



## DISCUSSION ITEMS

### Agenda Item # 10

## AGENDA REPORT SUMMARY

**Meeting Date:** June 8, 2021

**Subject:** Housing Element Update Consultant Recommendation

**Prepared by:** Guido F. Persicone, Planning Services Manager

**Reviewed by:** Jon Biggs, Community Development Director

**Approved by:** Brad Kilger, Interim City Manager

**Attachments:**

1. Draft Resolution
2. Lisa Wise Consulting (LWC) Proposal
3. Updated LWC Cost Estimate
4. Update Project Schedule

**Initiated by:**

City Council Goal

**Fiscal Impact:**

The agreement is for a not-to-exceed amount of \$600,228 (\$552,228 with a \$48,000 contingency) and staff is requesting that this project be added to the Capital Improvement Project (CIP) program and that \$600,228 be allocated from the Capital Improvement Fund to this project

**Environmental Review**

No environmental review is required for the authorization to enter into an agreement to prepare a land use document. It is anticipated that the update to the Housing Element will require the preparation of a Mitigated Negative Declaration (MND).

**Policy Question(s) for Council Consideration:**

Will enlisting a consultant result in a Housing Element that will help the City of Los Altos refine and achieve its housing goals and be certified by the State of California?

**Summary:**

This is a request authorizing the Interim City Manager to enter into an agreement with Lisa Wise Consulting (LWC) for preparation of an update to the Housing Element.

**Staff Recommendation:**

Add this project to the CIP and appropriate \$600,228 from the Capital Improvement Fund to this project and authorize the Interim City Manager to execute an agreement with Lisa Wise Consultant (LWC), in an amount not to exceed \$600,228 (\$552,228 with a \$48,000 contingency) for the preparation of the Housing Element update.



**Subject:** Housing Element Update Consultant Recommendation

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### **Purpose**

Achieve a Housing Element update that reflects the City's goals and can be certified by the State of California in compliance with State law.

### **Housing Element Background**

As previously discussed at the January 26, 2021 study session, the sixth cycle Housing Element update must be completed by January 2023. The update, which is the only element of the Los Altos General Plan that requires review and certification by the State of California, will present several challenges for the City. First, the City must demonstrate that it is combating discrimination and overcoming historic patterns of segregation and is taking active steps to further affirm fair housing (AFFH). The requirement to affirm fair housing also mandates the City clearly document outreach to special housing needs groups and provide said documentation to State HCD. Second, new changes in State laws related to no-net loss zoning (SB 166) create new pressures for the City to ensure that sites identified for lower-income housing are not lost to market-rate housing.

Third, the City will also face higher scrutiny for non-vacant and vacant sites during this cycle. For non-vacant site, cities must identify any applicable leases and existing contracts for current uses, market demand for the existing use, and prior experience converting non-vacant sites to higher density residential. If a vacant site was identified in the site inventory in two previous housing elements, or a non-vacant site was identified in one previous housing element, it will not be considered suitable for lower income housing unless it is zoned to permit 'by right' development at the default density for a project with 20 percent lower income housing. (§ 65583.2(c). For vacant sites, in a recent review of a housing element, HCD indicated that the following sites were not 'vacant':

- A large vacant site that had not yet been subdivided from the non-vacant part of the site.
- A large vacant site containing one vacant, abandoned single-family home.

In addition, sites smaller than 0.5 acre or larger than 10 acres are not considered to be suitable for lower income housing without evidence that the site can be developed for lower income housing. (§ 65583.2(c)(2).) Finally, the City will need to accommodate a much higher number of lower-income housing units, which may require the City to amend its general plan and zoning code to allow for more housing opportunities. As such, it is critical that the City work with a consultant team with statewide experience in the preparation of Housing Elements and who is familiar with



**Subject:** Housing Element Update Consultant Recommendation

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challenges and opportunities facing local agencies during this sixth cycle Housing Element planning period.

### **Request for Proposals Process**

On December 17, 2020, a Request for Proposals (RFP) was sent out and posted on the City website to all interested parties and consulting firms with experience in preparing Housing Element Updates. After the release of the RFP, City staff organized a pre-bid conference call. Eight consulting firms participated in this pre-bid meeting to ask questions and receive direction from City staff regarding the information needed in the RFP submittal package. On January 14, 2021, all questions addressed at the pre-bid conference were posted to the City website: <https://bids.losaltosca.gov/rfp/housing-element>. January 21, 2021 was the deadline to submit a proposal to Los Altos. On this date, the City received three proposals. On February 4, 2021, a staff panel met and interviewed with each consultant team, and the panel asked relevant questions regarding the submitted proposals. At the conclusion of the interviews, staff made a recommendation to move forward on the most qualified proposal to the City Council for authorization of the City Manager to enter into an agreement with this consultant.

### **Analysis**

The most qualifying proposal was presented by Lisa Wise Consultant (LWC), a multi-discipline firm with architects, designers, and planners on staff with offices that are in the Bay Area and other cities in the State. LWC is highly regarded within the urban planning community, has a thorough understanding of State housing law, and has worked with over 25 jurisdictions on State certification of Housing Elements in the 4th, 5th, and 6th (current) Housing Element cycles. LWC has successfully delivered Housing Element Updates in cities like Los Altos in which the community (elected and appointed officials, community groups, property owners, business owners and operators, and housing advocacy groups) has actively participated, in the process. Those jurisdictions include Livermore, Benicia, Vallejo, Pacific Grove, and Monte Sereno. Additionally, LWC is working with similar jurisdictions in southern California like Temple City and San Gabriel, both of which are relatively built out communities like Los Altos with RHNA allocations of 2,182 and 3,017, respectively.

### **Familiarity with Los Altos**

LWC has been working in Los Altos for 12 months, creating Objective Design Standards which has provided the firm with a detailed understanding of the City's development codes, design standards and development patterns, particularly the corridors and neighborhoods that support multi-family development (Downtown, El Camino Real Corridor, Foothill Corridor and Downtown-adjacent areas). This will provide significant efficiencies initiating the Housing Element Update process and in meeting timelines and budgets.



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### **Community Outreach**

The Los Altos community prioritizes and values community engagement, and the LWC Community Outreach and Engagement (Task 7) approach fits with communities that have a very high interest and organized involvement in the planning process. Their approach draws on our 15 years of experience in the ABAG region and our 9 Housing Element Updates, which is currently in the 6<sup>th</sup> Cycle. Furthermore, LWC includes an outreach specialist, San Anselmo-based Plan to Place, the same firm that that also worked on the Downtown Vision Plan for Los Altos. While all the submitted bids presented community outreach, LWC had a more extensive and detailed plan that included the following action steps:

- Stakeholder and Focus Group Meetings
- Community Surveys
- Community Workshops
- Study Sessions with the Planning Commission and Council
- Creation of a Project Website

It should be noted that the community outreach portion of the project is approximately one fourth of the total bid as City staff is anticipating a significant amount of community interest in this project and wants to include, as it should, a wide spectrum of stakeholders and interest groups.

### **Cost**

The base contract amount is a total of \$600,228, (\$552,228 for the base cost of the project with a contingency of \$48,000) for preparation of the Housing Element. This amount includes the preparation of a Mitigated Negative Declaration (MND), which is the anticipated level of environmental review that will be needed. However, if preparation of an Environmental Impact Report (EIR) is required, there will be a need to adjust the fee by an additional \$94,000 (current estimate) and staff would need to return to Council with a request to amend the agreement. If an EIR is necessary, the Council will be advised on how this will affect the schedule. As of now, it is anticipated that an EIR could add four months to the update process.

The current fee for this update reflects an adjustment to the original cost proposal provided by LWC after City staff requested that the consultant “sharpen their pencils” and identify ways to reduce the overall budget. This was done by reducing the number of surveys and public meetings.

- Tasks 6.2 and 6.4 - Changed the number of hearings on the Draft and Final Housing Element from six to three for each task.
- Task 7.5 - Changed the number of surveys to 1.



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- Task 7.6 - Changed the number of community workshops from 4 to 3.

Even with these revisions, the proposal still has a very robust number of meetings and community outreach approach. The revised budget has over 1,000 hours (about \$186,000) allocated to these tasks. Additionally, it should be noted that per the regional REAP funds being administrated by ABAG/MTC, the City is eligible to receive approximately \$35,000 in reimbursement for Housing Element related expenses, so the true cost to the City is closer to \$517,000 (or a total of 565,000 if the contingency is needed).

So, the overall project budget breaks down in the following way:

Table 1-Contract Breakdown	
Base Contract	\$552,228
Contingency	\$48,000
Total Consultant Contract	\$600,228
Less REAP Funds	(\$35,000)
True City Cost with Contingency	\$565,228

This consultant cost is within the range of the other proposals that were received and in keeping with proposals submitted on Housing Element updates for neighboring jurisdictions, including the City of Palo Alto.

Table 2-Housing Element Cost Comparison		
City	Cost	CEQA REVIEW
San Carlos	\$800,000	EIR
Palo Alto	\$630,000	Supplemental EIR
Los Altos	\$600,228	MND

**Additional/Optional Tasks**

The proposal does list some additional and optional tasks. One of the additional tasks is the preparation of an in-lieu fee study. Based on feedback from the City Council at recent Budget and Priorities/Objectives meeting, there appears to be some interest in having this study included with this update. The fee for preparing the housing in lieu fee study for is \$27,680. Additionally, given City Council feedback, it may desire to have a commercial and housing development impact fee study completed for an additional cost of \$47,140 (item 10.5 of the submitted proposal).

If Council would like to include these studies, staff recommends that the appropriate fee amount be added to the authorized budget amount so this task can be undertaken with the Housing Element



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Update. In the alternative, staff has included funds to cover an in-lieu/ impact fee study in the next two-year budget (currently in process). If made part of the upcoming budget, staff could begin soliciting proposals for this study in the near term and begin work on such a study this year. If these the additional services are made a part of this agreement, work on these can begin this year as well.

### **Project Schedule**

If approved by the City Council on May 25, 2021, a kickoff meeting with the consultant will occur in July. Attachment 4 to this staff report is the overall revised project schedule showing completion of the project by August 2023.

### **Recommendation**

Staff is recommending that the City Council provide authorization for the Interim City Manager to execute an agreement with Lisa Wise Consultant (LWC). Attachment 2 is the proposal submitted by LWC for the City Council's information.

### **Options**

- 1) Add the Housing Element Update to the list of CIP projects, allocate \$600,228 to the project from the unallocated funds account and Authorize the City Manager to execute an agreement with Lisa Wise Consulting (LWC) in an amount not to exceed \$600,228 for the Housing Element Update and amend the budget for the Community Development Department as needed.

**Advantages:** Allows an agreement with the recommended consulting firm to be executed so that the Housing Element Update effort can begin.

**Disadvantages:** Results in expenditure of City funds.

- 2) Decline authorization to execute an agreement with Lisa Wise Consulting (LWC).

**Advantages:** Would provide an opportunity for an alternate course of action.

**Disadvantages:** Delays the Housing Element Update process.

### **Recommendation**

The staff recommends Option 1.

**RESOLUTION NO. 2021-29**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
AUTHORIZING THE INTERIM CITY MANAGER TO NEGOTIATE AND EXECUTE  
AN AGREEMENT BETWEEN THE CITY OF LOS ALTOS AND LISA WISE  
CONSULTING INC., FOR \$600,228 FOR THE 2023-2031 HOUSING ELEMENT  
UPDATE AND AUTHORIZE A BUDGET AMENDMENT TO REFLECT THIS  
INCREASED EXPENDITURE**

**WHEREAS**, California Government Code Section 65300 requires the City to adopt and maintain a comprehensive, long-term General Plan for the physical development of the City; and

**WHEREAS**, California Government Code Section 65580, requires the General Plan to address housing issues (referred to as the Housing Element); and

**WHEREAS**, the City of Los Altos desires to employ a consultant to provide services related to the completion of the City's 6th Cycle Housing Element Update which must be certified by the California Department of Housing and Community Development (HCD) by January 2023.

**WHEREAS**, the City of Los Altos released a Request for Proposals on December 17, 2020 for Housing Element planning services; and

**WHEREAS**, at the conclusion of this process staff recommended Lisa Wise Consulting as the preferred consultant; and

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Los Altos hereby authorizes the following:

1. The Interim City Manager to execute an agreement with Lisa Wise Consulting for professional planning services in an amount not to exceed \$600,228.
2. The Budget for the Community Development Department is amended to reflect this increased expenditure.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 8th day of June 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

\_\_\_\_\_  
Neysa Fligor, MAYOR

Attest:

\_\_\_\_\_  
Andrea M. Chelemengos, CMC, CITY CLERK



CITY OF LOS ALTOS

# 2023-2031 HOUSING ELEMENT UPDATE

RESPONSE TO REQUEST FOR PROPOSALS

JANUARY 21, 2021 | REVISED 5-26-21



***Prepared for:***



**City of Los Altos**  
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***Prepared by:***



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January 21, 2021



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 Planning Services Manager  
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 Los Altos, CA 94022  
[gpersicone@losaltos.gov](mailto:gpersicone@losaltos.gov)

RE: LWC Proposal to Prepare the City of Los Altos 2023 – 2031 Housing Element Update (6th Cycle)

Dear Guido,

On behalf of our highly qualified and motivated team, we are pleased to submit our proposal to complete the 2023 – 2031 Housing Element Update, environmental review, and additional tasks for the City of Los Altos. As a firm that is dedicated to understanding and implementing State housing legislation and working with cities to ensure safe, attractive and affordable housing, this is a target project for us.

LWC's resume features 20 HCD-certified 4th and 5th Cycle Housing Element Updates. LWC also has hands-on experience in the 6th Cycle, leading seven Housing Element Updates across the State. Our team includes Rincon Consultants, Inc. and Plan to Place. Both of these firms have direct experience in Los Altos and we share a long history of successful collaboration.



LWC is dedicated to working closely with our clients to ensure compliance with State housing law and to develop policies and programs that enable and encourage a diversity of housing types, designs, and forms of ownership. LWC is also a leader in zoning code audits and updates and financial feasibility analysis.



Rincon brings a staff of over 250 environmental science and land use planning professionals with experience on dozens of Housing Element Updates and providing clear, compliant CEQA documentation and review.



Plan to Place is a Bay Area leader in community engagement strategies and facilitating outreach programs aimed at assuring the community's perspective is evident in the findings and final recommendations.

We understand the City's priorities to amend site development standards and densities at key housing opportunity sites, implement AB 1851, and streamline the review of proposals for affordable housing and housing across all income levels. We also understand that the City is taking a holistic approach by assessing in-lieu fees and addressing appropriate areas for rezoning focused on an adequate housing sites inventory and consistency across planning documents. To this end, we will work closely with City staff, City Council, and the community to create policies aimed at accommodating housing demand while preserving the City's "eclectic, small town" ethos. We will also apply our familiarity with the unique character of, and opportunities in, the Downtown and the Foothill and El Camino Real corridors.

Our proposal includes all the tasks and outcomes prescribed by HCD in this 6th Cycle, taking the project from initiation to certification, including evaluation of 5th Cycle policies and programs, sites and constraints analyses, responsive coordination with the HCD, and adoption hearing support.

As LWC's President and CEO, I will be ultimately responsible for the quality and timeliness of all deliverables and our adherence to the budget and contract. I will work closely with David Bergman, who as Project Director brings over 25 years of experience in California housing and project management. David and I will support Jen Murillo, our most experienced Senior Associate. Jen will serve as Project Manager, responsible for the day-to-day operations, work production and workflow, and communication with the City and among the Consultant Team. Jen has dedicated her career to housing and is currently leading three 6th Cycle Housing Element Updates. The LWC team also includes Karen Huynh, who is working on all of LWC's 6th Cycle Housing Element Updates and financial feasibility efforts. Jen, David and Karen will be supported by our entire staff of very qualified and committed urban planners and 6th Cycle housing experts.

We appreciate the opportunity to submit our proposal and continue our relationship with the City. We look forward to next steps and will be happy to make refinements at the City's discretion. LWC has read and is able to comply with the tenets of the contract and insurance requirements as attached to the RFP.

Sincerely,



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## 1

# Project Understanding and Approach

## Understanding of the Assignment

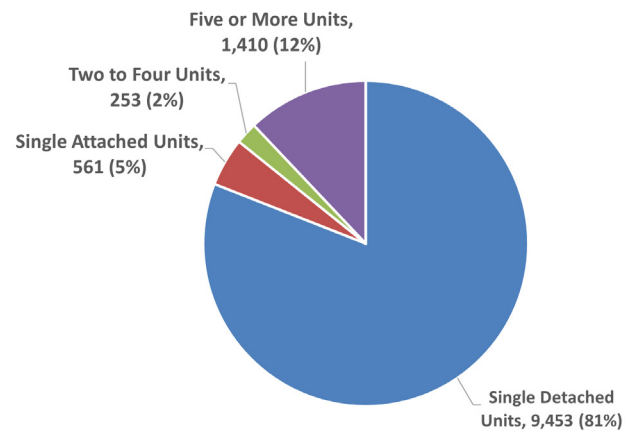
With the update to the Housing Element, the City of Los Altos aims to establish legislative policies and programs to ensure the City can accommodate required RHNA requirements in the site inventory, address upcoming challenges and capitalize on future opportunities. The City is seeking a State (HCD)-certified 6th Cycle Housing Element that is clear, concise, and legally defensible. The City will also use the opportunity to meet its 6th Cycle obligations and consider housing policies for key areas, including El Camino Real, as well as the assessment the financial gap for producing affordable housing in Los Altos. LWC will work closely with the City to address all of these goals.

Los Altos is one of the 100 ABAG jurisdictions that must submit their Housing Element Update (HEU) to HCD by January 31, 2023. The 6th Cycle requires a much higher level of examination and commitment than previous Cycles. Los Altos' current draft allocation at 2,270 units is more than three times the previous, 5th Cycle RHNA. The 6th Cycle also includes new and heightened requirements for identifying eligible sites, policies and programs that consider overpayment, overcrowding, jobs/housing balance and greenhouse gas performance, as well as increased scrutiny from HCD.

## Our Understanding Informs Our Approach

We understand the City's ongoing efforts to build and maintain a more beautiful, stronger, healthier, and more resilient Los Altos. Our previous experience working with the community has led us to appreciate the exceptional care the City devotes to securing a high quality of life for its residents. We recognize that engagement with the community will be a critical factor for success and, as a Consultant Team, we are prepared to address these needs with a thorough and efficient approach that prioritizes robust community engagement, close collaboration with the City, and a clear understanding of existing conditions and HCD's requirements for certification. Our Team will draw on our deep and diverse experience and expertise in 6th Cycle housing elements, community engagement, and CEQA as well as our enthusiasm, attention to detail, and commitment to the highest industry standards.

**Los Altos Housing Mix**



Source: California Department of Finance, Table E-5, 2020

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*Los Altos' distinct advantages lie in its proximity to the vibrant economies, employment centers, diverse populations, and educational and research institutions in the Bay Area as well as beautiful parks and open space. Los Altos has an attractive downtown, well established residential neighborhoods and access to regional transportation services.*

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# Approach

## Approach

LWC's approach to Housing Element Updates in the 6th Cycle is rooted in: (1) compliance with State law, (2) effective project management, (3) a strong working relationship with HCD, and (4) seamless communication with the City.

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**LWC has developed successful approaches for the complex 6th Cycle:**

- *Strict guidelines on how sites can be included*
  - *Greater emphasis on racial and economic equity*
  - *Criteria for realistic development potential determinations*
- 

## Compliance with State Law

The HEU must comply with statewide housing statutes, as established by California Government Code §65580 - 65589.11, HCD requirements, and recent State housing legislation, which includes:

- Adequate Housing Element Sites (AB 1397)
- Housing Crisis Act (SB 330)
- No Net Loss (SB 166)
- Affirmatively Furthering Fair Housing (AB 686)

LWC has a strong working knowledge of HCD requirements and the new laws impacting the 6th Cycle, some of which have not yet been fully tested. LWC is currently updating Housing Elements for seven jurisdictions. This includes Housing Elements in Woodland and Long Beach, which require Administrative Draft 6th Cycle Housing Elements in early 2021.

## Effective Project Management

LWC's successful project management approach relies on frequent internal progress updates, consistent communication with the City and subconsultants, systematic and hierarchical review of all deliverables, and the use of BigTime, an online time management platform. The combination of the frequent evaluation and communication among the team and with the client, coupled with a robust project management software, enables LWC to forecast needs and capacity through the life of the project and make adjustments before issues arise.

## A Strong Working Relationship With HCD

LWC brings over 14 years of housing policy experience and has delivered over 20 adopted and HCD-certified HEUs in the 4th and 5th Cycles through a close, communicative working relationship with City staff and HCD. This approach enables us to anticipate HCD's priorities and ensure compliance. Our partnership is particularly crucial in this 6th Cycle as Los Altos and all the jurisdictions in which we are working are contending with a substantially greater RHNA obligation, stricter site selection criteria, additional reporting requirements, and State mandates that are in the process of being defined.

## Seamless Communication With The City

LWC believes the success of a project is predicated on clear and effective communication with City staff. As a 19-person firm, LWC is capable of managing large, complex projects while maintaining a swift response time and personalized attention to client needs. LWC will communicate with City staff on a regular basis to review and evaluate project status to ensure expectations are met.

# 2 Scope of Services

## Scope of Work

### Task 1: Project Initiation

#### Task 1.1 Kick-Off Meeting

The Consultant Team will prepare for and attend one kickoff meeting (via video or teleconference) with City staff. The meeting objectives are to:

- Confirm project goals and objectives
- Refine the work program
- Discuss the outreach strategy
- Identify potential stakeholders
- Clarify the roles and responsibilities of all parties involved
- Establish communication expectations and paths of communication
- Review and receive available project information
- Identify major milestones and dates for intermediate deliverables

#### Task 1.2 Data Collection

LWC will identify and gather key information, reports, maps, and databases, as well as submit a data request to the City for relevant material that has not been previously compiled. Plan to Place will research background material related to previous outreach engagement activities, interest groups, and project related material in preparation for producing a tailored project engagement strategy.

#### Task 1.3 Project Schedule

LWC will work closely with the City to develop a preferred timeline with Housing Element Update certification by January 2023.

#### Task 1 Deliverables:

- *Kickoff meeting agenda and summary notes with follow-up items*
- *Refined project schedule documenting key milestones and deliverables*
- *Document/data request*

### Task 2: Technical Studies and Issues Evaluation

#### Task 2.1 Existing Housing Element

LWC will review the City's current Housing Element, Annual Housing Element Progress Reports, and other supporting materials as needed to gain insight and understanding of Los Altos' housing progress. This review will include an evaluation of previous housing policies and programs, including a summary of the progress towards meeting its goals (e.g., discussing goals, policies, or programs that are in progress, have been abandoned, or have not proven effective).



# Scope of Work

## Task 2.2 Housing and Special Housing Needs

In accordance with Government Code §65583(a), LWC will utilize available U.S. Census data and will prepare an assessment of housing needs. Data and content provided through ABAG's Regional Housing Technical Assistance Program will be incorporated as appropriate (e.g., jurisdiction-specific tables, charts, and text summaries for all required data, such as population, demographic, housing, market conditions and regional comparisons). Since this data is not available yet, an optional task is included to tailor this content as needed. LWC will analyze key data characteristics and their implications to identify the City's specific housing needs and evaluate its housing conditions. LWC will establish the nature and extent of housing needs for Los Altos including existing and projected housing needs (the City's 6th Housing Element cycle RHNA) and the housing needs of special groups. The needs assessment will also provide data to assist the City in meeting the State's Affirmatively Furthering Fair Housing goals.

Key data characteristics include:

- Demographics (e.g., age, race/ethnicity, population growth, employment trends)
- Household size, tenure, and income (by race and ethnicity)
- Housing stock characteristics (e.g., type, vacancy, age/condition, and cost/affordability, including what households are most significantly impacted by costs)
- Assessment of overcrowding and cost burden
- Special needs (e.g., large households, persons with disabilities, elderly)

## Task 2.3 Housing Constraints

In accordance with Government Code §65583(a), LWC will conduct a constraints analysis for the preservation, protection, or production of housing across income levels within the City. LWC assumes that ABAG's Regional Housing Technical Assistance Program will provide all cross-jurisdictional comparisons necessary for this task (e.g., comparison of fees and processing time) and narratives of typical countywide non-governmental constraints, including community opposition to housing, cost of construction, limited availability of land, and other topics. This analysis will differentiate between governmental constraints (such as land use, zoning regulations, and impact fees), non-governmental constraints (such as mortgage lending availability), and environmental constraints to inform the most effective and appropriate policies to reduce constraints and facilitate housing production.

## Task 2.4 Housing Resources

In accordance with Government Code §65583(a), LWC will identify housing resources, including programmatic and financial. The analysis will include a review of funding sources for housing development and improvement, regulatory incentives for affordable housing, and opportunities for residential energy conservation.

## Task 2.5 At-Risk Housing Analysis

In accordance with Government Code §65583(a), LWC will identify and analyze multifamily rental housing units that are currently affordable and at-risk of converting to market-rate in the next 10 years. This analysis will include an assessment of conversion risk and an estimate of the cost of replacement versus preservation under current market conditions. LWC will also identify local entities that are qualified to acquire and manage at-risk units and local, state, and federal

# Scope of Work

financing and subsidy programs to support the preservation of these at-risk units. The current Housing Element (2015) did not identify any housing units at-risk.

## Task 2.6 Implementation Plan

In accordance with Government Code §65583(b), LWC will produce an implementation plan that outlines policies and programs that will satisfy the housing goals and objectives of the City during the eight-year planning period, including quantifiable programs that address the City's RHNA and effectively respond to the housing needs, constraints, and key priorities identified through the update process. This plan will include revisions to existing Housing Element goals, policies, and programs as appropriate, and will provide actionable steps the City is already taking or will undertake to accommodate its housing need.

This task also includes identification of other General Plan policy updates or revisions necessary to ensure consistency. LWC will summarize recommended amendments in a concise memo (table format recommended). Based on comments from the City at the pre-bid meeting, it is assumed that any General Plan amendments or rezonings would occur after adoption of the Housing Element.

### Task 1 Deliverables:

- *Analysis from Task 2 will be included in Task 6.1 (Administrative Draft Housing Element)*
- *General Plan Amendment Recommendations Memo (draft and final) (Word, PDF)*

## Task 3: Sites Inventory

### Task 3.1 Residential Land Inventory

In accordance with Government Code §65583(a)(3) and §65583.2, in collaboration with City staff, LWC will update the City's residential land inventory to identify land suitable for residential development, including vacant sites and sites having the potential for redevelopment, consistent with HCD's requirements. The assessment will also include an analysis of the availability of infrastructure for sites included in the inventory. As part of this task, LWC will review recent multi-family project applications to determine realistic achievable densities to support the sites analysis and methodology. LWC will work closely with City staff to develop the assumptions and methodology for this inventory and produce a parcel-level inventory of sites with near-term residential development potential at appropriate densities. LWC will prepare an assumptions and methodology memo for review with City staff. LWC will utilize the ABAG Housing Element Site Selection Tool to the extent feasible. The budget reflects some anticipated efficiencies using this tool and working with City staff.

LWC and City staff will work closely with HCD to ensure the sites inventory complies with HCD requirements. The inventory must be adequate to accommodate the City's RHNA within the planning period. LWC will work with City staff to analyze potential policy strategies to increase site capacity (e.g., amending development standards and densities at key housing opportunity sites, etc.). The sites inventory work will begin early in the process to ensure adequate time for consideration of potential areas for rezoning or other changes to development standards need to achieve the RHNA.

This task assumes the City will obtain and provide adequate citywide parcel-level GIS data (including APN, address, parcel size, existing use, ownership, General Plan land use designation,

# Scope of Work

zoning, land value, improvement value, and building square footage) to LWC. Additionally, LWC assumes that any rezonings required by the City's current Housing Element have been completed. Pursuant to SB 6, LWC will prepare an electronic copy of the residential land inventory using HCD's Electronic Housing Element Sites Inventory Form.

## Task 3 Deliverables:

- *Residential Land Inventory Assumptions and Methodology Memo (draft and final - Word)*
- *Updated Residential Land Inventory Map and Table (draft; final will be included in the Administrative Draft Housing Element)*
- *Completed Electronic Housing Element Sites Inventory Form*

## Task 4: Affirmatively Furthering Fair Housing

### Task 4.1 Affirmatively Furthering Fair Housing

Consistent with State law, LWC will include an Assessment of Fair Housing (AFH) in the Housing Element. This will be considered during the sites inventory and preparation of goals, policies, and programs to combat discrimination, overcome patterns of segregation, and foster inclusive communities. This assessment will be included in the Administrative Draft Housing Element for City review.

## Task 4 Deliverables:

- *Assessment from Task 4 will be included in Task 6.1 (Administrative Draft Housing Element)*

## Task 5: Rezonings

### Task 5.1 Recommendations Memo

Based on the sites analysis, LWC will work with City staff to identify potential areas for rezoning, if necessary. LWC will prepare identify parcels recommended to rezone and summarize in a concise memo (table/map format recommended). Considerations include the State requirement to maintain an adequate housing sites inventory throughout the eight-year planning period (i.e., no net loss). Based on comments from the City at the pre-bid meeting, it is assumed that any rezonings or General Plan amendments would occur after adoption of the Housing Element.

## Task 5 Deliverables

- *Rezoning Recommendations Memo (draft, final) (Word, PDF)*

## Task 6: Housing Element and Public Hearings

### Task 6.1 Administrative Draft Housing Element

LWC will prepare an Administrative Draft Housing Element. For all Housing Element drafts, LWC assumes City staff will submit a single set of non-conflicting comments for LWC to incorporate into the next version.

# Scope of Work

## Task 6.2 Public Review Draft Housing Element and Hearings (3)

LWC will prepare a Public Review Draft (PRD) Housing Element, incorporating comments from City staff review of the Administrative Draft. LWC will present the PRD Housing Element to the Planning Commission and City Council at public hearings. LWC assumes up to three public hearings. LWC will prepare presentations for each hearing and summary notes. Due to social distancing restrictions in the context of the current COVID-19 crisis, meetings are assumed to be virtual, but the budget includes options for in-person meetings.

## Task 6.3 HCD Review Draft Housing Element

LWC will revise the PRD in response to feedback from City staff, Planning Commission, and City Council. LWC will submit this revised draft to HCD for review.

## Task 6.4 Final Draft Housing Element and Hearings (3)

LWC will coordinate with City staff to revise the HCD Review Draft in response to any HCD's comments. LWC will present the Final Draft Housing Element to the Planning Commission and City Council at public hearings. LWC assumes up to three public hearings. LWC will prepare presentations for each hearing and summary notes.

## Task 6.5 Final Adoption and Certification

LWC will make any revisions directed by Planning Commission and City Council and submit the Final Adopted Housing Element to HCD for certification. LWC will also submit the Final Adopted Housing Element to the water/sewer district and the California Office of Planning and Research.

### Task 6 Deliverables:

- *Administrative Draft Housing Element (Word, PDF)*
- *Public Review Draft Housing Element (Word, PDF)*
- *HCD Review Draft Housing Element (Word, PDF)*
- *Final Draft Housing Element (Word, PDF)*
- *Final Adopted Housing Element (Word, PDF)*
- *Hearings: presentations (draft and final; PPT and PDF); summaries (draft and final; Word and/or PDF)*

## Task 7: Community Outreach and Engagement

### Task 7.1 Engagement Strategy

Plan to Place will prepare an Engagement Strategy that will be refined throughout the project to course correct as needed. The strategy will be designed to:

- Outline project goals and objectives;
- Develop a program that will reach, educate, and engage the community throughout the Housing Element update;
- Confirm schedule, format, and resources for all engagement activities through a shared live resource;

# Scope of Work

- Identify social media outlets to reach specific audiences (e.g., Facebook, Instagram, LinkedIn along with newsletters, blogs, videos) and virtual platforms for engagement (e.g., ZOOM, Miro, Padlet, YouTube Live Townhalls, Mentimeter or equivalent) in addition to traditional mailing and survey tools;
- Identify target demographic and interest groups and identify methods of communication and engagement with hard to reach groups and special needs populations; and
- Confirm coordination, facilitation and communication responsibilities

## Task 7.2 Project Messaging

In an effort to set proper expectations about the project, Plan to Place will collaborate with the City of Los Altos' staff in an iterative process to prepare project messaging templates (Fact Sheets or FAQs) that will continue to evolve throughout the duration of the project. This important collateral will be critical in helping to identify the overall project objectives and provide answers to common questions, how information will be disseminated, and how the input gathered will be used to inform the process. Its anticipated that City staff and the Consultant Team will co-create the language for these documents, and the Plan to Place team will maintain, organize, and simplify the language to ensure the messaging is up-to-date and user-friendly.

## Task 7.3 Outreach Campaign and Branding

In order to prepare an identifiable and consistent brand for this project, Plan to Place will lead the following tasks:

- **Style Guide** - The first step to creating branding materials will be to prepare a Style Guide that identifies the fonts, color schemes, and graphic design elements. The proposed Style Guide will build from existing branding resources.
- **Outreach templates** – Once the Style Guide is approved, Plan to Place can create a project logo if desired and related icons, outreach (digital / physical postcard, social media posts), document templates, and graphic style guidelines.

## Task 7.4 Stakeholder/Focus Group Meetings (2)

Plan to Place will prepare for and facilitate up to two one-hour stakeholder/focus group meeting during the Housing Element project process. This meeting will include members identified by the City that include experts in housing, specific non-profits, developers, community groups and community members. These stakeholders identified will act as a conduit to segments of the community that may be difficult to access. As potential community partners, stakeholders can help share accurate project messaging and encourage typically unrepresented members of the community to attend community-wide meetings.

It is anticipated that this meeting will be facilitated (using hand raising, chat and whiteboard functions) through a virtual meeting platform such as Zoom. Anticipated roles and responsibilities:

- City staff to identify stakeholders and meeting formats (one-on-one or focus groups).
- City staff to coordinate stakeholder meeting schedules.
- Plan to Place will work with LWC and City staff to draft meeting objectives and agendas.
- Plan to Place to prepare for and co-facilitate meetings with LWC.
- Plan to Place will assist with meeting logistics related to the virtual platform set up.

# Scope of Work

- Plan to Place will summarize the key takeaways from each meeting.
- Plan to Place can assist with translation of materials as needed (note that interpretation and translation services would incur an additional cost not accounted for in the submitted budget).

## Task 7.5 Surveys (1)

Plan to Place will collaborate with LWC and City staff on initial intent and content for one survey and assist in preparing and analyzing surveys to extend the reach of the engagement effort. Particularly during the pandemic, the on-line survey will provide a convenient and interactive access to the project and mirror other engagement activities. The survey is anticipated to be administered and analyzed through SurveyMonkey, Google Forms, or an equivalent software. Access to the survey can be advertised on the City's website, social media platforms and utilizing postcard mailers with survey link and QR code.

## Task 7.6 Community Workshops (4)

Plan to Place will collaborate with LWC and City staff in the preparation for and execution of up to three Community Workshops to provide the community and decision makers with basic knowledge focused on the Housing Element Update. The team will be prepared to implement digital virtual meeting formats to share information about the project, answer questions and gather feedback to address community concerns. It is anticipated that live polling and other interactive tools will be used to complement virtual meeting platforms to share and gather input. Community workshops will be advertised digitally on social media platforms and the City's website along with physical mailers that can be mailed directly to residents.

Anticipated roles and responsibilities:

- Plan to Place will work with City staff to prepare an overall purpose, approach, objective and anticipated outcome of the community workshops.
- LWC will prepare meeting materials.
- Plan to Place will facilitate each workshop and introduce interactive activities to get input on the strategies and deliverables.
- Plan to Place will assist with meeting logistics including virtual platform set up.
- Plan to Place will prepare summary notes.
- Plan to Place can assist with translation of materials as needed (note that interpretation and translation services would incur an additional cost not accounted for in the submitted budget).

## Task 7.7 Study Sessions with Planning Commission and Council (2)

The Plan to Place team will work with LWC and staff to coordinate and facilitate up to two Study Sessions with the Planning Commission and City Council which may occur during regularly scheduled or special meetings to provide project updates.

Anticipated roles and responsibilities:

- Plan to Place will work with LWC and City staff to prepare an overall purpose, approach, objective and anticipated outcome of the Study Sessions.
- LWC will prepare meeting materials.
- Plan to Place will co-facilitate each Study Session with LWC.

# Scope of Work

- Plan to Place will assist with meeting logistics including virtual platform set up.
- Plan to Place will prepare summary notes.

## Task 7.8 Project Website

Plan to Place will work with City staff to create a dedicated project website which can be linked from the City's Housing Element Update webpage, created by the City. Using Squarespace, a web-based content management system (CMS), the site will serve as the primary portal for the engagement effort and will include:

- Project objectives and timeline;
- Project updates and news;
- Upcoming events and meeting summaries;
- Resources; and
- Opportunities to submit ideas and subscribe to project mailing lists.

The website can integrate social networking tools that are already in use and also accommodate additional applications customized for project-specific functions as needed. The website can also be linked to online survey and interactive tools to administer opinion surveys, and gather topic specific feedback.

### Task 7 Deliverables:

- *Draft and final Engagement Strategy*
- *Draft and final Project Messaging*
- *Draft and final Branding and Outreach Materials*
- *Meeting and Workshop agendas (annotated and public facing), outreach (e.g., traditional and digital postcards), and presentation materials*
- *Meeting and Workshop summary notes*
- *Project Website*

## Task 8: CEQA

### Task 8.1 Environmental Determination

Rincon will conduct an initial environmental review of the project and complete an initial study checklist on the Housing Element in compliance with local requirements, California Environmental Quality Act (CEQA) requirements (Public Resources Code 21000 et. seq), and the State CEQA Guidelines (California Code of Regulations, Section 15000 et. seq).

The initial review will involve preparing an Initial Study, including completion of the CEQA checklist and providing supporting analysis to determine whether the Housing Element will or may have significant environmental effects that cannot be mitigated to below a level of significance. Rincon will use the City's preferred format, which we anticipate will be the suggested checklist from Appendix G of the CEQA Guidelines. The Administrative Draft Initial Study will address each of the items on the environmental checklist.

If it is determined that all impacts can be reduced to a less than significant level, the appropriate

# Scope of Work

level of CEQA documentation for the project will be a Negative Declaration or Mitigated Negative Declaration (ND or MND). If one or more impacts cannot be mitigated to below a level of significance, the CEQA document will be a focused Environmental Impact Report (EIR). Scopes of work for both an (M)ND or an EIR are provided in this Task; however, the cost for the preparation of an EIR is included as an optional task in the budget.

## Task 8.2 Draft Environmental Analysis

Rincon will prepare the draft environmental document in compliance with CEQA and submit for a minimum 30-day internal staff review period. The basic steps for a draft (M)ND and a draft focused EIR are described below.

### Draft (M)ND

- Upon completion of the draft Initial Study, the remaining steps in the preparation of an (M)ND would be as follows:
- Finalize the Initial Study, including the (M)ND. This step will involve responding to two rounds of consolidated City comments on the draft Initial Study.
- Circulate the Public Review Draft (M)ND for the required 30-day public review period.

### Draft EIR

- Finalize the Initial Study and circulate it along with a Notice of Preparation (NOP) of a Draft EIR.
- Prepare the Administrative Draft EIR. Each topical section in the environmental analysis will be introduced with a brief statement of its context in the Administrative Draft Program EIR. The setting for each topical section will describe existing conditions relevant to the topic and provide the groundwork for impact analysis. Rincon will clearly state the thresholds used to determine the significance of project impacts and will include thresholds in the CEQA Guidelines, Appendix G, as well as existing regulatory standards, if applicable. For some sections, the analysis will be supported by technical analysis that will be included as appendices to the Administrative Draft Program EIR. Technical analysis is anticipated for the air quality, biological resources, cultural and paleontological resource, energy, greenhouse gas, noise, public services, transportation, and utilities and service systems topic areas. For all topic areas Rincon will identify impacts and prepare mitigation measures to reduce significant impacts to a less-than-significant level, when feasible. For each potentially significant impact identified in the Administrative Draft Program EIR, Rincon will identify mitigation measures to avoid or reduce identified impacts. The Draft EIR will include the following sections:
  - Executive Summary – summary of the Housing Element, alternatives, identified impacts, and mitigation measures, overview of areas of known controversy
  - Introduction – overview of the CEQA environmental review process and EIR contents, legal authority and requirements, input received during EIR scoping, and lead, responsible, and trustee agencies
  - Environmental Setting – overview of current environmental conditions in the City and the cumulative projects list and/or forecast
  - Project Description – overview of the proposed Housing Element, including the project proponent (City), key project components with emphasis on those that may result in physical environmental changes, housing growth forecasts, and project objectives



# Scope of Work

- Environmental Impact Analysis – identification of the significant environmental effects associated with the Housing Element; each individual subsection to include:
  - Description of the environmental and regulatory setting for the specific issue
  - Description of the analysis methodology
  - Listing of thresholds of significance used in the analysis
  - Discussion of project and cumulative impacts
  - Listing of mitigation measures proposed to address identified significant effects
  - Discussion of the level of significance of each impact after imposition of proposed mitigation measures
- Other CEQA Requirements – discussion of impacts related to growth inducement and significant irreversible environmental changes
- Alternatives – analysis of up to three alternatives to the proposed Housing Element, including the required No project Alternative, focusing on alternatives that reduce or avoid one or more of the Element’s significant environmental effects
- References and Preparers – listing of sources used and individuals involved in preparing the EIR
- Prepare the Draft EIR, which will involve responding to City comments on the Administrative Draft EIR and publishing the document for the 45-day public review period.

## Task 8.3 CEQA Noticing, Outreach, and Filing

Rincon will conduct all required outreach, noticing, and filing of notices and documents for the environmental review of the Housing Element update.

For the (M)ND scenario, notices will include:

- SB 18 and AB 52 letters to Native American tribes – Rincon will assist the City with consultation for SB 18 and AB 52 by providing the City with letter templates, checklists, and detailed instructions to ensure meaningful consultation with interested Native American groups can be completed. We assume that the City will provide Rincon with a list of tribal groups to contact to satisfy SB 18 and AB 52. Rincon will not be responsible for coordinating with Native American tribes.
- Notice of Intent (NOI) to adopt an (M)ND – Rincon will prepare and will revise the NOI per one round of consolidated comments and will be responsible for filing with the State Clearinghouse (SCH) and the Alameda County Clerk.
- Notice of Completion (NOC) form that will accompany State Clearinghouse submittal – Rincon will prepare and will revise the NOC per one round of consolidated comments and will be responsible for filing with the State Clearinghouse (SCH) and the Alameda County Clerk.
- Notice of Determination (NOD) - Rincon will prepare and will revise the NOD per one round of consolidated comments and will be responsible for filing with the SCH and the Alameda County Clerk. The City shall be responsible for payment of CDFW fees, if any.
- Public Review Notification - The City will be responsible for distributing the NOI and (M)ND to

# Scope of Work

responsible agencies and other interested parties, as well as radius label and other noticing required under CEQA or City procedures, including newspaper advertisement. Rincon can advise the City on these requirements if needed. The City will also be responsible for the payment of applicable filing fees.

For the EIR scenario, the noticing requirements will be completed as described above. The names of the notices may differ, but the preparation/review process and responsibilities described above will remain the same. Notices will include:

- SB 18 and AB 52 letters to Native American tribes
- Notice of Preparation (NOP) of a Draft EIR
- Notice of Availability (NOA) of a Draft EIR
- NOC form that will accompany the SCH submittals for the NOP and Draft EIR
- NOD

For the EIR scenario, we will also prepare materials for, attend, and present at an EIR scoping meeting.

## Task 8.4 Final Draft Environmental Analysis

Rincon prepare the final environmental analysis, which will involve either a Final (M)ND or a Final EIR. Rincon will respond to one round of consolidated City comments on the (M)ND or EIR. Rincon will inventory all public comments on a comment/proposed response sheet for review/concurrence by the City's project lead. We will flag conflicting comments and consult with City staff to rectify them. The steps for each are described below.

### Final (M)ND

- Prepare written responses to all written comments on the Public Review Draft (M)ND. All responses will include reasoned analysis and will cite appropriate provisions of the Public Review Draft (M)ND, the CEQA Guidelines, and applicable legal decisions. Although CEQA does not technically require written responses to comments on MNDs, we recommend preparing written responses to show that comments have been "considered" as required by CEQA. Rincon will be responsible for distributing copies of the Responses to Comments to all who commented on the Draft IS-MND and have assumed a budget of \$150 for reproduction costs and mailing associated with the distribution of Responses to Comments. If responses are delivered via email, this cost will not be billed.
- Prepare a Mitigation Monitoring and Reporting Plan (MMRP) if appropriate, which will be presented as a table listing all mitigation measures, indicating what monitoring actions are required, the department(s) and or agencies responsible for monitoring, and when monitoring is to occur.
- Prepare the Final (M)ND, including final responses, and any revisions to the text of the Public Review Draft (M)ND.

### Final EIR

- Prepare written responses to comments received on the Draft EIR. As discussed above, Rincon will be responsible for distributing copies of the Responses to Comments to all who commented on the Draft IS-MND and have assumed a budget of \$150 for reproduction costs and mailing associated with the distribution of Responses to Comments. If responses are

# Scope of Work

delivered via email, this cost will not be billed.

- Prepare a MMRP as described above
- Prepare either revised EIR text or an errata section
- Prepare the Final EIR, which will incorporate City comments on the administrative Final EIR.

## Task 8.5 Adoption

As needed for the EIR scenario, Rincon will prepare final findings of fact and a statement of overriding considerations and provide these to the City for review prior to distribution. Upon receipt of City comments on the draft version we will prepare the final findings and overriding considerations. As noted above, Rincon will file the NOD with the SCH and/or County. We assume the City will pay applicable NOD filing fees. Rincon's principal in charge and project manager will also attend up to four public hearings on either the MND or EIR.

### Task 8 Deliverables: [Note – see budget optional tasks for EIR costs]

- One (1) electronic copy of the Draft MND or EIR in both PDF and Microsoft Word Format
- One (1) electronic copy of each notice in both PDF and Microsoft Word Format, and scoping meeting materials for the EIR scenario
- One (1) electronic copy of the Responses to Comments, Final MND or Final EIR, and MMRP in both PDF and Microsoft Word Format
- One (1) electronic copy of the findings and overriding considerations in both PDF and Microsoft Word

## Task 9: Project Management and Coordination

### Task 9.1 Project Management and Coordination

LWC will maintain a close working relationship with the City through open and frequent email, phone, and videoconference communication. Monthly calls will be scheduled with the Consultant Team and City staff to provide status updates and collaborate on key issues and strategies. The City is expected to participate in the monthly calls and review the draft agendas and summary action notes from these calls.

LWC will provide progress reports and memos at various project stages as necessary to communicate updates and/or technical information. LWC will also maintain the project schedule and regularly distribute to the team as revisions occur to ensure deadlines are adhered to. This task also includes the Consultant Team's coordination and project administration not included in other tasks; obtaining needed documents and data; and ensuring compliance with pertinent legislation not included in other tasks.

### Task 9.2 Coordination with HCD

LWC will assist the City in achieving State certification of the Housing Element after adoption by City Council. LWC will work closely with HCD and the City throughout the process to ensure that the City meets State requirements and will recommend modifications to the Housing Element, if required to obtain certification. LWC recommends initiating communication with HCD early in the process and contacting HCD when any relevant questions or ambiguities arise.

# Scope of Work

## Task 9 Deliverables

- *Monthly call agendas and summary action notes (Word)*
- *Progress reports (Word)*

## Task 10: Additional Tasks

### Task 10.1 AB 1851 Sites

LWC will identify large parcels within Los Altos that could potentially be utilized to implement AB 1851 (Religious institutions affiliated housing – Yes in God’s Back Yard (YIGBY)). LWC will also draft policies to facilitate implementation of AB 1851 in the near term. LWC will work with City staff to determine appropriate timing of this task, but it may be conducted concurrently with the sites inventory analysis and development of goals, policies, programs, and quantified objectives.

### Task 10.2 El Camino Real Tax Credit Allocation Committee Sites Analysis

LWC will identify properties along El Camino Real that are most suitable for TCAC funding in the next three to five years. Map(s) of the properties will be submitted to the City along with documentation prepared by LWC that reflect TCAC’s criteria and competitive application scoring for each property. LWC will work with City staff to determine appropriate timing of this task, but it may be conducted concurrently with the sites inventory analysis.

### Task 10.3 Affordable Housing Overlay Zone

LWC will provide the City specific examples of successful Affordable Housing Overlay Zones that can be replicated in Los Altos. Based on these examples, LWC will prepare policies within the Housing Element for the creation of an effective Affordable Housing Overlay Zone. LWC will work with City staff to determine appropriate timing of this task, but it may be conducted concurrently with the sites inventory analysis and/or development of goals, policies, programs, and quantified objectives. (Note: The Scope and Budget does not anticipate drafting the overlay zone.)

### Task 10.4 Housing In Lieu Fee Study

LWC will review the City’s Inclusionary Housing Ordinance and prepare a Housing In Lieu Fee study that measures the true gap financing that is needed to actually build affordable housing units in Los Altos. For this task, LWC will establish the cost of providing affordable units in Los Altos based on existing conditions. These costs will be established based on an analysis of the cost of land, capital costs for development including hard and soft costs. Based on these inputs, LWC will prepare a static proforma model with up to four housing prototypes representing both ownership and rental products. The identified financing gap by prototypes will be documented in a concise memo with supplemental tables supporting the findings.

LWC will work with City staff to determine appropriate timing of this task, but it may be conducted during the housing constraints assessment.

### Task 10.5 Housing Impact Fee Study

- **Labor Market Analysis:** Using data from the California Employment Development Department (EDD) and US Census LEHD data, LWC will identify employment levels and types by major sector within Los Altos. LWC will prepare wage estimates on a sector-by-sector basis using Bureau of Labor Statistics (BLS) data. Sectors will be decomposed into occupational classifications using Standard Occupation Codes (SOC).

# Scope of Work

- **Development Impacts:** Using employment densities for each job type, LWC will estimate the number of workers that would be accommodated on a per square foot basis, the percentage of those workers who would form households, and the number of new households that would form by income category.
- **Affordability Analysis:** Based on the housing market data and the labor market analysis, LWC will develop pro forma and determine affordability gap per unit for each income level by industry and occupation. This will be used to determine the per-unit affordability gap by number of households in each job type, by income level to determine linkage fee on a per square foot basis by category of nonresidential development.
- **Draft Recommendations for Linkage Program:** LWC will prepare recommendations for the amounts and classifications for a housing linkage fee for Los Altos. The linkage fee serves as a fee on non-residential development. LWC will provide a recommended fee schedule

## Deliverables

- *AB 1851 sites map (draft and final) (PDF)*
- *El Camino Real TCAC sites map and documentation (draft and final) (PDF)*
- *Affordable Housing Overlay Zone examples (PDF)*
- *Housing In Lieu Fee Study Memo (administrative draft, public review draft, final) (Word, PDF)*
- *Housing Impact Fee Study Memo (administrative draft, public review draft, final) (Word, PDF)*

## Optional Task A: Traffic Analysis

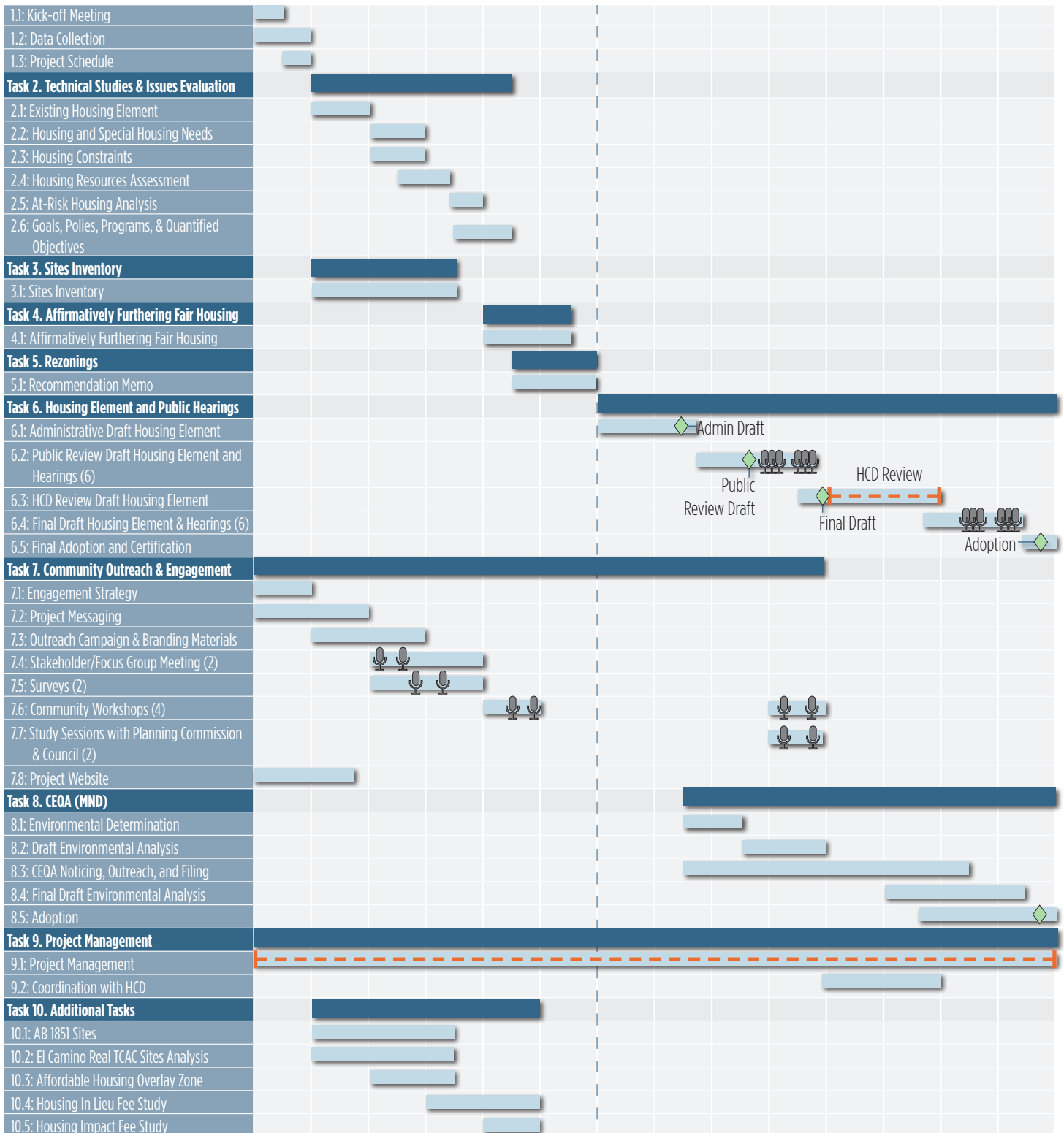
If this optional task is authorized, our team will engage Hexagon Transportation Consultants, Inc. (Hexagon) to prepare a stand-alone transportation analysis for the project. In our experience, a transportation analysis is not typically required when a jurisdiction can satisfy their RHNA allocation through sites that will not require re-zoning. In this case, land use and zoning designations would not change and the transportation impacts resulting from housing development on these sites were considered as part of the CEQA analysis prepared for the General Plan (2002). If this is not the case, or if re-zoning is required to meet the RHNA allocation, a transportation analysis would be required to address transportation impacts resulting from the Housing Element update.

If this task is authorized, Hexagon will calculate the vehicle miles traveled (VMT) for each site that is identified in the housing element for a possible redevelopment with increased density. This analysis will be done using the Los Altos VMT policy, which includes heat maps and a VMT tool. If any sites would have a significant impact, Hexagon will identify the required mitigation for the VMT impact. In addition, we will prepare a cumulative analysis that calculates the change in citywide VMT as a result of the housing element. This analysis will be done with the VTA travel demand forecasting model. The forecasts will show whether citywide VMT would increase or decrease as a result of the Housing Element. The final work product will be a memo that describes the impacts and mitigation measures for the individual housing sites and for the plan as a whole.

## Optional Task B: Environmental Impact Report

See scope of work described in Task 8 associated with an EIR.

# Schedule



◆ Deliverable    🎤 Public Hearing/Workshop

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## 3

# Consultant Description of Qualifications

## Firm Profile

### LISA WISE CONSULTING, INC. (LWC)



LWC is an urban planning and economics firm that specializes in preparing feasible, equitable housing strategies and modern zoning codes that facilitate sustainable, well-designed places to live, work, and recreate. LWC has a strong resume in housing policy and implementation, zoning code updates, land use economics, real estate finance, and fiscal analysis, with a constant focus on community involvement and feasible implementation.

LWC core capabilities:

- Housing Element Updates, Affordable Housing, and Anti-Displacement Strategies
- Inclusionary Housing Ordinances, Density Bonus Programs, Objective Design Standards
- Zoning Ordinances, Development Codes, and Form-Based Codes
- Specific Plans, Master Plans, and Community Plans
- Market Analyses, Revitalization Strategies, and Financial Feasibility Studies
- Public Engagement, Visioning, and Community Consensus Modeling

LWC was founded in 2006, and has grown to a staff of 19 with offices in San Francisco, San Luis Obispo, and Los Angeles. LWC is a Disadvantaged Business Enterprise (DBE) in California and a certified California Small Business Enterprise (SBE).

Our work is grounded in extensive coordination with city staff, civic leaders and the community, as well as in thorough, objective research and best practice analysis. Each LWC project is unique, and reflects the needs, desires, character, and economic realities of the community.



### LWC - Plan to Place Partnership

LWC and Plan to Place are currently working closely in Piedmont and in Marin County with 10 jurisdictions to develop Objective Design Standards. Joining forces on this project will enable us to conduct an inclusive outreach with multiple opportunities for public participation and tracking project progress.



### LWC - RINCON PARTNERSHIP

LWC and Rincon have been working closely and consistently for over 10 years. Our partnership includes 6th Cycle Housing Element Updates in Santa Maria, Temple City, San Gabriel, and Woodland as well as code updates, specific plans and Objective Design Standards projects. Our practiced communication, mutual trust and protocol for creating and refining project deliverables will enable us to work quickly and efficiently in Los Altos.



## Firm Profile

### PLAN TO PLACE



Plan to Place is a community engagement and communication firm based in Marin County. At Plan to Place we value highly collaborative and inclusive community-based, neighborhood and urban planning efforts. As a full-service engagement firm, we are continually exploring and innovating new outreach tools that are tailored to meet the needs of our clients and the communities we work with. We implement an array of communication, facilitation and engagement platforms designed to provide access to a wide range of participants.

Plan to Place specializes in:

- Comprehensive community engagement strategies
- Customized outreach tools that spark imagination and intrigue
- Interactive and approachable visioning exercises
- Inclusive processes that prioritize equitable integration of all voices and aspirations
- Genuine and active listening to and empowering of stakeholders
- Creative community-facing design and branding
- Thoughtful translation of complex planning challenges into collaborative community-supported actions

### RINCON CONSULTANTS, INC.



Rincon Consultants is a multi-disciplinary environmental science, planning, and engineering consulting firm that provides quality professional services to government and industry. Our principal service is to provide planning and environmental support to create and sustain innovative solutions to land use, natural resource, sustainability, and environmental impacts. Rincon prides itself on the considerable depth of its staff, which includes certified urban planners, public engagement specialists, and environmental specialists. Our approach to every project is centered upon the design and development of innovative solutions that respond to our clients' specific needs in a cost-effective manner.

We have categorized our environmental consulting services into six core areas:

- Environmental Sciences and Land Use Planning
- Natural Resources
- Water Resources
- Cultural Resources
- Site Assessment and Remediation
- Sustainability Services

We also maintain a Geographic Information Systems (GIS) and Graphics Communications group to enhance our documents and support our data analyses.

# Firm Profile

## Organizational Chart



**Lisa Wise, AICP**  
*President, CEO  
 Principal-In-Charge*



**Jennifer Murillo, AICP**  
*Project Manager*



**David Bergman**  
*Director*



**Karen Huynh**  
*Associate*



rincon



**Abe Leider, AICP CEP**  
*Principal*



**Karly Kaufman, MESM**  
*Senior Environmental  
 Planner*



**Kari Zajac**  
*Project Manager*



**Dave Javid, AICP**  
*Founder, Principal*



**Paul Kronser**  
*Sr. Community  
 Engagement Specialist*



**Suhaila Sikand**  
*Outreach and Graphic  
 Design Specialist*

## Project Team



### Lisa Wise | AICP, CPA (inactive) | President, CEO | LWC

As a certified planner, Lisa has over 30 years of professional experience in housing policy, zoning codes, economic development strategies, financial analysis and managing complex engagements. Lisa is considered a national expert on housing policy and code reform and presents on the topics regularly at State and National APA, League of California Cities, ULI and the New Partners for Smart Growth conferences. Lisa is adjunct faculty at the California Polytechnic State University in San Luis Obispo focusing on courses in housing and real estate finance. Lisa has been directly responsible for over 20 housing policy engagements, 34 code updates, 23 master and specific plans, and 35 economic projects. Lisa holds a Master's degree in City and Regional Planning from California Polytechnic State University, San Luis Obispo, Master's in Accountancy from DePaul University in Chicago and a Bachelor of Science in Business Administration from University of Cincinnati.

**Role:** As the **Owner and President** of LWC, Lisa will be ultimately responsible for LWC's adherence to scope, budget, timeline and to the tenets of the contract. Lisa will work closely with David Bergman (Project Director) and Jennifer Murillo (Project Manager) to guide LWC's approach and review and approval of final deliverables.

### David Bergman | AICP | Director | LWC



With over 25 years of experience, David has focused on community development, real estate and urban planning projects, with an emphasis on the formation and implementation of urban and regional development strategies, and public-private partnerships. David's strengths and expertise include public policy and alternatives analysis that balance economic feasibility, fiscal performance and community vision. He also brings an understanding of California Housing Law, earned working directly with California cities and counties on the identification and assessment of financing options for affordable housing, student and workforce housing and inclusionary housing, and strategies for improved jobs/housing balance and anti-displacement programs. As the Director of Planning for the City of South Pasadena, he oversaw the successful approval of the City's first density bonus application and adoption of an Accessory Dwelling Unit (ADU) Ordinance, that was approved by the California Department of Housing and Community Development (HCD). David holds a Master of Geography and Urban Planning from the University of California, Los Angeles, and a Bachelor of Arts degree in Geography and Classical History from the University of Wisconsin in Madison.

**Role:** David will serve as **Project Director**, working closely with Jennifer Murillo (Project Manager) and Karen Huynh (Associate) to set the framework for deliverables, guide technical analysis, review draft documents, and track project milestones and performance.

## Project Team

### Jennifer Murillo | AICP | Senior Associate, Project Manager | LWC

Jen brings over 13 years hands-on experience managing complex, long-range planning, housing, and economic development projects and assures that LWC deliverables are produced on time, within budget, and exceed client expectations. Jen's resume showcases housing experience with strong economic development and fiscal impact assessment capabilities. She leads the LWC team in developing land use strategies for affordable housing, short-term rental impact assessments and ordinances, market analysis, financial modeling, pro forma development, and fiscal impact analysis. Jen also has strong public engagement skills grounded in empathy, maintaining open lines of communication, and assuring community feedback is reflected in final policies, programs, and regulation. Jen combines her MBA and public sector experience for a strategic and balanced approach to planning and the economics of land use. She holds a Master of Business Administration from Indiana University and Bachelor of Arts degrees in Environmental Studies and Geography from University of California, Santa Barbara.



**Role:** As **Project Manager**, Jen will be responsible for day-to-day communication with the City. She will work closely with David Bergman, Karen Huynh, and LWC staff to conduct site analyses, and draft, review, and edit the Housing Element. She will coordinate review and submittal to HCD. Jen will be responsible for ensuring deliverables are complete, accurate, and submitted on time and within budget to meet and exceed client expectations. She will also work with the LWC Business Manager to assure invoices are complete, correct, and timely.

### Karen Hunyh | Associate | LWC

Karen brings 10 years of experience to LWC in affordable housing, real estate finance, land use economics, and fiscal analysis. She has a deep understanding of local government program management, funding, and implementation. Her strengths include housing feasibility studies, market analysis, housing policy analysis as well as fiscal impact analysis, development feasibility, and community engagement techniques. She works closely with each client to deliver tailored research and recommendations aimed at creating more livable, accessible, equitable, and resilient places. Karen holds a Master of Public Policy degree from University of California, Berkeley, where she specialized in homelessness/housing policy and economic inequality and a Bachelor of Arts degree in Neuroscience from Columbia University.



**Role:** As **Project Associate**, Karen will work closely with Jen Murillo to review and summarize archival documents, conduct socio-economic research and policy assessment, evaluate existing programs, prepare materials for outreach events, and develop draft deliverables and informative and attractive graphics. Karen will also be responsible for project file management and archiving.

## Project Team



### **Abe Leider** | AICP CEP | Principal | Rincon

Mr. Leider has over 20 years of experience in the planning field and has managed or primarily authored successful planning and environmental documents on subjects ranging from regional resource management and land use regulation to complex public and private development projects. He is proficient at interpreting state and federal planning and environmental regulations and guidelines as well as developing thorough and clear environmental documentation. Mr. Leider is experienced at providing professional contract planning support in all facets of the project review and permitting process to small, mid-sized and large jurisdictions throughout California. He has prepared informational and technical reports on a range of planning and environmental topics, including general land use trends, agriculture, biology and aesthetics/visual resources. His recent project experience includes overseeing several CEQA assignments for cities in the south bay and on the Peninsula, including project and program documents for Redwood City, San Jose, San Mateo UHSD, Millbrae, South San Francisco, Mountain View, and Palo Alto, where He is the Principal-in-Charge of the current City of Palo Alto contract for on-call environmental consulting services and where Rincon has prepared a number of EIRs including, recently, for the Housing Incentive Program expansion.



### **Karly Kaufman** | MESM | Senior Environmental Planner, Project Manager | Rincon

Karly Kaufman is involved in managing and preparing CEQA and NEPA documentation and technical air quality, GHG, and noise impact analyses. Ms. Kaufman manages and prepares environmental documents for a diverse range of projects including general plans, specific plans, residential and commercial development projects, and infrastructure projects. She has prepared EIRs, Initial Studies, Negative Declarations, and Categorical Exemptions. Her recent project experience has involved managing EIRs for many plans and programs focused on housing production, including the Adeline Corridor Specific Plan EIR, Southside Rezoning for Housing EIR, and BART Stations Rezones for Housing EIR for the City of Berkeley; the Housing Incentive Program Expansion EIR for the City of Palo Alto, the Ashland and Cherryland Business District Specific Plan EIR for Alameda County, and numerous CEQA documents for the cities of San Leandro, Hayward, and Mountain View, among others. She is experienced with the CalEEMod land use emissions model and a variety of other air pollutant and GHG emissions models including EMFAC 2011 and CALINE4. Ms. Kaufman also specializes in organizing outreach and educational campaigns for a variety of audiences on national and local levels.

# Project Team

## Kari Zajac | Project Manager | Rincon

Ms. Zajac has a strong background in environmental science and has experience in CEQA and NEPA compliance and permitting working as an environmental planner. Ms. Zajac's professional experience includes preparing exemptions and exclusions, initial studies, EIRs, and technical studies, such as acoustical analysis. Ms. Zajac leads Rincon's noise technical team and is experienced California Emissions Estimator Model (CalEEMod), Roadway Construction Noise Model (RCNM), Traffic Noise Model (TNM), and Extech sound level meter operation and computer software. In addition, she is experienced in air quality and GHG modeling and has written numerous technical studies on those topics.



## Dave Javid | Founder, Principal | PLAN to PLACE

Dave from Plan to Place will be the point of contact and conduit between the Plan to Place team and LWC and City staff to review strategy, timeline and deliverables. Dave has over 18 years of experience leading a diverse range of award-winning community-based planning efforts. Dave's experience as a project manager on vision, corridor, strategic specific plan and placemaking projects has provided invaluable insight on the opportunities and the challenges of balancing client objectives while meeting community expectations. By implementing a range of engagement and communication platforms, Dave has forged relationships with key community leaders to establish partnerships and a common dialogue that has led to successful policy outcomes.



## Paul Kronser | Sr. Community Engagement and Design Specialist | PLAN to PLACE

Paul will collaborate with the project team on both outreach materials and communication templates along with assisting with facilitating meeting activities. Paul has over 10 years of experience in planning, urban design and community engagement. He has lead community outreach efforts to engage the public on various projects ranging from high density urban developments to rural active transportation grants. His experience has allowed him to gather skills in various community engagement methods, creating productive conversations around key issues facing communities today.



## Suhaila Sikand | Outreach and Graphic Design Specialist | PLAN to PLACE

Paul will collaborate with the project team on both outreach materials and communication templates along with assisting with facilitating meeting activities. Paul has over 10 years of experience in planning, urban design and community engagement. He has lead community outreach efforts to engage the public on various projects ranging from high density urban developments to rural active transportation grants. His experience has allowed him to gather skills in various community engagement methods, creating productive conversations around key issues facing communities today.



# Relevant Project Experience

## HOUSING ELEMENT UPDATES & CYCLES

Arroyo Grande	4th & 5th
Atascadero	4th & 5th
Beaumont	6th
Benicia	4th & 5th
Coachella	6th
El Dorado	4th
Grover Beach	4th
King City	4th
Livermore	5th
Long Beach	6th
Loomis	3rd, 4th, & 5th
Monte Sereno	4th
Pacific Grove	4th
Pismo Beach	4th
Placer County	4th
Richmond	4th & 5th
San Gabriel	6th
Santa Maria	6th
Tehachapi	4th & 5th
Temple City	6th
Tulare	4th
Vallejo	5th
Woodland	6th

## HOUSING PROGRAMS

**Atascadero, CA**, Equity Sharing Ability to Pay Analysis and Criteria

**Richmond, CA**, Richmond, CA, Fair Housing Ordinance Evaluation and Update

**Livermore, CA**, Development Code Update, Form-Based Code, Density Bonus Program

**Mammoth Lakes, CA**, Affordable Housing Conceptual Land Use Plan

**Pismo Beach, CA**, 360 Park Affordable Housing RFP Process Management

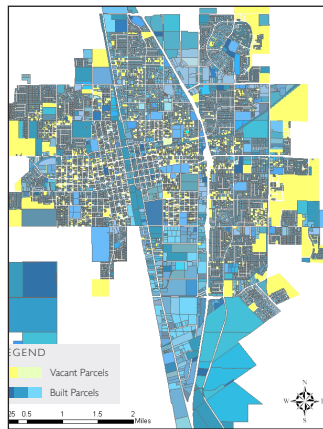
## Housing Elements & Policy Development

For over 14 years, LWC has worked with cities and counties to comply with State housing law and assure eligibility for planning and implementation funding, by:

- Understanding the community vision;
- Assessing local housing needs;
- Inventorying available sites for housing development;
- Analyzing constraints to housing development;
- Proposing programs to reduce constraints, making additional sites available; and
- Attaining HCD approval of the Housing Element Update.

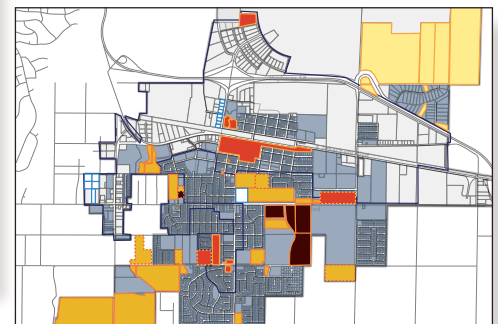
LWC has a thorough understanding of State housing law and has worked with over 25 jurisdictions on State certification in the 4th, 5th, and 6th (current) Housing Element cycles. LWC's approach to Housing Element Updates and housing policy prioritizes streamlining the approval process, facilitating affordability and enabling a diversity of housing types that are consistent with the community vision and State Planning Priorities. LWC's approach also relies on substantive online and in-person public engagement.

LWC's housing resume also includes the assessment and development of Fair Housing Ordinances, Density Bonus Programs, MU/MF Objective Design Standards, Short Term Rental Ordinances and Inclusionary Housing Ordinances.



*City of Tehachapi Housing Element Update - Vacant Land Inventory*

*City of Tulare Housing Element Update - Vacant Land Inventory*



# Relevant Project Experience

LWC

## CITY OF LIVERMORE Housing Element Update, 5th Cycle

**STATUS:**

Adopted in March and Certified in April 2015

**TIMEFRAME:**

May 2014 - April 2015

**BUDGET:**

\$41,000

**REFERENCE:**

Christine Rodrigues  
Assistant to the City Manager  
City of Livermore  
1052 South Livermore Ave.  
Livermore, CA 94550  
(925) 960-4410  
*cnrodrigues@ci.livermore.ca.us*

LWC was hired by the City of Livermore to lead the 5<sup>th</sup> Cycle update to the Housing Element for the planning period 2015 through 2022. The goals, policies, and programs of the Housing Element are designed to reduce barriers to housing development of all types and facilitate and encourage creation and preservation of affordable housing.

As part of the update, LWC assessed housing needs for all socio-economic classes in the community including special needs groups; evaluated performance and effectiveness of 4th cycle Housing Element policies and program; and identified housing resources, opportunities, and constraints. A key part of the constraints analysis was determining achievable densities to estimate projected growth and future housing demand. LWC was able to simplify layers of regulations, including form-based zoning standards, inclusionary policies, and density bonus program, to demonstrate the City has adequate sites to meet housing targets.

LWC also worked to understand and clarify the City's growth management programs, including the "Housing Implementation Program (HIP)", ensuring the policies are not overly restrictive to housing production. The competitive HIP allocates a limited number of housing permits over a 3-year period to focus growth in certain areas, promote a variety of housing types, and ensure adequate infrastructure and services. Projects with affordable housing are given priority, and certain projects are exempt.

LWC worked closely with the City and the State Department of Housing and Community Development (HCD) staff to ensure compliance with recently adopted state requirements and streamline review. The Housing Element complies with all State requirements, was adopted in March 2015, and certified by HCD in April 2015.

### City of Livermore 2015 Housing Element

Prepared by LISA WISE CONSULTING, INC.  
City of Livermore

**2.3 HOUSING CHARACTERISTICS**

Understanding housing characteristics such as type, size, and income level further helps to determine the type of housing needed and desired by residents. For example, households with children typically have less flexibility in their housing needs and require larger units. In addition, income is a critical characteristic in determining housing opportunities and constraints. Income affects a household's decision about its location, type, and location of housing.

The section addresses how housing characteristics impact housing needs.

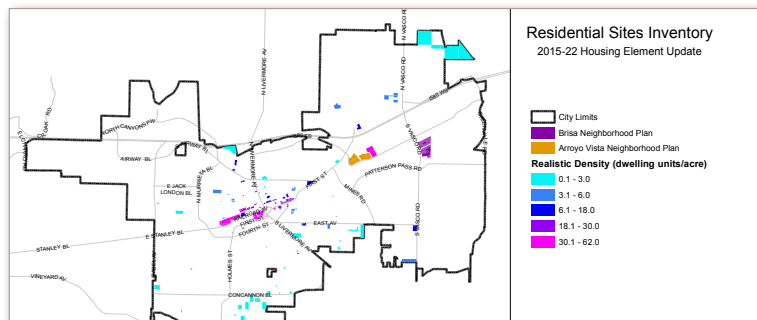
**HOUSEHOLD TYPE**

According to the U.S. Census, the City of Livermore had 28,138 households in 2010, an 11.5 percent increase from 2000. As shown in Table 2.3-1, Livermore has a higher percentage of family households (61 percent) compared to Alameda County (56 percent). The majority of family households in both the City of Livermore and Alameda County were composed of nuclear families, of which Livermore also has a higher percentage. In both the City and County single units are the majority of nonfamily households.

Table 2.3-1	Household Characteristics	City of Livermore	Alameda County	State
Households	28,138	2,715	220,021	22,224,100
Family Households	17,204	1,715	125,021	12,524,100
Nonfamily Households	10,934	1,000	95,000	9,700,000
Family Households as % of Total	61.2%	63.2%	56.8%	56.3%
Nonfamily Households as % of Total	38.8%	36.8%	43.2%	43.7%
Nuclear Family	15,100	1,450	100,000	10,000,000
Married Couple, no children	8,500	800	55,000	5,500,000
Married Couple, with children	6,600	650	45,000	4,500,000
Single Parent with children	1,900	180	15,000	1,500,000
Other family	2,104	200	15,021	1,524,100
Nonfamily Households	10,934	1,000	95,000	9,700,000
Nonfamily Households as % of Total	38.8%	36.8%	43.2%	43.7%
Married Couple, no children	8,500	800	55,000	5,500,000
Married Couple, with children	6,600	650	45,000	4,500,000
Single Parent with children	1,900	180	15,000	1,500,000
Other nonfamily	2,104	200	15,021	1,524,100

**HOUSEHOLD INCOME**

Table 2.3-2 shows the median household income for Livermore and the neighboring cities of Dublin and Pleasanton, as well as Alameda County. According to data from the U.S. Census and the ACS, the City of Livermore ranks highest in income and higher than Alameda County for lower than Pleasanton and Dublin. Based on information from the State of California's Economic Base Board in 2012, Alameda County ranked fourth among all counties.





# Relevant Project Experience

**LWC**

## CITY OF LONG BEACH Housing Element Update, 6th Cycle

**STATUS:**

Anticipated Adoption  
September 2021

**TIMEFRAME:**

February 2020 - September  
2021

**BUDGET:**

\$927,000

**REFERENCE:**

Linda Tatum, FAICP  
Assistant City Manager  
City of Long Beach  
411 W. Ocean Blvd., 3rd Floor  
Long Beach, CA 90802  
(562) 570-6140  
[linda.tatum@longbeach.gov](mailto:linda.tatum@longbeach.gov)

**PARTNERS:**

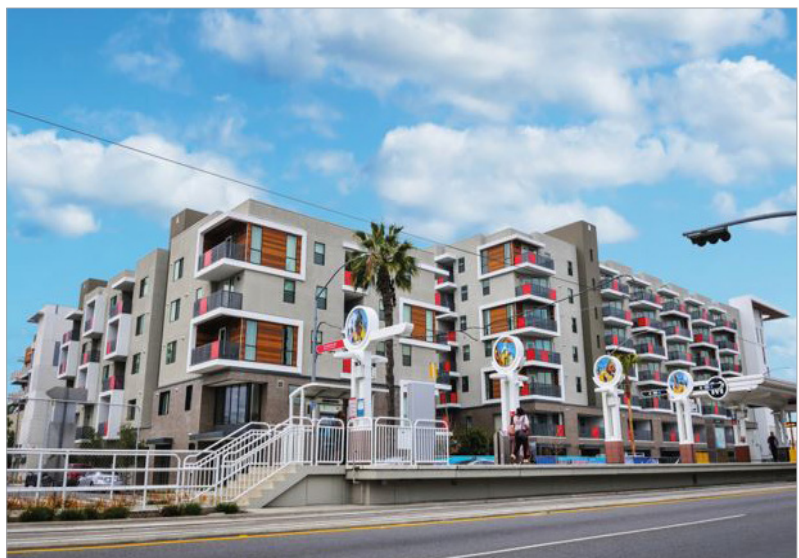
The Roberts Group  
Veronica Tam & Associates

LWC is currently leading the 6th Cycle update of the City of Long Beach Housing Element. With a population of over 460,000, Long Beach is the 7th largest city in California and represents diverse community conditions, a range of housing opportunities and impediments, and complex land use regulations.

Given the COVID-19 crisis and City health and safety protocols, the LWC-led team is working closely with City staff to collaborate and conduct virtual outreach. Online community-wide forums, digital focus group meetings, and a project website provide information about the project, background on housing law and local housing conditions, and solicit feedback on the City’s Housing Element goals and potential policy solutions.

The GIS driven site inventory and analysis process that examined over 86,000 parcels to identify eligible opportunity sites. This work was supported by a detailed assessment of current and past projects to understand realistic and feasible development capacity. Ongoing work includes evaluating governmental and non-governmental constraints to housing production, 5th Cycle program evaluation, current and future needs assessment, resource assessment, and the preparation of policies that will conform to the State of California’s requirements for Housing Elements.

Critical issues focus on the need to strengthen fair housing and to identify suitable sites for below-market rate housing in a heavily “built-out” city. City Council adoption and HCD certification are expected in Fall 2021.



# Relevant Project Experience

**LWC**

## COUNTY OF MARIN

### Objective Design and Development Standards, Financial Feasibility Analysis

**STATUS:**

Anticipated Adoption  
Spring 2021

**TIMEFRAME:**

February 2020 - Spring 2021

**BUDGET:**

\$1.15M

**REFERENCE:**

Jillian Nameth Zeiger, AICP  
Planner  
Housing & Federal Grants  
3501 Civic Center Drive  
San Rafael, CA 94903  
(415) 473-7549  
[JZeiger@marincounty.org](mailto:JZeiger@marincounty.org)

LWC was hired as part of the team led by Opticos Design, Inc. to work directly with 10 Marin County jurisdictions to assess how their multifamily and mixed-use development is regulated, reviewed, and entitled, test the financial feasibility of building prototypes and update the regulations in response to state housing legislation.

LWC was responsible for developing financial models and conducting pro forma analysis of prototype buildings options that conform to the new design guidelines in each jurisdiction. LWC also tested the financial feasibility of various building typologies on specific sites, corridors, neighborhoods. The analysis estimates total project value and cost to determine feasibility across industry standard metrics that indicate the likelihood and key driver of development: developer profit and returns on cost.

The ultimate goal of the project is to streamline the housing and infill production process while assuring the development outcomes reflect each community's desired characteristics. Throughout the project, the County sought to address individual preferences while leveraging similarities such as physical conditions, development patterns, community character, and common regulatory contexts among the jurisdictions.

The project is being addressed in 3 phases:

- 1. Understanding** - meetings with individual Planning Directors and County staff, and an online visual preference survey to gather input on desired characteristics of core, suburban and edge development,
- 2. Place Types and Building Types Atlas** – drawing community feedback, the consultant team developed a Place Types and Buildings Atlas to illustrate the physical characteristics of aspirational places in Marin County,
- 3. Drafting and Review** – the consultant team is developing general Objective Design Standards, Review Procedures, and Architectural Styles, as a toolkit which can be refined and adopted by individual communities,
- 4. Financial Feasibility** - to assure the calibration of market realities and community vision and the production of safe, attractive and affordable housing.

**Existing Condition**

**Core Context - Example 1**  
Following are two examples of development in a Core context. Look at the images and answer the accompanying questions.

**CORE CONTEXT**  
In Marin County, a Core is the urban location of town centers and other urban centers that are the heart of a community. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development.

**SUBURBAN CONTEXT**  
The suburban context describes a development that is located in a suburban area. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development.

**EDGE CONTEXT**  
Edge areas typically have characteristics that are different from the core and suburban contexts. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development. It is a primary characteristic of the community and is a key driver of development.

**How important do you consider the development shown in the image? (Circle an option 1-5)**

5	4	3	2	1
Very important	Important	Neutral/important depending on context	Secondary/important	Very unimportant

**What characteristics make the development appealing to you? (Check all that apply)**

- Building setback (distance between the building and the roadway)
- Configuration of parking and building access (location and orientation of driveways and front entry)
- Building height
- Building articulation (variation of wall surfaces, recessed windows/balconies, etc.)
- Screening (trees/shrubs)
- Landscaping/plantings
- Area between the building and roadway (how inviting or comfortable it appears)
- Relationship of the building with neighboring structures
- How it doesn't fit in (appearing)
- Other: \_\_\_\_\_

**What improvements would you make to that development if it started over? (Check all that apply)**

- Building setback (distance between the building and the roadway)
- Configuration of parking and building access (location and orientation of driveways and front entry)
- Building height
- Building articulation (variation of wall surfaces, recessed windows/balconies, etc.)
- Screening (trees/shrubs)
- Landscaping/plantings
- Area between the building and roadway (how inviting or comfortable it appears)
- Relationship of the building with neighboring structures
- How it doesn't fit in (appearing)
- Other: \_\_\_\_\_

# Relevant Project Experience

**LWC**

## CITY OF MOUNTAIN VIEW

### Update R3 Zoning, Financial Feasibility Analysis and Anti-Displacement Strategy

**STATUS:**

Anticipated Adoption for Spring 2021

**TIMEFRAME:**

March 2020 - Spring 2021

**BUDGET:**

\$1.145M

**REFERENCE:**

Martin Alkire  
Advanced Planning Manager  
City of Mountain View  
500 Castro Street  
Mountain View, CA 94039  
(650) 903-6306,  
Martin.Alkire@mountainview.gov

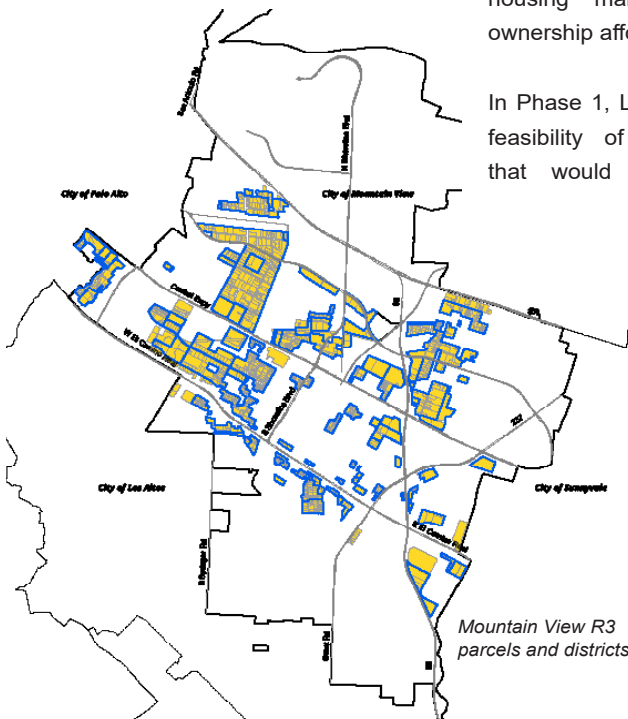
LWC is currently providing development finance and economic advisory services to support the City of Mountain View as part of a team led by Opticos Design, Inc. in the update its R3 (Multifamily Residential) zoning. LWC is also responsible for an anti-displacement response strategy. The objective of the zoning code update is to increase the quantity, diversity, and affordability of housing through the incorporation of form-based zoning standards and the incentivization of stacked-flat and higher-density development.

The city has experienced high employment growth but fallen short in housing development, further exacerbating the pressures of the housing market and rental and ownership affordability.

In Phase 1, LWC tested the financial feasibility of prototypical buildings that would conform to potential

form-based building types to inform the development of various design standards across the R3 subareas. The analysis used a static pro forma model to estimate the financial returns of a range of building prototypes and relied on industry standard metrics that indicate the likelihood of development: developer profit and returns on cost.

In Phase 2, as part of a larger city-wide anti-displacement response strategy, LWC will perform a replacement analysis to model the impacts of SB 330 and ultimately a potential long-term unit replacement requirement for developments that demolish existing rent-stabilized units. LWC will also support ODI in estimating the potential yield of units that could come online given the proposed zones and standards and develop an illustrative parking analysis to understand the cost- and feasibility-implications of adding parking on a per-project and per-unit basis.



Thursday night live in downtown Mountain View

Shoreline Ampetheatre and Recreational Area

# Relevant Project Experience

LWC

## CITY OF RICHMOND

### Housing Element Update, 4th and 5th Cycle

**STATUS:**

**4<sup>th</sup> Cycle:** Adopted and Certified in November 2012

**5<sup>th</sup> Cycle:** Adopted in May and Certified in June 2015

**TIMEFRAME:**

**4<sup>th</sup> Cycle:** March - November 2012

**5<sup>th</sup> Cycle:** March - June 2015

**BUDGET:**

**4<sup>th</sup> Cycle:** \$28,000

**5<sup>th</sup> Cycle:** \$35,000

**REFERENCE:**

Lina Velasco  
 Director of Planning and Building Services  
 City of Richmond  
 450 Civic Center Plaza  
 Richmond, CA 94804  
 (510) 620-6706  
[Lina\\_Velasco@ci.richmond.ca.us](mailto:Lina_Velasco@ci.richmond.ca.us)

**PARTNERS:**

Seifel Consulting (4th Cycle)

LWC was hired by the City of Richmond to update its 4<sup>th</sup> Cycle and 5<sup>th</sup> Cycle Housing Elements (HEU). The City of Richmond has a history of working hard to provide equitable housing opportunities and protect its most vulnerable residents.

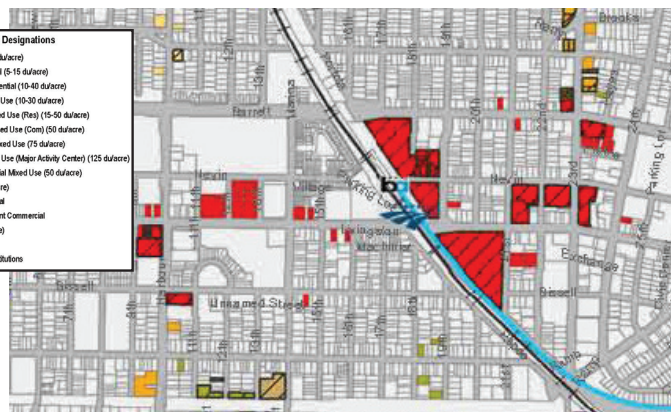
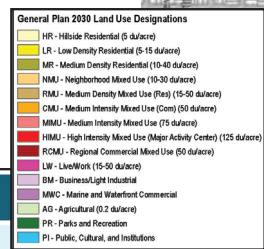
LWC worked closely with the City to review and update housing goals, policies, and programs in response to community input received through public workshops, small group interviews with community housing advocates, and public hearings. A major element of the 4<sup>th</sup> Cycle Housing Element update was an expanded outreach program focused on primary housing issues, such as foreclosures, development of a Community Land Trust, rent control, blight, and inclusionary housing requirements.

LWC worked quickly to address HCD comments on the draft 4<sup>th</sup> Cycle Housing Element, prioritizing an updated vacant land inventory, and prepared an element that met

State requirements. LWC also made recommendations to update City's Zoning Code to be in compliance with Senate Bill 2 (SB2) related to transitional and supportive housing and emergency shelters.

For the 5<sup>th</sup> Cycle, LWC built on work done for the 4<sup>th</sup> Cycle to develop an efficient two-month update timeline, focusing on components that were out of date, such as the vacant land inventory and needs assessment, as well as ensure additional outreach in compliance with State law. LWC supported the City through close coordination and communication with HCD on the review, edit and certification process.

The 4<sup>th</sup> Cycle HEU was adopted by the City and certified by HCD in November of 2012, and the 5<sup>th</sup> Cycle HEU was adopted and certified in June of 2015.



# Relevant Project Experience

## LWC CITY OF WOODLAND 6<sup>th</sup> Cycle Housing Element Update

**STATUS:**

Anticipated Adoption  
September 2021

**TIMEFRAME:**

October 2020 - September  
2021

**BUDGET:**

\$107, 200

**REFERENCE:**

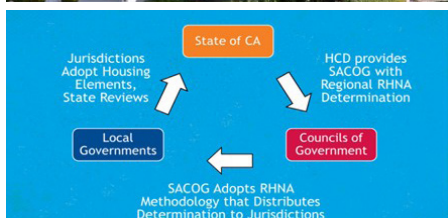
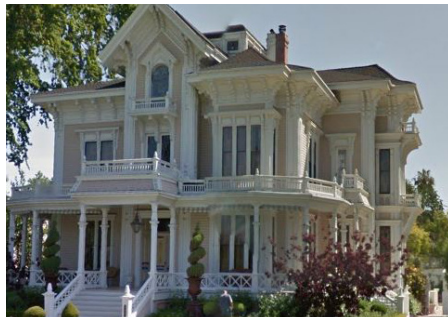
Cindy Norris  
Principal Planner  
Community Development  
Department  
300 First Street  
Woodland, CA 95695  
(530) 661-5911  
[Cindy.Norris@cityofwoodland.org](mailto:Cindy.Norris@cityofwoodland.org)  
[cityofwoodland.org](http://cityofwoodland.org)

LWC was hired by the City of Woodland to update the 6th Cycle Housing Element. The project is funded by the HCD’s Local Early Action Planning (LEAP) grant program. LWC is concurrently leading a comprehensive code update in Woodland and has an excellent understanding of the City’s regulatory framework, development opportunities and constraints, and community vision. This project has required an expedited schedule as Woodland is a Sacramento Area Council of Governments (SACOG) community.

Woodland is 15 miles from the State capital and part of the Sacramento - Arden-Arcade - Roseville Metropolitan Statistical Area. The City’s vision is to accommodate a broader range of development types that protect and reflect the City’s historic character and neighborhood contexts while meeting affordability, and diversity targets and State 6th Cycle mandates.

LWC worked closely with the City to expedite the work plan, ensuring coordination between the Housing Element and Code Update in identifying sites to accommodate the RHNA and modifying development regulations, as needed, to reduce constraints and accommodate housing for a variety of income levels. The work plan also includes a series of focus group meetings and one virtual public workshop, designed to accommodate social distancing requirements while also facilitating a diverse and inclusive process.

The project is on track for public review, HCD, review and certification and City adoption before September 2021.



# Relevant Project Experience

## Rincon

### County of Sonoma - Rezoning Sites for Housing Project Environmental Impact Report

#### REFERENCE:

Jane Riley, AICP,  
Comprehensive Planning  
Manager  
County of Sonoma  
2550 Ventura Avenue  
Santa Rosa, California  
95403  
(707) 565-7388  
jane.riley@sonoma-county.  
org

#### TIMEFRAME:

November 2019 to Present

Rincon is currently preparing a Program EIR for the County's Rezone Sites for Housing Project. The proposed project will identify sites to be added to the County's General Plan Housing Element site inventory to comply with State law and will implement current General Plan Policies and Programs that require the County to identify urban sites near jobs and transit which may appropriately accommodate additional housing. It will also identify appropriate sites on which to place the Workforce Housing Combining Zone, which would allow the development of jobs and/or housing on the same site or within walking distance from one another. Specifically, project implementation would rezone up to 59 urban sites in designated Urban Service Areas throughout unincorporated Sonoma County. The project would add sites to the County's Housing Element site inventory to comply with new inventory requirements in Housing Element law; it would implement current General Plan policies and programs to consider a variety of sites for higher-density and affordable housing, and encourage the identification of urban sites near jobs and transit to appropriately accommodate additional housing.

Rincon held a virtual public scoping meeting and will provide support for additional virtual public meetings as the CEQA process continues. Key environmental issues include historic resources, vehicle miles traveled and wildfire impacts.



# Relevant Project Experience

## City of Berkeley - Southside Area Rezoning for Housing Production Environmental Impact Report

Rincon is preparing a program EIR for the proposed Southside Zoning Updates in the City of Berkeley. The Southside Area encompasses approximately 28 full city blocks and several more partial city blocks, directly south of the main campus of the University of California at Berkeley. Project objectives are focused on increasing the availability and production of housing at all income levels. Key issues include historic resources, land use/planning, noise, population and housing, recreation, public services, and utilities.



### REFERENCE:

Alisa Shen, Principal Planner  
 City of Berkeley  
 1947 Center Street, 2nd Floor  
 Berkeley, California 94704  
 (510) 981-7409  
 ashen@cityofberkeley.info

### TIMEFRAME:

December 2019 to Present

## City of Redwood City - Mixed-Use Live/Work and Emergency Shelter Zoning Amendment Project EIR Addendum

Rincon prepared an Addendum EIR for Redwood City’s Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project. The proposed project involves amendments to the mixed-use live/work (MULW) zoning district and the mixed-use emergency shelter (MUES) combining district on 30 blocks totaling 37.5 acres. Rincon prepared the Addendum to the previously certified A New General Plan for Redwood City Final EIR (State Clearinghouse # 2010052034). The zoning amendment would alter the required floor area ratios, density, stories and height on MULW and MUES zoning district and provide intensity bonuses for developments which include certain qualifying community benefits. Qualifying community benefits include but are not limited to childcare facilities, publicly accessible open space, shared/ connected parking, affordable housing, community facilities or services, live/work units and or new streets or pathways.’

### REFERENCE:

Lindy Chan, Principal Planner  
 City of Redwood City  
 1017 Middlefield Road  
 Redwood City, California 94063  
 (650) 780-7237  
 lchan@redwoodcity.org

### TIMEFRAME:

November 2018 to Present

### STAFF:

Abe Leider

# Relevant Project Experience

## City of Carlsbad - Housing Element Update, General Plan Maintenance, and Supplemental EIR

### REFERENCE:

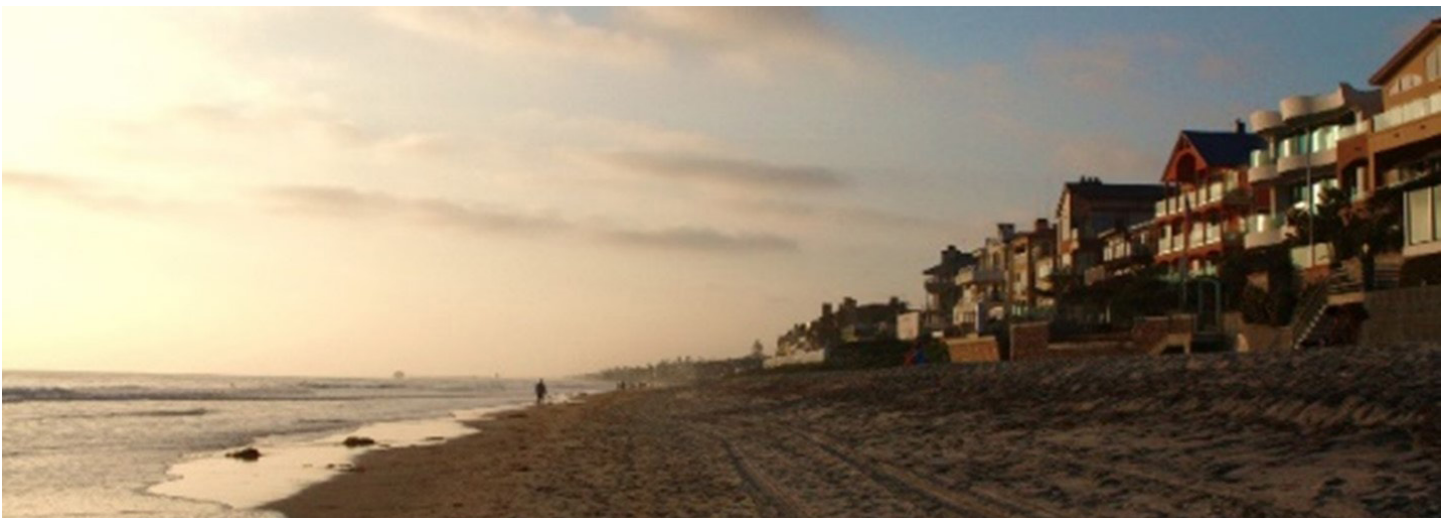
Scott Donnell, Senior  
Planner  
City of Carlsbad  
1200 Carlsbad Village Drive  
Carlsbad, California 92008  
(760) 602-4618 | scott.  
donnell@carlsbadca.gov

### TIMEFRAME:

January 2020 to Present

Rincon is assisting the City of Carlsbad in the preparation of their 6th Cycle Housing Element Update. This includes community engagement and updates to the General Plan and Zoning Code to address land use changes and recent housing legislation. The project kicked off in January 2020, with the initial priority of inventorying the existing, but underutilized, and available housing sites and conducting environmental constraints analyses for air quality, biological resources, cultural resources, GHG emissions, noise, and transportation. Rincon assisted in the identification of sites suitable to meet the RHNA allocation and coordinated with HCD to address concerns regarding re-zoning and up zoning. We prepared revisions to existing goals, policies, and actions and propose new goals, policies, and actions, as appropriate to ensure consistency with recent State legislation and the update Housing Element and to promote implementation of the Housing Element goals.

Throughout the project Rincon has led public outreach and information management, including overseeing the citizen housing advisory committee meetings, maintaining the project website, and developing surveys and informational materials. Rincon also reviewed legislation including those related to environmental justice, GHG emissions, infill and affordable housing development, vehicle miles traveled, climate change adaptation and resiliency including threats from wildfire and sea level rise and made recommendations to the City regarding required updates to the General Plan. Rincon will also prepare a Supplemental EIR to address environmental impacts that have not already been addressed in the existing General Plan EIR.





# Relevant Project Experience

## City of Burbank - Housing Element Update, Safety Element Update, Environmental Justice, and EIR

Rincon is assisting the City of Burbank with their Housing Element Update by providing outreach support and updating the other General Plan Elements, like the Safety Element and Environmental Justice identify to ensure the General Plan is up-to-date and complies with State regulations. All outreach is being conducted virtually with the utilization of the MetroQuest Survey Platform to engage the community on topics related to Housing and Environmental Justice. The City has received over 500 survey responses. Virtual outreach meetings are also being live translated to Spanish and Armenian.

Rincon will prepare a program level Environmental Impact Report (EIR) and associated technical studies analyzing the updates to the Housing and Safety elements. Although not required for CEQA compliance, Rincon will also prepare a Health Risk Assessment (HRA) for the housing sites as required by the Burbank2035 General Plan and EIR. The Program EIR will serve two primary purposes: (1) compliance with CEQA’s environmental review requirements for the Housing and Safety element updates; and (2) serving as a first tier environmental document that will allow for streamlined environmental review of the future development of individual housing sites identified in the Housing Element.

### REFERENCE:

Lisa Frank  
 City of Burbank  
 275 East Olive Avenue  
 Burbank, CA 91502  
 (818) 238-5250  
 LFrank@burbankca.gov

### TIMEFRAME:

March 2020 to Present



# Relevant Project Experience

## PLAN to PLACE

### DOWNTOWN VISION PLAN

Los Altos, CA

www.plantoplace.com



The visioning effort for Downtown Los Altos included over 40 engagement activities to gather input on community aspirations and support for land use and circulation vision scenarios. Plan to Place lead the engagement process through intercept/"pop-up" workshops, walking tours, and focus group meetings. To elevate the perspective of traditionally under-represented community members, the team held targeted neighborhood meetings with Community and Minority Coalitions; Faith-Based organizations; PTAs; Little League, Soccer League commissions and Junior Olympics committees, High Schools and Senior groups. Hands-on interactive workshops were held throughout the downtown area, paired with a project website ([losaltosca.gov](http://losaltosca.gov)) and online engagement tools and surveys (mailed to every household and business and administered through the City's Open City Hall platform) that received over 1,500 responses.

#### KEY ELEMENTS AND ACCOMPLISHMENTS

- Targeted meetings and strategies to elevate a range of community perspectives, particularly those are typically not included in the process.
- Digital and in-person outreach strategies to meet the community where they were and provide convenient access to the project.
- A Vision Plan that was unanimously approved by the City Council, and praised by both city leaders and community members as the most comprehensive and successful community engagement process the City has ever experienced.

#### CLIENT

City of Los Altos

#### SERVICES

Comprehensive Engagement Strategy  
 Targeted Focus Group Meetings  
 Visioning Exercises  
 Branding/Communication Tools

#### TIMELINE

2017 - 2018

#### REFERENCE

##### Jon Biggs

Community Development Director,  
 City of Los Altos  
 email: [jbiggs@losaltosca.gov](mailto:jbiggs@losaltosca.gov)  
 phone: 650-281-6301

*"It has been a pleasure to work with you on the Downtown Los Altos Vision project. Your guidance and expertise in public outreach have truly helped the effort be a successful one. all of the Los Altos participants that helped form the vision, we're able to do so because of your great work!"*

- **Jon Biggs**, Community Development Director, City of Los Altos



# Relevant Project Experience

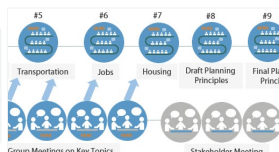
## DIRIDON STATION AREA CIVIC ENGAGEMENT

San Jose, CA

Plan to Place, in partnership with Raimi + Associates, is collaborating with the City of San Jose a civic engagement strategy to input related to a transit hub in the heart of the Downtown San Jose, targeted by Google for a mixed-use campus. Outreach activities include regular meetings with a 38-person advisory group (representing perspectives ranging from the formerly homeless and housing advocates, to major business and development interests), focus/solution group meetings, pop-up/intercept and stakeholder meetings, walking tours, and regional workshops. Many meetings and workshops have been held solely in Spanish and all meeting materials have been translated in multiple languages, accessible by the diverse San Jose community. Surveys were also administered to provide convenient access to all, specifically targeted at segments of the community that are typically unable to attend meetings and workshops. Branding materials and digital tools including a custom project website (<https://www.diridonsj.org/>) have also been prepared to gather and share information through a transparent process.

### KEY ELEMENTS AND ACCOMPLISHMENTS

- Co-produced engagement strategies through an iterative and flexible stakeholder and community-led process, that led to approximately 70 community meetings.
- Facilitation of multiple perspectives and management of expectations represented through a large community advisory group.
- Branding materials that reinforce project identity and establish consistent communication templates, and preparation of a project website that reached close to 40,000 unique visitors.
- Messaging, training and capacity building with community ambassadors.



www.plantoplace.com



### CLIENT

City of San Jose

### SERVICES

Community Engagement Strategy  
 Advisory Group Facilitation  
 Branding/Communication Tools  
 Bi-Lingual Outreach  
 Capacity Building

### TIMELINE

2017 – present

### REFERENCE

#### Lee Wilcox

Chief of Staff, Office of the City Manager, City of San Jose  
 email: [lee.wilcox@sanjoseca.gov](mailto:lee.wilcox@sanjoseca.gov)  
 phone: 408.535.4873

# Relevant Project Experience

## DOWNTOWN ENGAGEMENT + SPECIFIC PLAN

### San Mateo, CA

The “Engage Downtown San Mateo” project kicked off in 2015 through a variety of digital and in-person outreach strategies to thoughtfully engage the community. Outreach included hands on and informed discussions with local stakeholders, regional experts and decision makers through “Taste and Task / Downtown Future Forums”, surveys, walking tours, and pop-up workshops. The project culminated in an Assets and Opportunities Report which launched the Downtown Plan Update, that Plan to Place is currently collaborating with the City on. A project website ([engagedowntownsanmateo.org](http://engagedowntownsanmateo.org)) was prepared to host information on upcoming events, summaries and pictures/videos from events, and to link to the City’s social media outlets.

### KEY ELEMENTS AND ACCOMPLISHMENTS

- Multi-pronged outreach strategy designed to engage traditionally under-represented members of the community.
- Educational and engaging forums that brought regional experts together with the community to respectfully share insights on the latest land use, circulation and market trends impacting the area.
- Use of various high-tech and high-touch hands-on engagement exercises to spark creativity and idea-generation.
- A project website and branding materials that created a recognizable identity for the project and connected the community to key events and resources.
- Set the foundation for the Downtown Specific Plan and provided a clear direction of objectives for future updates to Downtown San Mateo.

[www.plantoplace.com](http://www.plantoplace.com)



### CLIENT

City of San Mateo

### SERVICES

Community Engagement Strategy  
 Forum Facilitation  
 Branding/Communication Tools  
 Stakeholder Outreach  
 Capacity Building

### TIMELINE

2015 – present

### REFERENCE

#### Marcus Clarke

Former Economic Development Manager, City of San Mateo  
 email: [mclarke707@gmail.com](mailto:mclarke707@gmail.com)

*“Dave is by far the best project manager I have worked with. His management of our Downtown San Mateo Engagement project was exceptional, and is still being talked about as a model community engagement strategy for the community and beyond. I highly recommend Plan to Place for any of your planning or project management endeavors.”*

- **Marcus Clarke**, Former Economic Development Manager, City of San Mateo



# Relevant Project Experience

## SOUTH SAN FRANCISCO GENERAL PLAN UPDATE

South San Francisco, CA

Plan to Place, in partnership with Raimi + Associates, is working closely with the South San Francisco community to implement a comprehensive engagement plan to reach all segments of the community. Thoughtfully planned and executed engagement activities included advisory group and stakeholder meetings with residents, youth groups/committees, faith-based organizations, the business and development community, and regional agencies. Initially interactive in-person meetings and workshops were held city-wide and in sub-areas throughout the city to define the unique character of neighborhoods. Plan to Place also helped prepare virtual platforms to provide access to the planning effort through online media, surveys and feedback forms to engage diverse perspectives. To bridge the digital divide, postcards and paper surveys were also mailed and distributed at locations throughout the city to ensure equal access for all who wanted to contribute. Most importantly, we teamed with community partners that helped extend the reach of the project.

www.plantoplace.com



### CLIENT

City of South San Francisco

### SERVICES

Community Engagement Strategy  
Stakeholder Meeting Facilitation  
Virtual Online Platforms  
Interactive Engagement Activities

### TIMELINE

2019 – present

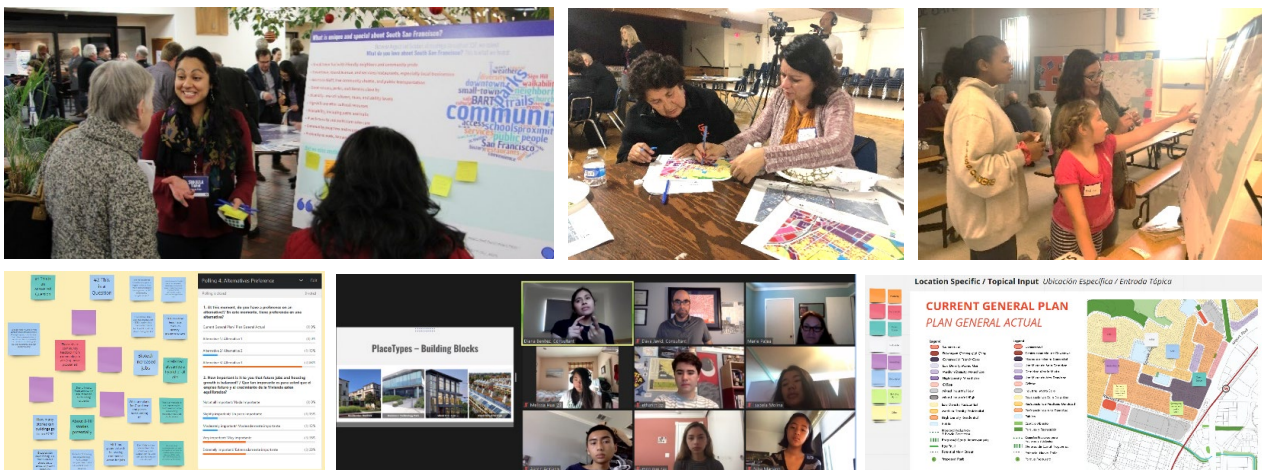
### REFERENCE

#### Billy Gross

Senior Planner, City of San Francisco  
email: [Billy.Gross@ssf.net](mailto:Billy.Gross@ssf.net)  
phone: 650.877.8535

### KEY ELEMENTS AND ACCOMPLISHMENTS

- Highly collaborative effort with city staff and community leaders to co-produce and implement a range of engagement strategies.
- Preparation of high and low tech, inclusive outreach activities and platforms that engaged with a diverse cross section of the community.
- Thoughtful facilitation of conversation with residents and stakeholders to uncover key concerns and opportunities.
- Building trust and support from community members for the goals, objectives and policy measures that will guide the future of the city.



# List of References

## City of Livermore

Services: Housing Element Update, 5th Cycle

Timeframe: May 2014 - April 2015

### **Christine Rodrigues**

Assistant to the City Manager

(925) 960-4410

[cnrodrigues@ci.livermore.ca.us](mailto:cnrodrigues@ci.livermore.ca.us)

## City of Long Beach

Services: Housing Element Update, 6th Cycle

Timeframe: February 2020 - September 2021

### **Linda Tatum, FAICP**

Assistant City Manager

(562) 570-6140

[linda.tatum@longbeach.gov](mailto:linda.tatum@longbeach.gov)

## County of Marin

Services: Objective Design and Development Standards, Financial Feasibility Analysis

Timeframe: February 2020 - Spring 2021

### **Jillian Nameth Zeiger, AICP**

Planner; Housing & Federal Grants

(415) 473-7549

[ljzeiger@marincounty.org](mailto:ljzeiger@marincounty.org)

## City of Mountain View

Services: Update R3 Zoning, Financial Feasibility Analysis and Anti-Displacement Strategy

Timeframe: March 2020 - February 2021

### **Martin Alkire**

Advanced Planning Manager

(650) 903-6306

[martin.alkire@mountainview.gov](mailto:martin.alkire@mountainview.gov)

## City of Richmond

Services: Housing Element Update, 4th and 5th Cycle

Timeframe:

4th Cycle: March 2012 - November 2012

5th Cycle: March 2015 - June 2015

### **Lina Velasco**

Director of Planning and Building Services

(510) 620-6706

[lina\\_velasco@ci.richmond.ca.us](mailto:lina_velasco@ci.richmond.ca.us)

## City of Woodland

Services: Housing Element Update, 6th Cycle

Timeframe: October 2020 - September 2021

### **Cindy Norris**

Principal Planner

(530) 661-5911

[cindy.norris@cityofwoodland.org](mailto:cindy.norris@cityofwoodland.org)

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# 4 Cost Proposal

Based on the tasks identified in the Scope of Services, we are pleased to submit a cost proposal for the City of Los Altos Housing Element. We have budgeted for all of the tasks with a level of effort that we believe is necessary to meet the project objectives and achieve success.

City of Los Altos 6th Cycle Housing Element Update	LWC								Plan to Place		Rincon		PROJECT TOTAL			
	Principal \$285		Director \$225		Senior Associate \$185		Associate \$150		LWC Total		Plan to Place Total		Rincon Total			
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		
<b>Task 1 Project Initiation</b>																
1.1 Kickoff Meeting	2	\$ 570	4	\$ 900	8	\$ 1,480	8	\$ 1,200	22	\$ 4,150	18	\$ 3,310	-	\$ -	40	\$ 7,460
1.2 Data Collection		\$ -	2	\$ 450	8	\$ 1,480	8	\$ 1,200	18	\$ 3,130	24	\$ 4,040	-	\$ -	42	\$ 7,170
1.3 Project Schedule	1	\$ 285	2	\$ 450	8	\$ 1,480	4	\$ 600	15	\$ 2,815	-	\$ -	-	\$ -	15	\$ 2,815
<b>Task 2 Technical Studies and Issues Evaluation</b>																
2.1 Existing Housing Element		\$ -	4	\$ 900	16	\$ 2,960	32	\$ 4,800	52	\$ 8,660	-	\$ -	-	\$ -	52	\$ 8,660
2.2 Housing and Special Housing Needs	4	\$ 1,140	4	\$ 900	15	\$ 2,775	32	\$ 4,800	55	\$ 9,615	-	\$ -	-	\$ -	55	\$ 9,615
2.3 Housing Constraints	4	\$ 1,140	8	\$ 1,800	16	\$ 2,960	32	\$ 4,800	60	\$ 10,700	-	\$ -	-	\$ -	60	\$ 10,700
2.4 Housing Resources Assessment	4	\$ 1,140	4	\$ 900	16	\$ 2,960	16	\$ 2,400	40	\$ 7,400	-	\$ -	-	\$ -	40	\$ 7,400
2.5 At-Risk Housing Analysis	4	\$ 1,140	8	\$ 1,800	16	\$ 2,960	8	\$ 1,200	36	\$ 7,100	-	\$ -	-	\$ -	36	\$ 7,100
2.6 Goals, Polies, Programs, and Quantified Objectives	4	\$ 1,140	6	\$ 1,350	20	\$ 3,700	32	\$ 4,800	62	\$ 10,990	-	\$ -	-	\$ -	62	\$ 10,990
<b>Task 3 Sites Inventory</b>																
3.1 Sites Inventory	20	\$ 5,700	80	\$ 18,000	80	\$ 14,800	90	\$ 13,500	270	\$ 52,000	-	\$ -	-	\$ -	270	\$ 52,000
<b>Task 4 Affirmatively Furthering Fair Housing</b>																
4.1 Affirmatively Furthering Fair Housing	2	\$ 570	8	\$ 1,800	16	\$ 2,960	16	\$ 2,400	42	\$ 7,730	-	\$ -	-	\$ -	42	\$ 7,730
<b>Task 5 Rezonings</b>																
5.1 Recommendation Memo	4	\$ 1,140	4	\$ 900	16	\$ 2,960	16	\$ 2,400	40	\$ 7,400	-	\$ -	-	\$ -	40	\$ 7,400
<b>Task 6 Housing Element and Public Hearings</b>																
6.1 Administrative Draft Housing Element	8	\$ 2,280	20	\$ 4,500	60	\$ 11,100	60	\$ 9,000	148	\$ 26,880	-	\$ -	-	\$ -	148	\$ 26,880
6.2 Public Review Draft Housing Element and Hearings (3)	8	\$ 2,280	30	\$ 6,750	60	\$ 11,100	60	\$ 9,000	158	\$ 29,130	-	\$ -	-	\$ -	158	\$ 29,130
6.3 HCD Review Draft Housing Element	4	\$ 1,140	16	\$ 3,600	24	\$ 4,440	32	\$ 4,800	76	\$ 13,980	-	\$ -	-	\$ -	76	\$ 13,980
6.4 Final Draft Housing Element and Hearings (3)	8	\$ 2,280	30	\$ 6,750	40	\$ 7,400	40	\$ 6,000	118	\$ 22,430	-	\$ -	-	\$ -	118	\$ 22,430
6.5 Final Adoption and Certification	8	\$ 2,280	8	\$ 1,800	32	\$ 5,920	16	\$ 2,400	64	\$ 12,400	-	\$ -	-	\$ -	64	\$ 12,400
<b>Task 7 Community Outreach and Engagement</b>																
7.1 Engagement Strategy	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	32	\$ 5,560	-	\$ -	44	\$ 7,920
7.2 Project Messaging	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	42	\$ 7,350	-	\$ -	54	\$ 9,710
7.3 Outreach Campaign and Branding Materials	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	62	\$ 10,730	-	\$ -	74	\$ 13,090
7.4 Stakeholder/Focus Group Meeting (2)	2	\$ 570	16	\$ 3,600	16	\$ 2,960	12	\$ 1,800	46	\$ 8,930	36	\$ 6,500	-	\$ -	82	\$ 15,430
7.5 Survey (1)	1	\$ 285	4	\$ 900	12	\$ 2,220	12	\$ 1,800	29	\$ 5,205	24	\$ 4,240	-	\$ -	53	\$ 9,445
7.6 Community Workshops (3)	6	\$ 1,710	24	\$ 5,400	36	\$ 6,660	24	\$ 3,600	90	\$ 17,370	91	\$ 15,825	-	\$ -	181	\$ 33,195
7.7 Study Session with Planning Commission & Council (2)	2	\$ 570	24	\$ 5,400	24	\$ 4,440	16	\$ 2,400	66	\$ 12,810	50	\$ 8,910	-	\$ -	116	\$ 21,720
7.8 Project Website	8	\$ 2,280	8	\$ 1,800	16	\$ 2,960	16	\$ 2,400	48	\$ 9,440	90	\$ 14,650	-	\$ -	138	\$ 24,090
<b>Task 8 CEQA (MIND)</b>																
8.1 Environmental Determination	2	\$ 570	4	\$ 900	8	\$ 1,480	8	\$ 1,200	22	\$ 4,150	-	\$ -	220	\$ 30,970	242	\$ 35,120
8.2 Draft Environmental Analysis		\$ -	2	\$ 450	4	\$ 740	2	\$ 300	8	\$ 1,490	-	\$ -	57	\$ 8,595	65	\$ 10,085
8.3 CEQA Noticing, Outreach, and Filing		\$ -	2	\$ 450	2	\$ 370	2	\$ 300	6	\$ 1,120	-	\$ -	45	\$ 7,865	51	\$ 8,985
8.4 Final Draft Environmental Analysis		\$ -	2	\$ 450	4	\$ 740	2	\$ 300	8	\$ 1,490	-	\$ -	76	\$ 11,488	84	\$ 12,978
8.5 Adoption		\$ -		\$ -		\$ -		\$ -	-	\$ -	-	\$ -	30	\$ 6,522	30	\$ 6,522
<b>Task 9 Project Management</b>																
9.1 Project Management	80	\$ 22,800	160	\$ 36,000	40	\$ 7,400	18	\$ 2,700	298	\$ 68,900	60	\$ 11,100	58	\$ 10,358	416	\$ 90,358
9.2 Coordination with HCD	8	\$ 2,280	8	\$ 1,800	24	\$ 4,440	8	\$ 1,200	48	\$ 9,720	-	\$ -	-	\$ -	48	\$ 9,720
<b>TOTAL HEU TASKS</b>	<b>200</b>	<b>\$ 57,000</b>	<b>498</b>	<b>\$ 112,050</b>	<b>649</b>	<b>\$ 120,065</b>	<b>634</b>	<b>\$ 95,100</b>	<b>1,981</b>	<b>\$ 384,215</b>	<b>529</b>	<b>\$ 92,215</b>	<b>486</b>	<b>\$ 75,798</b>	<b>2,996</b>	<b>\$ 552,228</b>
<b>Contingency</b>																
<b>GRAND TOTAL</b>																
<b>Task 10 Additional Tasks</b>																
10.1 AB 1851 Sites		\$ 9,300														
10.2 El Camino Real TCAC Sites Analysis		\$ 20,800														
10.3 Affordable Housing Overlay Zone		\$ 14,200														
10.4 Housing In Lieu Fee Study		\$ 27,680														
10.5 Housing Impact Fee		\$ 47,140														
<b>OPTIONAL TASKS</b>																
Traffic Analysis		\$ 15,000														
Environmental Impact Report		\$ 165,000														
In-person meeting instead of virtual: additional \$2,000 per meeting (Note: This is the total cost for an EIR. If an EIR is needed, the additional fee would be about \$90,000.)																



# Hourly Rate

The table below lists hourly rates per staff level.



Lisa Wise Consulting, Inc	
Principal	\$285
Director	\$225
Senior Associate	\$185
Associate	\$150



Rincon Consultants	
Principal I	\$227
Senior Supervisor II	\$211
Senior Professional I	\$165
Professional IV	\$149
Professional II	\$118
GIS/CADD Specialist II	\$129
Technical Editor	\$115
Production Specialist	\$91
Clerical	\$77



PLAN to PLACE	
Principal	\$215
Engagement Specialist + Urban Designer	\$165
Graphic Designer	\$135

## 5

# Conflict of Interest

As LWC's President and CEO, I attest that the firm will have no real or perceived conflicts of interest providing urban planning services to the City of Los Altos.



Lisa Wise, AICP, CPA (inactive)  
President, CEO  
Lisa Wise Consulting, Inc.  
983 Osos Street  
San Luis Obispo, CA 93401  
P: (805) 595-1345  
[lisa@lisawiseconsulting.com](mailto:lisa@lisawiseconsulting.com)

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# Appendix A: Resumes

## LISA WISE, AICP

### President, Owner



As a certified planner and public accountant, Lisa has over 30 years of professional experience in land use planning, real estate finance, and the management of complex projects. Lisa is considered a national expert on housing policy and code reform, and presents on the topics regularly at State and National APA, League of California Cities, ULI and the New Partners for Smart Growth conferences. Lisa is a part-time lecturer at the California Polytechnic State University in San Luis Obispo focusing on courses in housing and real estate finance.

Lisa has been directly responsible for a breadth of large-scale projects that assess land use policy and economic performance and make recommendations for more vibrant and resilient communities. These include 20 housing elements, 23 master and specific plans, 34 code updates, 35 economic projects, and several inclusionary and employee housing studies.

Prior to starting LWC in 2006, Lisa worked for land use planning firm Crawford, Multari & Clark Associates. From 1990 to 1999, Lisa was a Manager at PricewaterhouseCoopers (PwC), one of the “Big Four” international accounting, financial services and management consulting firms. At PwC, Lisa’s responsibilities included managing large financial services engagements, building client relationships, mentoring staff, and teaching in-house classes.

#### Relevant Project Experience:

- Arroyo Grande, CA, Housing Element Update, 4th and 5th Cycle
- Atascadero, CA, Affordable Housing Short sale Policy, Housing Element Implementation and Housing Element 4th and 5th Cycle
- Benicia, CA, Housing Element Update, 4th and 5th Cycle
- Flagstaff, AZ, Zoning Ordinance Update
- Grover Beach, CA, Zoning Code Update, West Grand Avenue Masterplan, and 4th Cycle Housing Element Update
- King City, CA, Housing Element, 4th Cycle
- Livermore, CA, Development Code Update and 5th Cycle Housing Element Update
- Loomis, CA, Housing Element Update 3rd, 4th and 5th Cycle
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Merced, CA, Bellevue Corridor Plan
- Mesa, AZ, Form-Based Code and Regulating Plan
- Petaluma, CA SMART Rail Station Areas: TOD Master Plan
- Pismo Beach, CA, Housing Element, 4th Cycle
- Richmond, CA, Livable Corridors Plan, South Shore Specific Plan, and 4th and 5th Cycle Housing Element Update
- Vallejo, CA, Housing Element Update 5th Cycle
- Tehachapi, CA, Housing Element Update 4th and 5th Cycle



#### PAST WORK EXPERIENCE

California Polytechnic State University  
San Luis Obispo, CA, Adjunct Faculty, 2002 - Present

Crawford, Multari & Clark Associates  
San Luis Obispo, CA, Professional Consultant,  
2001 - 2006

San Luis Obispo County  
San Luis Obispo, CA, Staff Planner, 2000 - 2001

Governor’s Office of Planning & Research  
Sacramento, CA, Intern, 1999 - 2000

PricewaterhouseCoopers, LLP  
New York, NY, Financial Services Manager, 1990 -  
1999

#### EDUCATION

California Polytechnic State University  
San Luis Obispo, CA, Master of City & Regional  
Planning, 2001

DePaul University  
Chicago, IL, M.S. Accountancy, 1990

University of Cincinnati  
Cincinnati, OH, B.S. Business Administration in  
Marketing & Finance, 1987

#### CERTIFICATIONS & MEMBERSHIPS

American Planning Association (APA)  
2001 - Present

Certified Public Accountant, 1991

Congress for New Urbanism  
2003 - Present  
Paul Crawford Award for Excellence in Planning, 2017

Form-Based Code Institute  
Chair, 2015 - 2018; Treasurer, 2014 - 2015

Dean’s Leadership Council  
California Polytechnic, School of Architecture  
2018-Present

LWC

# DAVID BERGMAN, AICP

## Director

With over 25 years of experience, David has focused on community development, real estate and urban planning projects, with an emphasis on the formation and implementation of urban and regional development strategies, and public private-partnerships. David's strengths and expertise include public policy and alternatives analysis that balance economic feasibility, fiscal performance and community vision. He also brings an understanding of California Housing Law, earned working directly with California cities and counties on the identification and assessment of financing options for affordable housing, student and workforce housing and inclusionary housing, and strategies for improved jobs/housing balance and anti-displacement programs. As the Director of Planning for the City of South Pasadena, he oversaw the successful approval of the City's first density bonus application and adoption of an Accessory Dwelling Unit (ADU) Ordinance, that was approved by the California Department of Housing and Community Development (HCD).

David's commitment to client service centers around providing strategy alternatives based on market-driven research and consideration of local, regional and state law and precedent. His experience features large-scale mixed-use and urban infill developments, and planned communities. He has provided feasibility analysis and funding strategies across all major property sectors including residential, retail, office, industrial, hospitality, and institutional.

### Recent examples of David's work include:

- Artesia, CA, Mixed-Use Overlay Zone Analysis and Recommendations
- Beverly Hills, CA, Fiscal Impacts
- Coachella Music and Arts Festival, Marketing and Promotion Programs, and Economic Impacts
- Long Beach, CA, 6th Cycle Housing Element Update and Housing Feasibility Study
- Long Beach, CA, Low- and Moderate-Income Housing Site Analysis
- Los Angeles, CA, Economic and Fiscal Impact Study, Los Angeles International Airport (LAX)
- Pasadena, CA, General Plan Economics and Land Use Element
- San Diego, CA, Barrio Logan Affordable Housing Strategy
- San Fernando, CA, Workforce Housing Economic Analysis and Strategy Alternatives
- Santa Clarita, CA, General Plan Economics and Land Use Element
- Santa Maria, CA, 6th Cycle Housing Element Update, Market Analysis and Annexation Strategy
- Santa Rosa, CA, Jobs Housing Balance Study
- State of California General Services Division, Community College and Residential Master Plan
- Sun Cal, Anaheim, CA, Inclusionary Housing Strategy, Palatium Triangle



### PAST WORK EXPERIENCE

- Metropolitan Research and Economics  
Santa Monica, CA, Principal, Director and Owner  
2009 - 2020
- City of South Pasadena, CA  
Director, Planning and Building  
2018 - 2019
- City of Santa Cruz, CA  
Manager of Special Projects, Economic  
Development  
2014 - 2017
- Economics Research Associates  
Los Angeles, CA, Principal  
1996 - 2009

### EDUCATION

- University of California  
Los Angeles, CA, Master of Arts, Geography  
Urban Planning
- University of Wisconsin  
Madison, WI, B.A., Geography and Classical  
History

### ACADEMIC EXPERIENCE

- University of Southern California  
School of Architecture, 2016 - 2019
- Southern California Institute of Architecture  
2001 - 2016
- University of Michigan  
School of Architecture, 2009 - 2010

LWC

# JEN MURILLO, AICP

## Senior Associate

Jen brings over 13 years' experience managing long-range planning and economic development projects with a focus on providing diverse housing alternatives and assuring deliverables exceed client expectations. Her career combines 5 years in the fast-paced consulting industry with 10 years in the Community and Economic Development Department at the Town of Mammoth Lakes which gives her a comprehensive perspective and balanced approach to planning and the economics of land use. Jen's has taken housing element updates, housing code and fee assessments, grant programs, and environmental review from start to finish. She has also been responsible for leading comprehensive code updates, specific plans, market analyses and economic and fiscal elements. Jen has strong public engagement skills grounded in empathy, maintaining open lines of communication and assuring community feedback is reflected in final policies, programs and regulation. She is an expert in tracking project performance, making adjustments where necessary and maintaining close communication with the client.

Jen's recent project management experience includes leading a Conceptual Land Use Plan for the Town of Mammoth Lakes which established a development program of 450 affordable units and opportunities for rental and ownership. She holds a Master of Business Administration from Indiana University and Bachelor of Arts degrees in Environmental Studies and Geography from University of California, Santa Barbara.

### Relevant Project Experience:

- Beaumont, CA, General Plan Update, Market Analysis, Fiscal Model, Code Update
- Beaumont, CA, Housing Element Update
- Hayward, CA, Downtown Specific Plan Market Analysis
- Livermore, CA, General Plan Land Use Conversion Fiscal Impact Analysis
- Local Government Commission, Local Funding Guidebook
- Lompoc, CA, Zoning Code Update
- Long Beach, CA, Short Term Rental Ordinance
- Mammoth Lakes, CA, 2014-2019 Housing Element Update
- Mammoth Lakes, CA, General Plan Update
- Marin County, CA, Code Amendments
- Marin County, CA, Short Term Rental Ordinance
- Morgan Hill, CA, Commercial Capacity Analysis Monterey Corridor
- Morgan Hill, CA, Form Based Code Monterey Corridor
- Santa Maria, CA, Housing Element Update
- San Pablo, CA, Priority Development Area Implementation Plan
- UCSF, Comparative Financial Performance Analysis Infrastructure Alternatives
- University of Hawaii Infrastructure Master Plan Financial Analysis
- Temple City, CA, Housing Element Update
- Westerville, OH, Zoning Code Update



### PAST WORK EXPERIENCE

- California Polytechnic State University  
San Luis Obispo, CA, Part-time Faculty, 2018 - Present
- Town of Mammoth Lakes, CA  
Senior Planner  
March 2014 - August 2015
- Town of Mammoth Lakes, CA  
Associate Planner  
December 2007 - February 2014
- Town of Mammoth Lakes, CA  
Assistant Planner  
June 2006 - November 2007

### EDUCATION

- Indiana University  
Bloomington, IN, Master of Business Administration
- University of California, Santa Barbara  
B.A., Environmental Studies  
B.A., Geography

### CERTIFICATIONS & MEMBERSHIPS

- American Institute of Certified Planners  
2015 - Present
- American Planning Association  
2013 - Present
- Association of Environmental Professionals  
2013 - Present

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# KAREN HUYNH

## Associate

Karen brings 10 years of experience to LWC in fiscal analysis, real estate finance, land use economics and manipulating large complex databases. Her strengths include housing feasibility studies, market analysis, long-range planning, and housing policy analysis. She brings expertise across multiple practice areas, such as affordable housing, economic development, fiscal impact analysis and development feasibility. She is adept in effective online and in-person community engagement techniques such as personal interviews, focus groups, workshops, and surveys. Combined with quantitative analyses, Karen brings a more holistic understanding of market conditions and regulatory frameworks to help cities address existing and anticipated challenges. She works closely with each client to deliver tailored research and recommendations aimed at creating more liveable, accessible, equitable and resilient places. In addition to policy and planning, Karen also brings a deep understanding of local government program management, funding and implementation.

Karen holds a Master of Public Policy degree from University of California, Berkeley, where she specialized in homelessness/housing policy and economic inequality. During graduate school, Karen conducted research on homeless policy in San Francisco and assessed performance of economic development incentives in U.S. cities before and after the 2008 depression.

### Relevant Project Experience:

- Beaumont, CA, 6th Cycle Housing Element Update
- Culver City, CA, General Plan Update
- Gary, IN, Knight Foundation Financial Sustainability Strategy for Local Nonprofit
- La Cañada Flintridge, CA, Descanso Gardens Business Strategy
- Long Beach, CA, 6th Cycle Housing Element Update
- Los Angeles, CA, Taylor Yards G2 Park Financial Sustainability Strategy
- Mountain View, CA, R3 "Missing Middle" Zoning Update
- Santa Maria, CA, General Plan Update, Market Analysis, Housing Element Update and Annexation Study
- Santa Monica, CA, Affordable Housing Production Program Update
- Temple City, CA, 6th Cycle Housing Element Update
- Woodland, CA, 6th Cycle Housing Element Update



### PAST WORK EXPERIENCE

#### HR&A Advisors, Inc.

Housing and Economic Development Analyst  
2018 - 2020

#### Los Angeles County, Dept. of Health Services

Program Manager, Housing for Health  
2017 - 2018

#### Tipping Point

Graduate Student Consultant, Homeless Policy  
2017

#### Institute for Research on Labor & Employment,

U.C. Berkeley, Graduate Student Researcher  
2016

### EDUCATION

#### University of California, Berkeley

Berkeley, CA, Master of Public Policy

#### Columbia University

New York, NY, B.A., Neuroscience

### COMMUNITY INVOLVEMENT

#### Emerging LA, Participant

Salon series hosted by Molly Rysman, Housing and Homelessness Deputy, to address homelessness in LA County

#### New Leaders Council - LA, Fellow

Program aimed at developing leadership in politics, government, and law

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## Abe Leider, AICP CEP

### Principal Planner

Mr. Leider has over 20 years of experience in the planning field and has managed or primarily authored successful planning and environmental documents on subjects ranging from regional resource management and land use regulation to complex public and private development projects. He is proficient at interpreting state and federal planning and environmental regulations and guidelines as well as developing thorough and clear environmental documentation. Mr. Leider is experienced at providing professional contract planning support in all facets of the project review and permitting process to small, mid-sized and large jurisdictions throughout California. He has prepared informational and technical reports on a range of planning and environmental topics, including general land use trends, agriculture, biology and aesthetics/visual resources.

### EDUCATION

BA, English and Environmental Studies, University of California at Santa Barbara

### CERTIFICATIONS/REGISTRATIONS

Professional Certificate in Land Use and Environmental Planning, UCSB Extension

American Institute of Certified Planners, Certified Environmental Planner (no. 021413)

### SELECT PROJECT EXPERIENCE

#### **Principal-in-Charge, City of Union City – Housing Element Rezone IS-MND, Union City**

Mr. Leider is the Principal-in-Charge of Rincon's contract with Union City to provide a Housing Element Rezone IS-MND. Rincon prepared an MND for the City's for rezoning to allow increased residential density on several key parcels. Rincon successfully completed this assignment within budget despite achieving an expedited schedule. Key issues included aesthetics, agricultural resources, biological resources and traffic.

#### **Principal-in-Charge, City of Redwood City – Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project Addendum Environmental Impact Report, Redwood City**

Mr. Leider served as the Principal-in-Charge for an Addendum Environmental Impact Report for Redwood City's Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project. The proposed project involves amendments to the mixed-use live/work zoning district and the mixed-use emergency shelter combining district on 30 blocks totaling 37.5 acres. Rincon prepared the Addendum to the previously certified A New General Plan for Redwood City Final EIR. The zoning amendment would alter the required floor area ratios, density, stories and height on mixed-use live/work zoning district and the mixed-use emergency shelter zoning district and provide intensity bonuses for developments which include certain qualifying community benefits.

#### **Principal-in-Charge, City of San Leandro (subconsultant to Raimi & Associates) – Bay Fair BART Transit-oriented Development Specific Plan Environmental Impact Report, San Leandro**

Rincon prepared a programmatic Environmental Impact Report for the Bay Fair BART Transit-oriented Development Specific Plan for the City of San Leandro as part of the Raimi & Associates team. The Specific Plan addressed a wide range of development, planning and economic issues, including identifying existing and future opportunities for transit-oriented mixed-use and residential development within the study area and transportation and infrastructure improvements to accommodate a preferred land use alternative. Mr. Leider's role included overall management of the CEQA document and process for the project.

#### **Principal-in-Charge, City of Berkeley (subconsultant to Raimi & Associates) – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley**

Mr. Leider served as the Principal-in-Charge. Mr. Leider's role included overall management of the CEQA document and process for the project. Rincon completed





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## Karly Kaufman, MESM

Supervising Environmental Planner/Project Manager

Karly Kaufman is involved in managing and preparing CEQA and NEPA documentation and technical air quality, greenhouse gas, and noise impact analyses. Ms. Kaufman manages and prepares environmental documents for a diverse range of projects including general plans, specific plans, residential and commercial development projects, and infrastructure projects. She has prepared Environmental Impact Reports, Initial Studies, Negative Declarations, and Categorical Exemptions. She is experienced with the CalEEMod land use emissions model and a variety of other air pollutant and greenhouse gas emissions models including EMFAC 2011 and CALINE4. Ms. Kaufman previously organized outreach and educational campaigns for a variety of audiences on both the national and local levels. Previous outreach campaigns have included: grassroots and community organizing, legislative and issue advocacy, fundraising and member recruitment, survey design, and educational campaigns for K-12 students and senior citizens. She is also a proficient public presenter.

### EDUCATION

MESM with emphases in Energy and Climate as well as Water Resources Management, Bren School of Environmental Science & Management, University of California, Santa Barbara

BS, Environmental Policy Analysis and Planning, University of California, Davis

### TRAININGS

AEP Spring 2018, 2019, and 2020 CEQA Advanced Workshops

AEP Summer 2013 CEQA Legislative Update Workshop

HUD Winter 2014 NEPA Training

### YEARS OF EXPERIENCE

14

### SELECT PROJECT EXPERIENCE

#### **Project Manager, City of Palo Alto – Housing Incentive Program Expansion and 788-796 San Antonio Road Mixed Use Project Environmental Impact Report, Palo Alto**

Ms. Kaufman is the project manager for the EIR for the City's proposed effort to expand their Housing Incentive Program to a portion of the San Antonio Road corridor. This involves increasing the allowed residential density on some parcels to encourage and incentive housing. One proposed project, the 788 San Antonio Road Mixed Use project, would be allowed under the proposed program expansion. The EIR covers both the programmatic zoning code changes and the project-level impacts associated with the individual 788 San Antonio Road project. This project involves demolition of an eligible historic resource. Key issues analyzed in the EIR include historical resources, air quality, energy, greenhouse gas emissions, noise, and transportation.

#### **Project Manager, City of Berkeley – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley**

Ms. Kaufman is the project manager for the EIR for the proposed Adeline Corridor Specific Plan in the City of Berkeley. The Plan Area is in the southern portion of the City of Berkeley and extends approximately 1.3 miles north from the Berkeley/Oakland border along Adeline Street and Shattuck Avenue to the intersection of Shattuck Avenue and Dwight Way. The Plan Area abuts Downtown Berkeley to the north and extends to the City of Oakland border to the south. The Adeline Corridor Specific Plan is intended to direct changes in land uses and development and right-of-way improvements for the Plan Area. The vision for the Plan Area is to champion equitable, transit-oriented development that supports a thriving community and provide safe, "complete streets." Key issues analyzed in the EIR include traffic/circulation, cultural resources, population and housing, noise, air quality, and GHG emissions.

#### **Project Manager, County of Alameda – Ashland Cherryland Business District Specific Plan Environmental Impact Report, Alameda County**

The ACBDSP area encompasses two corridors in Ashland and Cherryland, two unincorporated communities within the County of Alameda. The project



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## Kari Zajac, MESM

### Project Manager

Ms. Zajac has a strong background in environmental science and has experience in CEQA and NEPA compliance and permitting working as an environmental planner. Ms. Zajac's professional experience includes preparing exemptions and exclusions, initial studies, Environmental Impact Reports, and technical studies, such as acoustical analysis. Ms. Zajac leads Rincon's noise technical team and is experienced California Emissions Estimator Model (CalEEMod), Roadway Construction Noise Model (RCNM), Traffic Noise Model (TNM), and Extech sound level meter operation and computer software. In addition, she is experienced in air quality and GHG modeling and has written numerous technical studies on those topics.

### EDUCATION

MESM, Bren School of Environmental Science & Management, University of California, Santa Barbara, Specialization: Conservation Planning

BS, Wildlife, Fisheries, and Conservation Biology, University of California, Davis

### AFFILIATIONS

Member, Association of Environmental Professionals

### SELECT PROJECT EXPERIENCE

#### **Technical Analyst, City of Berkeley (subconsultant to Raimi & Associates) – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley**

As an analyst, Ms. Zajac prepared the air quality and greenhouse gas Environmental Impact Report sections for the Adeline Corridor Specific Plan. Ms. Zajac modeled the project in the California Emissions Estimator Model and compared project emissions to applicable Bay Area Air Quality District thresholds. As part of the analysis it was determined that a health risk assessment policy should be added to the Specific Plan as a mitigation measure to account for residential projects near high traffic roadways and stationary sources.

#### **Analyst, City of San Leandro (subconsultant to Raimi & Associates) – Bay Fair BART Transit-oriented Development Specific Plan Environmental Impact Report, San Leandro**

Ms. Zajac served as an analyst for the project which was a programmatic Environmental Impact Report for the Bay Fair BART Transit-oriented Development Specific Plan for the City of San Leandro as part of the Raimi & Associates team. The Specific Plan addressed a wide range of development, planning and economic issues, including identifying existing and future opportunities for transit-oriented mixed-use and residential development within the study area and transportation and infrastructure improvements to accommodate a preferred land use alternative.

#### **Project Manager, City of Union City (subconsultant to Mintier Harnish) – Union City General Plan Update Environmental Impact Report, Union City**

The Union City 2040 General Plan updated focused on specific areas in the City for future development and prioritizes infill and mixed-use development. Key issue areas in the Environmental Impact Report included aesthetics, greenhouse gas emissions, noise, and transportation. As project manager, Ms. Zajac oversaw the Rincon team, analyzed various environmental impacts, and participated in client coordination.

#### **Project Manager, City of Novato –Novato General Plan 2035 Update Environmental Impact Report, Novato**

The City of Novato is updating their General Plan to include current regulatory changes and incorporate land use changes in the City. The majority of use changes in the General Plan are concentrated in four focus areas as well as the Bel Marin Keys industrial park which would permit 500,000 square feet of life sciences development. As project manager, Ms. Zajac is working with the City to complete the Environmental Impact Report where the main issue areas are development in the industrial park and traffic.



# DAVE JAVID, AICP, LEED AP

## Founder + Principal

Dave has over 18 years of experience leading a diverse range of award-winning community-based planning efforts. Dave's experience as a project manager on vision, corridor, strategic, specific plan and resilient placemaking projects has provided invaluable insight on the opportunities and the challenges of balancing client objectives while meeting community expectations. By implementing a range of engagement and communication platforms, Dave has forged relationships with key community leaders to establish partnerships and a common dialogue that has led to successful policy outcomes.

### FEATURED PROJECTS

#### **DIRIDON STATION AREA COMMUNITY ENGAGEMENT | SAN JOSE, CA**

Leading a comprehensive engagement strategy through collaboration with City staff to facilitate a range of community and passionate stakeholder input related to the transformation of a transit hub in the heart of the downtown, targeted by Google for a mixed-use campus. Outreach includes monthly meetings with a 38-person advisory group, stakeholder meetings, pop-up events, surveys, digital tools and a custom project website. Creative solutions have been implemented to ensure all community members have an equal opportunity to share their perspectives, while navigating large protests that often occur during community meetings.

#### **DOWNTOWN VISION PLAN | LOS ALTOS, CA**

Implemented a range of community engagement tools (e.g., stakeholder and focus group meetings, pop-up workshops, neighborhood and committee meetings, surveys and online engagement) to garner support for a comprehensive vision for the downtown area.

#### **DOWNTOWN SPECIFIC PLAN AND EIR | SAN MATEO, CA**

Led community engagement activities on a that included a range of informational community forums, interactive workshops, neighborhood meetings, pop-up events and online/mobile tools. Housing affordability and climate adaptation are a couple of the major community focused topics discussed. Input gathered informed land use and circulation design standards along with an implementation action plan.

#### **ADELIN CORRIDOR PLAN - RACIAL EQUITY LENS TOOL | BERKELEY, CA**

Managed an outreach effort to prepare a racial equity lens or assessment tool to minimize unanticipated adverse impacts of proposed policies and institutional practices on traditionally underserved groups, refined through multiple stakeholder and focus group meetings.

### ADDITIONAL RELEVANT PROJECTS

**GENERAL PLAN UPDATE + EIR |** South San Francisco, CA

**NORTH VENTURA COORDINATED AREA PLAN |** Palo Alto, CA

**OBJECTIVE MULTI-FAMILY DESIGN STANDARDS |** Marin County, CA

**COMPREHENSIVE PLAN |** Memphis, TN

**MTC REGIONAL "PLANNING INNOVATIONS" FORUMS |** Bay Area, CA



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### EXPERIENCE

#### **PLAN TO PLACE**

Founder + Principal, 2016 – present

#### **M-GROUP**

Principal Planner + Designer, 2013 – 2016

#### **PMC**

Senior Urban Planner, 2011 – 2013

#### **MIG INC.**

Project Manager, 2009 – 2011

#### **RRM DESIGN GROUP**

Senior Planner, 2004 – 2009

### EDUCATION

#### **MASTER OF ARTS**

City and Regional Planning  
California Polytechnic State University  
San Luis Obispo, CA

#### **BACHELOR OF ARTS**

Urban Studies and Planning,  
Visual Arts Minor  
University of California, San Diego  
San Diego, CA

### PRESENTATIONS

"Retooling the Outreach Toolkit"  
CCAPA Conference, Oakland, CA

"Achieving Sustainable Results: Public and Private Efforts & Coordination"  
CCAPA Conference, Hollywood, CA

"The Planner's Guide to Implementing Green Principles"  
CCAPA Conference, San José, CA

### MEMBERSHIPS +

#### **ACCREDITATIONS**

Co-Director, Sustainability Committee,  
APA, Cal Northern - 2012-2015

American Institute of Certified Planners  
(AICP)

Leadership in Energy and Environmental  
Design Accredited Professional (LEED AP)  
San Francisco Bay Area Planning and  
Urban Research (SPUR)

# PAUL KRONSER

## Sr. Community Engagement and Design Specialist

Paul has over 10 years of experience in planning, urban design and community engagement. He has lead community outreach efforts to engage the public on various projects ranging from high density urban developments to rural active transportation grants. His experience has allowed him to gather skills in various community engagement methods, creating productive conversations around key issues facing communities today.

### FEATURED PROJECTS

#### TRUCKEE TRANSIT STUDY | TRUCKEE, CA

Assisted with outreach and engagement for the Transit Center Feasibility study which included community meetings, informational community forums, interactive workshops, pop-up meetings, online surveys, and website creation which provided access to diverse sub populations of Truckee, CA.

#### TCTC ACTIVE TRANSPORTATION PLAN/PROGRAM | TUOLUMNE, CA

Led community outreach and engagement for a series of Caltrans Active Transportation Grant applications where community members were engaged to provide feedback on various project elements and goals. These meetings were held digitally in a series of webinars and live interactive presentations from County and City staff. Other outreach tools included interactive project specific website, online surveys, and pop-up events.

#### ACTIVE OROVILLE | OROVILLE, CA

Led the preparation and implementation of an engagement strategy with the City of Oroville to prepare a state funding application for pedestrian and bicycle improvements along a heavily traveled commercial corridor. The community engagement efforts included digital community workshops, stakeholder interviews, online surveys, mailers, and project overview video footage.

#### EL MONTE SPECIFIC PLAN | EL MONTE, CA

Led the community outreach efforts through a series of in person interactive workshops that included reviewing project design alternatives, design guidelines and policies along with managing smaller breakout sessions for specific Citywide issues and solutions. Comments and input received were used to create a Specific Plan that encompassed the community's vision for future growth and development.

### ADDITIONAL RELEVANT PROJECTS

**VALLEY'S EDGE SPECIFIC PLAN** | Chico, CA

**SAN LUIS RANCH SPECIFIC PLAN** | San Luis Obispo, CA

**PISMO BEACH VISION PLAN** | Pismo Beach, CA

**TRAVER PARK COMMUNITY VISIONING PROJECT** | Traver, CA

**EAGLE RANCH SPECIFIC PLAN** | Atascadero, CA

**FORT BRAGG MILL SITE SPECIFIC PLAN** | Fort Bragg, CA



### EXPERIENCE

#### PLAN TO PLACE

Sr. Community Engagement and Design Specialist,  
2020 – present

#### GREENDOT TRANSPORTATION SOLUTIONS

Transportation Planner, 2019 – 2020

#### FRAYJI DESIGN GROUP

Senior Planner, 2017 – 2019

#### RRM DESIGN GROUP

Planner, 2013-2016

#### REC SOLAR

Account Manager, 2009-2013

#### RRM DESIGN GROUP

Assistant Planner, 2007-2009

### EDUCATION

#### BACHELOR OF SCIENCE COMMUNITY AND REGIONAL PLANNING

Iowa State University, Ames IA

### SOFTWARE

Adobe InDesign  
Adobe Illustrator  
Sketch-Up  
Adobe Photoshop  
Word  
Excel  
PowerPoint



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# SUHAILA SIKAND

## Community Engagement Specialist

Suhaila Sikand is a creative thinker drawing on her background in design, community participation, and sustainable behavior. She has managed both local and remote teams made up of diverse backgrounds. Suhaila's unique experience allows her to approach problems from multiple perspectives to gain a holistic view of the challenge and collaboratively respond with solutions. Her growing capabilities in management and social skills make her an approachable and empathetic team member and community organizer.

### FEATURED PROJECTS

#### SSF GENERAL PLAN + EIR | SOUTH SAN FRANCISCO, CA

Assisting with outreach and engagement for a General Plan effort. The Engagement Strategy includes neighborhood meetings, informational community forums, interactive workshops, pop-up meetings, online surveys, and social equity meetings to provide access for diverse sub populations.

#### DIRIDON STATION AREA COMMUNITY ENGAGEMENT | SAN JOSE, CA

Assisting with outreach and engagement for a comprehensive engagement strategy through collaboration with City staff to facilitate a range of community and passionate stakeholder input related to the transformation of a transit hub in the heart of the downtown, targeted by Google for a mixed-use campus.

#### MULTI-FAMILY OBJECTIVE DESIGN STANDARDS | MARIN COUNTY, CA

Assisting with preparation and implementation of an engagement strategy with every jurisdiction in Marin County to prepare county wide objective design and development standards to incentivize multi-family housing.

#### NORTH VENTURA COORDINATED AREA PLAN | PALO ALTO, CA

Assisting the engagement team in preparation and facilitation of interactive meetings with an advisory group, community and stakeholders.

#### DATABASE MIGRATION WEBINAR | DATOMETRY, INC.

Drove marketing efforts for a technical webinar on database migration. Project managed senior staff to develop scripts, anticipate questions, and conduct customer follow-ups. Created visual material throughout campaign.

#### WEST VILLAGE ENERGY DASHBOARD | CONSUMER ENERGY INTERFACES

Led a redesign of the feedback system based on focus group and survey data. Extracted key statistics and visually dissected feedback to be meaningful for a wide range of technical and scientific comprehension.

#### POP-UP DAVIS | UC DAVIS

Collaborated with the city of Davis to pitch how to retain young-adults post-college as residents of the city. Conducted interviews with young-adults and prototyped various components of the project to test its feasibility.



### EXPERIENCE

#### PLAN TO PLACE

Community Engagement Specialist,  
2019 – present

#### HTM.ELLE

Creative Advisor and Program Facilitator,  
2019 – present

#### COHERE DESIGN LAB

Design Assistant, 2019 – present

#### DATOMETRY, INC.

Marketing Designer, 2018 – 2019  
Digital Marketing Intern, 2018-2018

#### SEE CHANGE INSTITUTE

Lead Designer, 2017-2018

#### APPLIED RESEARCH WORKS

Design Consultant, 2017-2018

#### CONSUMER ENERGY INTERFACES

Lead Designer, 2015-2017

### EDUCATION

#### BACHELORS OF DESIGN

University of California, Davis

### PUBLICATIONS

Information, timing, and display: A design-behavior framework for improving the effectiveness of eco-feedback. 2018

Keeping track to stay on track for zero net energy: Modeling building and end use consumption targets for a ZNE community. 2018.

A Typology of In-Vehicle Eco-Driving Feedback. 2017.

GreenFLY. 2017.

### SOFTWARE

Adobe InDesign  
Adobe Illustrator  
Sketch  
Adobe Photoshop  
Word  
Excel  
PowerPoint



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SAN LUIS OBISPO



SAN FRANCISCO



LOS ANGELES



# 4 Cost Proposal

Based on the tasks identified in the Scope of Services, we are pleased to submit a cost proposal for the City of Los Altos Housing Element. We have budgeted for all of the tasks with a level of effort that we believe is necessary to meet the project objectives and achieve success.

City of Los Altos 6th Cycle Housing Element Update	LWC								Plan to Place		Rincon		PROJECT TOTAL			
	Principal		Director		Senior Associate		Associate		LWC Total		Plan to Place Total		Rincon Total			
	\$285		\$225		\$185		\$150									
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		
<b>Task 1 Project Initiation</b>																
1.1 Kickoff Meeting	2	\$ 570	4	\$ 900	8	\$ 1,480	8	\$ 1,200	22	\$ 4,150	18	\$ 3,310	-	\$ -	40	\$ 7,460
1.2 Data Collection		\$ -	2	\$ 450	8	\$ 1,480	8	\$ 1,200	18	\$ 3,130	24	\$ 4,040	-	\$ -	42	\$ 7,170
1.3 Project Schedule	1	\$ 285	2	\$ 450	8	\$ 1,480	4	\$ 600	15	\$ 2,815	-	\$ -	-	\$ -	15	\$ 2,815
<b>Task 2 Technical Studies and Issues Evaluation</b>																
2.1 Existing Housing Element		\$ -	4	\$ 900	16	\$ 2,960	32	\$ 4,800	52	\$ 8,660	-	\$ -	-	\$ -	52	\$ 8,660
2.2 Housing and Special Housing Needs	4	\$ 1,140	4	\$ 900	15	\$ 2,775	32	\$ 4,800	55	\$ 9,615	-	\$ -	-	\$ -	55	\$ 9,615
2.3 Housing Constraints	4	\$ 1,140	8	\$ 1,800	16	\$ 2,960	32	\$ 4,800	60	\$ 10,700	-	\$ -	-	\$ -	60	\$ 10,700
2.4 Housing Resources Assessment	4	\$ 1,140	4	\$ 900	16	\$ 2,960	16	\$ 2,400	40	\$ 7,400	-	\$ -	-	\$ -	40	\$ 7,400
2.5 At-Risk Housing Analysis	4	\$ 1,140	8	\$ 1,800	16	\$ 2,960	8	\$ 1,200	36	\$ 7,100	-	\$ -	-	\$ -	36	\$ 7,100
2.6 Goals, Polies, Programs, and Quantified Objectives	4	\$ 1,140	6	\$ 1,350	20	\$ 3,700	32	\$ 4,800	62	\$ 10,990	-	\$ -	-	\$ -	62	\$ 10,990
<b>Task 3 Sites Inventory</b>																
3.1 Sites Inventory	20	\$ 5,700	80	\$ 18,000	80	\$ 14,800	90	\$ 13,500	270	\$ 52,000	-	\$ -	-	\$ -	270	\$ 52,000
<b>Task 4 Affirmatively Furthering Fair Housing</b>																
4.1 Affirmatively Furthering Fair Housing	2	\$ 570	8	\$ 1,800	16	\$ 2,960	16	\$ 2,400	42	\$ 7,730	-	\$ -	-	\$ -	42	\$ 7,730
<b>Task 5 Rezonings</b>																
5.1 Recommendation Memo	4	\$ 1,140	4	\$ 900	16	\$ 2,960	16	\$ 2,400	40	\$ 7,400	-	\$ -	-	\$ -	40	\$ 7,400
<b>Task 6 Housing Element and Public Hearings</b>																
6.1 Administrative Draft Housing Element	8	\$ 2,280	20	\$ 4,500	60	\$ 11,100	60	\$ 9,000	148	\$ 26,880	-	\$ -	-	\$ -	148	\$ 26,880
6.2 Public Review Draft Housing Element and Hearings (3)	8	\$ 2,280	30	\$ 6,750	60	\$ 11,100	60	\$ 9,000	158	\$ 29,130	-	\$ -	-	\$ -	158	\$ 29,130
6.3 HCD Review Draft Housing Element	4	\$ 1,140	16	\$ 3,600	24	\$ 4,440	32	\$ 4,800	76	\$ 13,980	-	\$ -	-	\$ -	76	\$ 13,980
6.4 Final Draft Housing Element and Hearings (3)	8	\$ 2,280	30	\$ 6,750	40	\$ 7,400	40	\$ 6,000	118	\$ 22,430	-	\$ -	-	\$ -	118	\$ 22,430
6.5 Final Adoption and Certification	8	\$ 2,280	8	\$ 1,800	32	\$ 5,920	16	\$ 2,400	64	\$ 12,400	-	\$ -	-	\$ -	64	\$ 12,400
<b>Task 7 Community Outreach and Engagement</b>																
7.1 Engagement Strategy	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	32	\$ 5,560	-	\$ -	44	\$ 7,920
7.2 Project Messaging	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	42	\$ 7,350	-	\$ -	54	\$ 9,710
7.3 Outreach Campaign and Branding Materials	2	\$ 570	2	\$ 450	4	\$ 740	4	\$ 600	12	\$ 2,360	62	\$ 10,730	-	\$ -	74	\$ 13,090
7.4 Stakeholder/Focus Group Meeting (2)	2	\$ 570	16	\$ 3,600	16	\$ 2,960	12	\$ 1,800	46	\$ 8,930	36	\$ 6,500	-	\$ -	82	\$ 15,430
7.5 Survey (1)	1	\$ 285	4	\$ 900	12	\$ 2,220	12	\$ 1,800	29	\$ 5,205	24	\$ 4,240	-	\$ -	53	\$ 9,445
7.6 Community Workshops (3)	6	\$ 1,710	24	\$ 5,400	36	\$ 6,660	24	\$ 3,600	90	\$ 17,370	91	\$ 15,825	-	\$ -	181	\$ 33,195
7.7 Study Session with Planning Commission & Council (2)	2	\$ 570	24	\$ 5,400	24	\$ 4,440	16	\$ 2,400	66	\$ 12,810	50	\$ 8,910	-	\$ -	116	\$ 21,720
7.8 Project Website	8	\$ 2,280	8	\$ 1,800	16	\$ 2,960	16	\$ 2,400	48	\$ 9,440	90	\$ 14,650	-	\$ -	138	\$ 24,090
<b>Task 8 CEQA (MIND)</b>																
8.1 Environmental Determination	2	\$ 570	4	\$ 900	8	\$ 1,480	8	\$ 1,200	22	\$ 4,150	-	\$ -	220	\$ 30,970	242	\$ 35,120
8.2 Draft Environmental Analysis		\$ -	2	\$ 450	4	\$ 740	2	\$ 300	8	\$ 1,490	-	\$ -	57	\$ 8,595	65	\$ 10,085
8.3 CEQA Noticing, Outreach, and Filing		\$ -	2	\$ 450	2	\$ 370	2	\$ 300	6	\$ 1,120	-	\$ -	45	\$ 7,865	51	\$ 8,985
8.4 Final Draft Environmental Analysis		\$ -	2	\$ 450	4	\$ 740	2	\$ 300	8	\$ 1,490	-	\$ -	76	\$ 11,488	84	\$ 12,978
8.5 Adoption		\$ -		\$ -		\$ -		\$ -		\$ -	-	\$ -	30	\$ 6,522	30	\$ 6,522
<b>Task 9 Project Management</b>																
9.1 Project Management	80	\$ 22,800	160	\$ 36,000	40	\$ 7,400	18	\$ 2,700	298	\$ 68,900	60	\$ 11,100	58	\$ 10,358	416	\$ 90,358
9.2 Coordination with HCD	8	\$ 2,280	8	\$ 1,800	24	\$ 4,440	8	\$ 1,200	48	\$ 9,720	-	\$ -	-	\$ -	48	\$ 9,720
<b>TOTAL HEU TASKS</b>	<b>200</b>	<b>57,000</b>	<b>498</b>	<b>112,050</b>	<b>649</b>	<b>120,065</b>	<b>634</b>	<b>95,100</b>	<b>1,981</b>	<b>384,215</b>	<b>529</b>	<b>92,215</b>	<b>486</b>	<b>75,798</b>	<b>2,996</b>	<b>552,228</b>
<b>Contingency</b>															<b>\$ 48,000</b>	
<b>GRAND TOTAL</b>															<b>\$ 600,228</b>	
<b>Task 10 Additional Tasks</b>																
10.1 AB 1851 Sites		\$ 9,300														
10.2 El Camino Real TCAC Sites Analysis		\$ 20,800														
10.3 Affordable Housing Overlay Zone		\$ 14,200														
10.4 Housing In Lieu Fee Study		\$ 27,680														
10.5 Housing Impact Fee		\$ 47,140														
<b>OPTIONAL TASKS</b>																
Traffic Analysis		\$ 15,000														
Environmental Impact Report		\$ 165,000														
In-person meeting instead of virtual: additional \$2,000 per meeting (Note: This is the total cost for an EIR. If an EIR is needed, the additional fee would be about \$90,000.)																



# Schedule

