be obtained from the city once accepted as complete. City staff will also include a brief synopsis of the outreach activities in Planning Commission or City Council staff reports, and may include the Outreach Report as an attachment if deemed appropriate by the City Planner.

Stakeholders who become aware of a project application after the project applicant has conducted stakeholder outreach may still request to be notified regarding the project by City staff. However, the Enhanced Stakeholder Outreach Report is not required to be updated once it has been accepted as complete by the city. It is at the project applicant's discretion whether to engage in additional stakeholder outreach once the requirements of this policy have been met.

5. **Completion.** Applicants achieve compliance with Council Policy No. 84 when noticing and outreach activities are concluded and the written Enhanced Stakeholder Outreach Report is filed with, and accepted by, the city's Planning Division. At that time, the development application may be deemed complete if other applicable city process requirements have been met. Development applications will continue to be incomplete as the Enhanced Stakeholder Outreach Report is still outstanding.

**ATTACHMENT B-1
SAMPLE ENHANCED STAKEHOLDER OUTREACH NOTICE**

[Company Name/Letterhead]

May 1, 2018

SUBJECT: Informational Meeting on a Proposed Development Project at XXXX Faraday Avenue, Carlsbad – Project No. SDP 2018-00XX (DEV2018-XXXX)

Dear Neighbors and Interested Stakeholders:

This letter is to invite you to an informational meeting on a proposed development project in your area. XYZ Development Corporation has submitted a development application to the City of Carlsbad for a Site Development Permit (SDP 2018-00XX) to demolish an existing shed and permit the construction of a 52,000-square-foot office building, with on-site parking and landscaping at XXX Faraday Avenue (see map below and attached site plan and building elevations). The project is currently under review by the City of Carlsbad and will be subject to a future Planning Commission hearing where the Commission will vote to approve, deny or modify the project. As an affected neighbor or interested stakeholder, you will be notified of the future Planning Commission hearing on the project.



The informational meeting will be held at:

**6:00 p.m.
Monday, May 14, 2018
XXXX Faraday Avenue (Project Site)
Carlsbad, CA**

At the meeting, representatives of XYZ Development Corporation will be available to describe the proposed project and discuss questions or concerns you may have. Maps and plans of the proposed project will also be available for review at the meeting.

If you have any questions, please do not hesitate to contact me at (XXX) XXX-XXXX or jdoe@xyzcorp.com.

Sincerely,

John Doe, President
XYZ Development Corporation

ATTACHMENT B-2 SAMPLE ENHANCED STAKEHOLDER OUTREACH REPORT

May 25, 2018

City of Carlsbad
Planning Division
1635 Faraday Avenue
Carlsbad, CA 92008
ATTN: (Planner's Name)

SUBJECT: Project Outreach Report for The Offices at Faraday - XXXX Faraday Avenue – Project No. SDP 2018-00XX (DEV2018-XXXX)

XYZ Development Corporation conducted an Enhanced Stakeholder Outreach Program for The Offices at Faraday (SDP2018-00XX) in conformance with Carlsbad Council Policy No. 84, Development Project Public Involvement Policy. The outreach program included the following:

A Community Outreach Meeting was held on Monday, May 14, 2018 at 6:00 p.m. at the project site located at XXXX Faraday Avenue. Notices (see Exhibit 1) of the meeting were mailed 15 days in advance to 42 property owners within 600 feet of the project site as well as four other persons requesting information about the project (see Stakeholder's database – Exhibit 2). Eighteen neighbors and other stakeholders attended the meeting and signed-in on the project sign-in sheet (see Exhibit 3). After a few brief introductory comments and explanation of the meeting's purpose and format, the project architect, Jane Doe, gave an overview of the project and reviewed the project site plan, landscape plan and renderings. Following the presentation, there were several questions regarding the proposed project which were answered by the project team. The questions are outlined below. In response to concerns expressed, the applicant committed to adding five additional shade trees to the parking lot which will be reflected on the landscape plan in the next submittal to the City. The meeting was adjourned at approximately 6:47 p.m. at which time attendees were encouraged to fill out project comment cards. In addition, three neighbors stayed after the meeting to review the project plans. As of May 25, 2018, two project comment cards were returned to the project team (see Exhibit 4); those comments/questions are also included below.

Questions Received at the Outreach Meeting and in Comment Cards (duplicate comments have been combined)

1. How big is the proposed project?

Answer: The proposed office building would occupy approximately one-quarter of the developable portion of the 7.25-acre site and the remainder of the site would include drive aisles, parking areas, landscaping, and natural open space. The office building would be three stories and 45-feet in height and would contain 52,000 square feet of office space.

2. What businesses will occupy the building?

Answer: The building tenants are not known at this time but are expected to be professional office uses consistent with city zoning and master plan allowances.

3. Are you putting in a traffic signal at Faraday?

Answer: No, based on the results of the traffic study, a traffic signal is not needed at the intersection of Faraday and the project driveway, or at the nearest intersecting street.

4. When is the City Council hearing on the project?

Answer: Unless the project is appealed to the City Council, only a Planning Commission hearing is needed for the project. The project is in the early review stage and no hearings have been scheduled for the project. You will be notified of a future Planning Commission hearing on the project.

5. When are you going to break ground on the project?

Answer: The precise construction schedule is not yet known. However, we anticipate breaking ground on the project approximately 9 months following City approval of the Site Development Permit and construction is anticipated to take 18 months.

6. Can you add additional shade trees to the northern portion of the site to buffer the site from adjacent uses?

Answer: Yes, five additional shade trees will be added to the landscape plan in that area.

7. How are you going to prevent your tenants from parking in the surrounding neighborhood?

Answer: The project includes 10% more parking than is required by City code. Based on this amount, our traffic engineer believes there will be ample parking on-site and no spillover effects into the surrounding neighborhood are anticipated. In addition, preferred parking for carpools and vanpools, bike racks and showers are included in the project to encourage multi-occupant vehicle use and non-vehicular transportation to work which will minimize the need for parking.

8. Have any sustainable features been incorporated into the project?

Answer: Yes, the project is designed as a LEED-certified building. In addition to the bike racks discussed above, the project will include solar panels and other energy saving features.

This concludes the Enhanced Stakeholder Outreach Program for our project. If you have any questions or need additional information, please do not hesitate to contact me at the contact information below.

Sincerely,

John Doe, President
XYZ Development Corporation
XXXX Smythe Street
San Diego, CA 92101
(XXX) XXX-XXXX
jdoe@xyzcorp.com

- Exhibits:
1. Public Meeting Notice
 2. Stakeholders Database
 3. Public Meeting Sign-In Sheet
 4. Comment Cards Received as of May 25, 2018

**ATTACHMENT B-3
SAMPLE ENHANCED STAKEHOLDER OUTREACH
SIGN-IN SHEET**

**PROPOSED DEVELOPMENT PROJECT AT XXXX FARADAY AVENUE (SDP 2017-00XX)
PROJECT OUTREACH MEETING
MAY 14, 2018**

(NOTE: This information will be included in the city's project file and become part of the public record.)

Name (please print)	Address	Phone Number	Email Address	Yes, please include me in project mailing list (✓)

**ATTACHMENT B-4
SAMPLE ENHANCED STAKEHOLDER OUTREACH COMMENT CARD**

PROJECT COMMENT CARD – XXXX Faraday Avenue (SDP 2017-XX)

(NOTE: Written comments will be forwarded to the city and become part of the public record.)

Comments: _____

(Optional, if you want to be included in future mail notices)

Name: _____
Address: _____

Phone: _____
Email: _____
Date: _____

Return Comment Card To:
John Doe, President
XYZ Development Corporation
XXXX Smythe Avenue
San Diego, CA 92101
jdoe@xyzcorp.com