MEMORANDUM

TO: CITY COUNCIL

FROM: BILL ROBESON, PUBLIC WORKS DIRECTOR AND ACTING COMMUNITY DEVELOPMENT DIRECTOR
BY: ANDREW PEREZ, ASSISTANT PLANNER

SUBJECT: CONSIDERATION OF APPROVAL OF AN AGREEMENT FOR CONSULTANT SERVICES WITH PLACEWORKS INC. TO ASSIST THE CITY WITH THE 2020 HOUSING ELEMENT UPDATE.

DATE: NOVEMBER 12, 2019

SUMMARY OF ACTION:
Approval of an agreement with PlaceWorks Inc. to assist with the Housing Element Update. The update is anticipated to be completed over the next year, prior to the December 2020 deadline.

IMPACT ON FINANCIAL AND PERSONNEL RESOURCES:
The cost proposal from PlaceWorks Inc. is $63,037, which is included in the Fiscal Year 2018-20 Budget. Staff time will be required to coordinate with the consultant during the course of the project.

RECOMMENDATION:
It is recommended that the City Council approve and authorize the Mayor to execute an Agreement for Consultant Services with PlaceWorks Inc. to assist the City with the Housing Element Update.

BACKGROUND:
The City’s Housing Element is one of seven (7) mandatory elements of the Arroyo Grande General Plan and is a critical component of the City’s blueprint to providing affordable housing opportunities in the community. The Housing Element is subject to detailed statutory requirements and mandatory review and certification by the State Department of Housing and Community Development (HCD). The Housing Element is required to be updated on regular schedules, typically referred to as cycles. The current Housing Element was adopted in March 2016, and covers the June 30, 2014 – June 30, 2019 cycle. The upcoming sixth cycle covers the years 2020 through 2028, and will reassess the community’s housing-related goals and objectives, while addressing issues and establishing objectives with respect to a wide range of possible housing related programs.

On October 22, 2019, the City Council postponed consideration of this item to the next regular meeting of November 12th and directed staff to determine if grants funds are available for the housing element update.
On October 8, 2019, the City Council adopted Resolution No. 4947 (Attachment 1) authorizing the City to apply for up to $160,000 in State grants under the SB2 Planning Grant program. The SB2 Planning Grants Program provides one-time funding and ongoing technical assistance to all eligible local governments in California to adopt and implement plans and process improvements that streamline housing approvals and accelerate housing production. Staff intends to submit an application by the November 30, 2019 deadline to receive funds to complete one or more of the following activities that automatically demonstrates a nexus to accelerating housing production and will be needed by the City to implement policy statements in the upcoming Housing Element:

- **Rezone to Permit By-right**: Rezoning for significant additional housing capacity without or lesser discretionary review or establishing zoning to permit residential development by-right, particularly multifamily, without discretionary action pursuant to Government Code Section 65583.2(h) and (i).
- **Objective Design and Development Standards**: Developing objective design standards or pre-approved site and architectural plans that facilitate non-discretionary permitting.
- **Specific Plans or Form based Codes Coupled with CEQA Streamlining**: Designating and rezoning for additional housing capacity or preparing specific plans or form codes that include zoning and development standards and plan-level environmental analysis that can be used to streamline future housing projects and facilitate affordability.
- **Accessory Dwelling Units or Other Innovative Building Strategies**: Encouraging ADUs and other innovative building types through actions above state law such as, outreach, fee waivers, pre-approved plans, website zoning clearance assistance, and other homeowner tools or finance tools. Also, establishing other approaches to intensify existing lower density residential areas and “missing model” typologies to encourage significantly more residential development (e.g., duplexes, triplexes) in lower density residential areas.
- **Expedited Processing**: Speeding up approvals and permit processing, including instituting programs that streamline or consolidate the review process or create a separate process for expedited review of housing projects.
- **Housing Related Infrastructure Financing and Fee Reduction Strategies**: Develop and implement approaches to local, regional or sub-regional housing related infrastructure financing. Create plans and programs to finance and increase infrastructure with accompanying enhanced housing capacity, such as enhanced infrastructure financing districts. Fee reduction and rationalization approaches, such as reassessing fees to adhere to best practices in reducing costs, deferrals, sliding scales or proportionate impacts fees (e.g., ADUs, transit oriented, and infill development, special needs housing), or fee transparency measures including publicly available fee calculators.
Using the SB2 grant to assist in paying for the Housing Element is possible, but the frequently asked questions (FAQ) page on the California Department of Housing and Community Development (HCD) SB2 Grant Program page states:

Senate Bill 2 allows for a broad range of planning activities, including housing element updates. However, since the housing element is not a priority policy area, the applicant must demonstrate a nexus to accelerating housing production. HCD encourages applicants to couple a housing element update with other short-term planning activities that have a strong implementation component such as those projects.

ANALYSIS OF ISSUES:
HCD allocated the regional share of the statewide housing need to Statewide Councils of Governments based on State Department of Finance population projections and regional population forecasts. The San Luis Obispo Council of Governments (SLOCOG) assigns the cities and unincorporated areas of the County a number of housing units that each jurisdiction must accommodate. This number represents each community’s “fair share” of the anticipated housing demand, known as the Regional Housing Needs Assessment (RHNA).

For the 2020-2028 Housing Element cycle, the RHNA assigned to the City of Arroyo Grande is as follows:

<table>
<thead>
<tr>
<th>Income Category</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low Income</td>
<td>170</td>
</tr>
<tr>
<td>Low Income</td>
<td>107</td>
</tr>
<tr>
<td>Moderate Income</td>
<td>124</td>
</tr>
<tr>
<td>Above Moderate Income</td>
<td>291</td>
</tr>
<tr>
<td>Total</td>
<td>692</td>
</tr>
</tbody>
</table>

The allocation of 692 units to the City is a significant increase from the 242 units that were assigned to the City for the previous program period. The number of housing units established by RHNA do not represent the number of housing units that must be constructed during the sixth cycle, but rather the number of units that the City must plan for during that period.

The City reviewed four proposals from various consulting firms, ranked and scored them based on multiple criteria and chose PlaceWorks Inc. PlaceWorks Inc. (the “Consultant”) is a planning, design and environmental consulting firm and will assist the City with updating the Housing Element in accordance with HCD requirements. The Consultant has extensive experience assisting cities with updates of their Housing Elements. The Consultant’s staff has experience dealing with issues and challenges that are unique to the Central Coast by having an office in San Luis Obispo, and having assisted the cities of Grover Beach and Pismo Beach to produce Housing Elements with certification from
HCD. Additionally, the City of Grover Beach is also contracting with this Consultant for its Housing Element Update, which will result in cost savings for both cities because the Consultant will be able to hold joint meetings with City staff.

Based on the Consultant’s experience, proposed work plan, availability, cost, and familiarity with the City’s housing policies and issues, staff recommends that the Council approve the proposed Agreement, which includes the scope of work and timeline for this project.

ALTERNATIVES:
The following alternatives are provided for the Council's consideration:
1. Approve the Agreement for Consultant Services with PlaceWorks;
2. Do not approve the Agreement;
3. Modify as appropriate and approve the Agreement; or
4. Provide direction to staff

ADVANTAGES:
- The Consultant has valuable experience in preparing housing elements, is familiar with new housing legislation and is proficient at achieving HCD certification for Housing Elements they have prepared.
- The Consultant is familiar with the regional needs and challenges being located in San Luis Obispo and by having assisted other jurisdictions on the Central Coast with their Housing Element updates.
- Selection of the Consultant will result in cost savings because some meeting costs would be shared by the City of Grover Beach.

DISADVANTAGES:
None identified.

ENVIRONMENTAL REVIEW:
The proposed Agreement is exempt pursuant to CEQA Guidelines Section 15061(b)(3), which states that CEQA only applies to projects that have potential for causing a significant effect on the environment. The Housing Element Update itself will be required to include environmental review, authorization of the Consultant agreement does not.

PUBLIC NOTIFICATION AND COMMENT:
The Agenda was posted at City Hall and on the City’s website in accordance with Government Code Section 54954.2.

ATTACHMENT:
1. Resolution 4947
AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT FOR CONSULTANT SERVICES (“Agreement”), is made and effective as of October 23, 2019, between PLACEWORKS (“Consultant”), and the CITY OF ARROYO GRANDE, a Municipal Corporation (“City”). In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

1. TERM

This Agreement shall commence on October 23, 2019 and shall remain and continue in effect until October 23, 2020, unless sooner terminated pursuant to the provisions of this Agreement.

2. SERVICES

Consultant shall perform the tasks described and comply with all terms and provisions set forth in Exhibit “A”, attached hereto and incorporated herein by this reference.

3. PERFORMANCE

Consultant shall at all times faithfully, competently and to the best of his/her ability, experience and talent, perform all tasks described herein. Consultant shall employ, at a minimum generally accepted standards and practices utilized by persons engaged in providing similar services as are required of Consultant hereunder in meeting its obligations under this Agreement.

4. AGREEMENT ADMINISTRATION

City’s Community Development Director shall represent City in all matters pertaining to the administration of this Agreement. Jennifer Gastelum, Associate Principal, shall represent Consultant in all matters pertaining to the administration of this Agreement.

5. PAYMENT

The City agrees to pay the Consultant in accordance with the payment rates and terms set forth in Exhibit “B”, attached hereto and incorporated herein by this reference.

6. SUSPENSION OR TERMINATION OF AGREEMENT WITHOUT CAUSE

(a) The City may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving upon the Consultant at least ten (10) days prior written notice. Upon receipt of said notice, the Consultant shall immediately cease all work under this Agreement, unless the notice provides otherwise.
If the City suspends or terminates a portion of this Agreement such suspension or termination shall not make void or invalidate the remainder of this Agreement.

(b) In the event this Agreement is terminated pursuant to this Section, the City shall pay to Consultant the actual value of the work performed up to the time of termination, provided that the work performed is of value to the City. Upon termination of the Agreement pursuant to this Section, the Consultant will submit an invoice to the City pursuant to Section 5.

7. **TERMINATION ON OCCURRENCE OF STATED EVENTS**

This Agreement shall terminate automatically on the occurrence of any of the following events:

(a) Bankruptcy or insolvency of any party;
(b) Sale of Consultant’s business; or
(c) Assignment of this Agreement by Consultant without the consent of City.
(d) End of the Agreement term specified in Section 1.

8. **DEFAULT OF CONSULTANT**

(a) The Consultant’s failure to comply with the provisions of this Agreement shall constitute a default. In the event that Consultant is in default for cause under the terms of this Agreement, City shall have no obligation or duty to continue compensating Consultant for any work performed after the date of default and can terminate this Agreement immediately by written notice to the Consultant. If such failure by the Consultant to make progress in the performance of work hereunder arises out of causes beyond the Consultant’s control, and without fault or negligence of the Consultant, it shall not be considered a default.

(b) If the City Manager or his/her delegate determines that the Consultant is in default in the performance of any of the terms or conditions of this Agreement, he/she shall cause to be served upon the Consultant a written notice of the default. The Consultant shall have ten (10) days after service upon it of said notice in which to cure the default by rendering a satisfactory performance. In the event that the Consultant fails to cure its default within such period of time, the City shall have the right, notwithstanding any other provision of this Agreement to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

9. **LAWS TO BE OBSERVED.** Consultant shall:

(a) Procure all permits and licenses, pay all charges and fees, and give all notices which may be necessary and incidental to the due and lawful prosecution of the services to be performed by Consultant under this Agreement;
(b) Keep itself fully informed of all existing and proposed federal, state and local laws, ordinances, regulations, orders, and decrees which may affect those engaged or employed under this Agreement, any materials used in Consultant’s performance under this Agreement, or the conduct of the services under this Agreement;

(c) At all times observe and comply with, and cause all of its employees to observe and comply with all of said laws, ordinances, regulations, orders, and decrees mentioned above;

(d) Immediately report to the City’s Contract Manager in writing any discrepancy or inconsistency it discovers in said laws, ordinances, regulations, orders, and decrees mentioned above in relation to any plans, drawings, specifications, or provisions of this Agreement.

(e) The City, and its officers, agents and employees, shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this Section.

10. OWNERSHIP OF DOCUMENTS

(a) Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts, and other such information required by City that relate to the performance of services under this Agreement. Consultant shall maintain adequate records of services provided in sufficient detail to permit an evaluation of services. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of City or its designees at reasonable times to such books and records; shall give City the right to examine and audit said books and records; shall permit City to make transcripts therefrom as necessary; and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement. Such records, together with supporting documents, shall be maintained for a period of three (3) years after receipt of final payment.

(b) Upon completion of, or in the event of termination or suspension of this Agreement, all original documents, designs, drawings, maps, models, computer files, surveys, notes, and other documents prepared in the course of providing the services to be performed pursuant to this Agreement shall become the sole property of the City and may be used, reused, or otherwise disposed of by the City without the permission of the Consultant. With respect to computer files, Consultant shall make available to the City, at the Consultant’s office and upon reasonable written request by the City, the necessary computer software and hardware for purposes of accessing, compiling, transferring, and printing computer files.

11. INDEMNIFICATION

(a) Indemnification for Professional Liability. When the law establishes a professional standard of care for Consultant’s Services, to the fullest extent permitted by
law, Consultant shall indemnify, protect, defend and hold harmless City and any and all of its officials, employees and agents ("Indemnified Parties") from and against any and all losses, liabilities, damages, costs and expenses, including attorney's fees and costs to the extent same are caused in whole or in part by any negligent or wrongful act, error or omission of Consultant, its officers, agents, employees or subContractors or any entity or individual that Consultant shall bear the legal liability thereof) in the performance of professional services under this agreement.

(b) Indemnification for Other Than Professional Liability. Other than in the performance of professional services and to the full extent permitted by law, Consultant shall indemnify, defend and hold harmless City, and any and all of its employees, officials and agents from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including attorneys fees and costs, court costs, interest, defense costs, and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Agreement by Consultant or by any individual or entity for which Consultant is legally liable, including but not limited to officers, agents, employees or subContractors of Consultant.

(c) General Indemnification Provisions. Consultant agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this section from each and every subContractor or any other person or entity involved by, for, with or on behalf of Consultant in the performance of this agreement. In the event Consultant fails to obtain such indemnity obligations from others as required here, Consultant agrees to be fully responsible according to the terms of this section. Failure of City to monitor compliance with these requirements imposes no additional obligations on City and will in no way act as a waiver of any rights hereunder. This obligation to indemnify and defend City as set forth here is binding on the successors, assigns or heirs of Consultant and shall survive the termination of this agreement or this section.

12. **INSURANCE**

Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit “C” attached hereto and incorporated herein as though set forth in full.

13. **INDEPENDENT CONSULTANT**

(a) Consultant is and shall at all times remain as to the City a wholly independent Consultant. The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultant’s exclusive direction and control. Neither City nor any of its officers, employees, or agents shall have control over the conduct of Consultant or any of Consultant’s officers, employees, or agents, except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of
the City. Consultant shall not incur or have the power to incur any debt, obligation, or liability whatever against City, or bind City in any manner.

(b) No employee benefits shall be available to Consultant in connection with performance of this Agreement. Except for the fees paid to Consultant as provided in the Agreement, City shall not pay salaries, wages, or other compensation to Consultant for performing services hereunder for City. City shall not be liable for compensation or indemnification to Consultant for injury or sickness arising out of performing services hereunder.

14. **UNDUE INFLUENCE**

Consultant declares and warrants that no undue influence or pressure was or is used against or in concert with any officer or employee of the City of Arroyo Grande in connection with the award, terms or implementation of this Agreement, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the City of Arroyo Grande will receive compensation, directly or indirectly, from Consultant, or from any officer, employee or agent of Consultant, in connection with the award of this Agreement or any work to be conducted as a result of this Agreement. Violation of this Section shall be a material breach of this Agreement entitling the City to any and all remedies at law or in equity.

15. **NO BENEFIT TO ARISE TO LOCAL EMPLOYEES**

No member, officer, or employee of City, or their designees or agents, and no public official who exercises authority over or responsibilities with respect to the project during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the project performed under this Agreement.

16. **RELEASE OF INFORMATION/CONFLICTS OF INTEREST**

(a) All information gained by Consultant in performance of this Agreement shall be considered confidential and shall not be released by Consultant without City’s prior written authorization. Consultant, its officers, employees, agents, or subContractors, shall not without written authorization from the City Manager or unless requested by the City Attorney, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories, or other information concerning the work performed under this Agreement or relating to any project or property located within the City. Response to a subpoena or court order shall not be considered “voluntary” provided Consultant gives City notice of such court order or subpoena.

(b) Consultant shall promptly notify City should Consultant, its officers, employees, agents, or subContractors be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions, or other
discovery request, court order, or subpoena from any person or party regarding this Agreement and the work performed thereunder or with respect to any project or property located within the City. City retains the right, but has no obligation, to represent Consultant and/or be present at any deposition, hearing, or similar proceeding. Consultant agrees to cooperate fully with City and to provide the opportunity to review any response to discovery requests provided by Consultant. However, City's right to review any such response does not imply or mean the right by City to control, direct, or rewrite said response.

17. **NOTICES**

Any notice which either party may desire to give to the other party under this Agreement must be in writing and may be given either by (i) personal service, (ii) delivery by a reputable document delivery service, such as but not limited to, Federal Express, which provides a receipt showing date and time of delivery, or (iii) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the party as set forth below or at any other address as that party may later designate by notice:

To City:    
City of Arroyo Grande  
Community Development Director  
300 E. Branch Street  
Arroyo Grande, CA 93420

To Consultant:  
Placeworks  
Jennifer Gastelum, Associate Principal  
101 Parkshore Drive, Suite 215  
Folsom CA 95630

18. **ASSIGNMENT**

The Consultant shall not assign the performance of this Agreement, nor any part thereof, without the prior written consent of the City.

19. **GOVERNING LAW**

The City and Consultant understand and agree that the laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and also govern the interpretation of this Agreement. Any litigation concerning this Agreement shall take place in the superior or federal district court with jurisdiction over the City of Arroyo Grande.

20. **ENTIRE AGREEMENT**

This Agreement contains the entire understanding between the parties relating to the obligations of the parties described in this Agreement. All prior or contemporaneous
agreements, understandings, representations, and statements, or written, are merged into this Agreement and shall be of no further force or effect. Each party is entering into this Agreement based solely upon the representations set forth herein and upon each party’s own independent investigation of any and all facts such party deems material.

21. **TIME**

   City and Consultant agree that time is of the essence in this Agreement.

22. **CONTENTS OF REQUEST FOR PROPOSAL AND PROPOSAL**

   Consultant is bound by the contents of the City’s Request for Proposal, Exhibit “D”, attached hereto and incorporated herein by this reference, and the contents of the proposal submitted by the Consultant, Exhibit “E”, attached hereto and incorporated herein by this reference. In the event of conflict, the requirements of City’s Request for Proposals and this Agreement shall take precedence over those contained in the Consultant’s proposals.

23. **CONSTRUCTION**

   The parties agree that each has had an opportunity to have their counsel review this Agreement and that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in the interpretation of this Agreement or any amendments or exhibits thereto. The captions of the sections are for convenience and reference only, and are not intended to be construed to define or limit the provisions to which they relate.

24. **AMENDMENTS**

   Amendments to this Agreement shall be in writing and shall be made only with the mutual written consent of all of the parties to this Agreement.

25. **AUTHORITY TO EXECUTE THIS AGREEMENT**

   The person or persons executing this Agreement on behalf of Consultant warrants and represents that he/she has the authority to execute this Agreement on behalf of the Consultant and has the authority to bind Consultant to the performance of its obligations hereunder.
IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

CITY OF ARROYO GRANDE

By:__________________________
   Caren Ray Russom, Mayor

Attest:

____________________________
   Kelly Wetmore, City Clerk

Approved As To Form:

____________________________
   Heather K. Whitham, City Attorney

CONSULTANT

By:____________________________

Its:____________________________
   (Title)
EXHIBIT A

SCOPE OF WORK

The Housing Element Update shall include, but not be limited to, the following tasks:

A summary of the work program is presented in Table 2.

<table>
<thead>
<tr>
<th>TABLE 2 WORK PROGRAM SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Kickoff Meeting</td>
</tr>
<tr>
<td>Task 2: Analysis</td>
</tr>
<tr>
<td>2.1 Housing Element 2014-2019</td>
</tr>
<tr>
<td>2.2 City Documents</td>
</tr>
<tr>
<td>2.3 Additional Meetings with City Staff</td>
</tr>
<tr>
<td>Task 3: Analysis</td>
</tr>
<tr>
<td>3.1 Site Inventory &amp; Analysis</td>
</tr>
<tr>
<td>3.2 Housing Needs</td>
</tr>
<tr>
<td>3.3 Housing Constraints &amp; Opportunities</td>
</tr>
<tr>
<td>3.4 Housing Goals, Objectives, Policies, &amp; Programs</td>
</tr>
<tr>
<td>3.5 Coordination</td>
</tr>
<tr>
<td>Task 4: Preparation</td>
</tr>
<tr>
<td>4.1 Administrative Draft Housing Element</td>
</tr>
<tr>
<td>4.2 Public Review Draft Housing Element</td>
</tr>
<tr>
<td>4.3 Public Workshops, Commission Public Hearings, &amp; City Council Public Hearings</td>
</tr>
<tr>
<td>Task 5: HCD Review &amp; Certification</td>
</tr>
<tr>
<td>Task 6: Environmental Review</td>
</tr>
<tr>
<td>6.1 Initial Study/Negative Declaration</td>
</tr>
<tr>
<td>6.2 Initial Study/Mitigated Negative Declaration</td>
</tr>
<tr>
<td>6.3 Environmental Impact Report</td>
</tr>
<tr>
<td>Task 7: Adoption &amp; Certification – Final Housing Element</td>
</tr>
</tbody>
</table>

A more detailed description of tasks and schedule are included in Exhibit E.
### TABLE 3  COST ESTIMATE

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Hourly Rate</th>
<th>Plan/Works Hours</th>
<th>Plan/Works Labor Total</th>
<th>Total Task Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TASK 1. Kicoff Meeting</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Task 1. Subtotal</td>
<td></td>
<td>42</td>
<td>0</td>
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<tr>
<td><strong>TASK 2. Analysis</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Photos: Element (2014-2019)</td>
<td></td>
<td>40</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>2.2 City Presentations</td>
<td></td>
<td>8</td>
<td>0</td>
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<tr>
<td>2.3 Additional Meetings with City Staff (4)</td>
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<td>2</td>
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<tr>
<td>Task 2. Subtotal</td>
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<tr>
<td><strong>TASK 3. Analysis</strong></td>
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<tr>
<td>3.1 Base Inventory and Analysis</td>
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<td>3.2 Housing Needs</td>
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<td>64</td>
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<td>3.3 Housing Constraints and Opportunities</td>
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<td>4</td>
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<td>3.4 Housing Needs, Objectives, Policies and Programs</td>
<td></td>
<td>8</td>
<td>2</td>
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<td>0</td>
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<tr>
<td>3.5 Coordination</td>
<td></td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>a. Create Initial Meeting (1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. Twelve Technical Reports, Recommendations &amp; Approaches</td>
<td></td>
<td>4</td>
<td>4</td>
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<td>b. Monthly Check-In Meetings (10)</td>
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<td>Task 3. Subtotal</td>
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<tr>
<td><strong>TASK 4. Deliverables and Timeline for Housing Element 2020-2025 Update</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>4.1 Annotated Draft</td>
<td></td>
<td>4</td>
<td>4</td>
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<tr>
<td>4.2 Public Review Draft</td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>4.3 Public Workshops and Hearings</td>
<td></td>
<td>8</td>
<td>8</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>a. Public Workshops (3)</td>
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**EXHIBIT B**
EXHIBIT C

INSURANCE REQUIREMENTS

Prior to the beginning of and throughout the duration of the Work, Consultant will maintain insurance in conformance with the requirements set forth below. Consultant will use existing coverage to comply with these requirements. If that existing coverage does not meet the requirements set forth here, Consultant agrees to amend, supplement or endorse the existing coverage to do so. Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required. Any insurance proceeds available to City in excess of the limits and coverage required in this agreement and which is applicable to a given loss, will be available to City.

Consultant shall provide the following types and amounts of insurance:

Commercial General Liability Insurance using Insurance Services Office “Commercial General Liability” policy from CG 00 01 or the exact equivalent. Defense costs must be paid in addition to limits. There shall be no cross liability exclusion for claims or suits by one insured against another. Limits are subject to review but in no event less than $1,000,000 per occurrence.

Business Auto Coverage on ISO Business Auto Coverage from CA 00 01 including symbol 1 (Any Auto) or the exact equivalent. Limits are subject to review, but in no event to be less than $1,000,000 per accident. If Consultant owns no vehicles, this requirement may be satisfied by a non-owned auto endorsement to the general liability policy described above. If Consultant or Consultant’s employees will use personal autos in any way on this project, Consultant shall provide evidence of personal auto liability coverage for each such person.

Workers Compensation on a state-approved policy form providing statutory benefits as required by law with employer’s liability limits no less than $1,000,000 per accident or disease.

Professional Liability or Errors and Omissions Insurance as appropriate shall be written on a policy form coverage specifically designated to protect against acts, errors or omissions of the Consultant and “Covered Professional Services” as designated in the policy must specifically include work performed under this agreement. The policy limit shall be no less than $1,000,000 per claim and in the aggregate. The policy must “pay on behalf of” the insured and must include a provision establishing the insurer’s duty to defend. The policy retroactive date shall be on or before the effective date of this agreement.
Insurance procured pursuant to these requirements shall be written by insurer that are admitted carriers in the state California and with an A.M. Bests rating of A- or better and a minimum financial size VII.

General conditions pertaining to provision of insurance coverage by Consultant. Consultant and City agree to the following with respect to insurance provided by Consultant:

1. Consultant agrees to have its insurer endorse the third party general liability coverage required herein to include as additional insureds City, its officials employees and agents, using standard ISO endorsement No. CG 2010 with an edition prior to 1992. Consultant also agrees to require all Consultants, and subContractors to do likewise.

2. No liability insurance coverage provided to comply with this Agreement shall prohibit Consultant, or Consultant’s employees, or agents, from waiving the right of subrogation prior to a loss. Consultant agrees to waive subrogation rights against City regardless of the applicability of any insurance proceeds, and to require all Consultants and subContractors to do likewise.

3. All insurance coverage and limits provided by Consultant and available or applicable to this agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the City or its operations limits the application of such insurance coverage.

4. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to City and approved of in writing.

5. No liability policy shall contain any provision or definition that would serve to eliminate so-called “third party action over” claims, including any exclusion for bodily injury to an employee of the insured or of any Consultant or subcontractor.

6. All coverage types and limits required are subject to approval, modification and additional requirements by the City, as the need arises. Consultant shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect City’s protection without City’s prior written consent.

7. Proof of compliance with these insurance requirements, consisting of certificates of insurance evidencing all of the coverages required and an additional insured endorsement to Consultant’s general liability policy, shall be delivered to City at or prior to the execution of this Agreement. In the event such proof of any insurance is not delivered as required, or in the event such insurance is canceled at any time and no replacement coverage is provided, City has the right, but not the duty, to obtain any insurance it deems necessary to protect its interests under this or any other agreement and to pay the premium. Any premium so paid by City shall be charged to and promptly paid by Consultant or deducted from sums due Consultant, at City option.
8. Certificate(s) are to reflect that the insurer will provide 30 days notice to City of any cancellation of coverage. Consultant agrees to require its insurer to modify such certificates to delete any exculpatory wording stating that failure of the insurer to mail written notice of cancellation imposes no obligation, or that any party will "endeavor" (as opposed to being required) to comply with the requirements of the certificate.

9. It is acknowledged by the parties of this agreement that all insurance coverage required to be provided by Consultant or any subContractor, is intended to apply first and on a primary, noncontributing basis in relation to any other insurance or self insurance available to City.

10. Consultant agrees to ensure that subContractors, and any other party involved with the project who is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage required of Consultant. Consultant agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with subContractors and others engaged in the project will be submitted to City for review.

11. Consultant agrees not to self-insure or to use any self-insured retentions or deductibles on any portion of the insurance required herein and further agrees that it will not allow any Consultant, subContractor, Architect, Engineer or other entity or person in any way involved in the performance of work on the project contemplated by this agreement to self-insure its obligations to City. If Consultant’s existing coverage includes a deductible or self-insured retention, the deductible or self-insured retention must be declared to the City. At the time the City shall review options with the Consultant, which may include reduction or elimination of the deductible or self-insured retention, substitution of other coverage, or other solutions.

12. The City reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the City will negotiate additional compensation proportional to the increase benefit to City.

13. For purposes of applying insurance coverage only, this Agreement will be deemed to have been executed immediately upon any party hereto taking any steps that can be deemed to be in furtherance of or towards performance of this Agreement.

14. Consultant acknowledges and agrees that any actual or alleged failure on the part of City to inform Consultant of non-compliance with any insurance requirements in no way imposes any additional obligations on City nor does it waive any rights hereunder in this or any other regard.
15. Consultant will renew the required coverage annually as long as City, or its employees or agents face an exposure from operations of any type pursuant to this agreement. This obligation applies whether or not the agreement is canceled or terminated for any reason. Termination of this obligation is not effective until City executes a written statement to that effect.

16. Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Proof that such coverage has been ordered shall be submitted prior to expiration. A coverage binder or letter from Consultant’s insurance agent to this effect is acceptable. A certificate of insurance and/or additional insured endorsement as required in these specifications applicable to the renewing or new coverage must be provided to City within five days of the expiration of the coverages.

17. The provisions of any workers’ compensation or similar act will not limit the obligations of Consultant under this agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to City, its employees, officials and agents.

18. Requirements of specific coverage features or limits contained in this section are not intended as limitations on coverage, limits or other requirements nor as a waiver of any coverage normally provided by any given policy. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue, and is not intended by any party or insured to be limiting or all-inclusive.

19. These insurance requirements are intended to be separate and distinct from any other provision in this agreement and are intended by the parties here to be interpreted as such.

20. The requirements in this Section supersede all other sections and provisions of this Agreement to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

21. Consultant agrees to be responsible for ensuring that no contract used by any party involved in any way with the project reserves the right to charge City or Consultant for the cost of additional insurance coverage required by this agreement. Any such provisions are to be deleted with reference to City. It is not the intent of City to reimburse any third party for the cost of complying with these requirements. There shall be no recourse against City for payment of premiums or other amounts with respect thereto.

22. Consultant agrees to provide immediate notice to City of any claim or loss against Consultant arising out of the work performed under this agreement. City assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve City.
PROJECT OVERVIEW

The City of Arroyo Grande is seeking proposals from qualified consultants to prepare an update of the City’s General Plan Housing Element and associated environmental review. Under the direction of the Community Development Director, the consulting firm(s) is/are expected to review the existing Housing Element and revise this document to reflect current conditions, City policies, and methods to meet the housing requirement mandated by the State of California. After review and evaluation of the submitted proposals, the City will recommend the finalist to the City Council for award of contract. The following defines the proposed project, scope of services, proposals requirements, selection process, and other information required to prepare and submit a proposal.

BACKGROUND

The City of Arroyo Grande was incorporated in 1911 and is a full-service city operating under a Council-Manager form of government. Located just two miles east of the Pacific Ocean in south San Luis Obispo County, Arroyo Grande is home to approximately 18,300 residents in an area of approximately 5.9 square miles. Along with Grover Beach, Oceano, Pismo Beach, and Shell Beach, Arroyo Grande is one of the “Five Cities” of California’s Central Coast.

The City’s Housing Element was last revised and adopted in 2016 and deemed in compliance with State Housing Element law by the State Department of Housing and Community Development (HCD). It is scheduled to be updated by December 2020. The purpose of this project is to update the Housing Element to be internally consistent with the City’s General Plan and in compliance with state statutes so as to be certified by HCD by December 2020. The update will reassess the community’s housing-related goals and objectives, while addressing issues and establishing objectives with respect to a wide range of possible housing related programs.

PROCUREMENT PROCESS

The City intends to enter into an agreement with a consultant to provide professional services as described above.

The City will award a contract to the proposer with the apparent best value after the final agreement has been successfully negotiated. If no final agreement is reached between the City and the proposer with the apparent best value proposal, the City reserves the right to negotiate a contract with the proposer with the second highest score.

I. REQUEST FOR PROPOSAL DOCUMENTS

The Request for Proposal (RFP) documents, including the submittal requirements and the selection criteria and schedule, will be available in electronic format on the City’s website at http://www.arroyogrande.org. The City reserves the right to reject any or all submittals or to waive any formality or technicality in any submittal in the interest of the organization.
II. CONTACT INFORMATION
Except as authorized by the City representative or as otherwise stated in the RFP, communication during the selection process shall be directed to the specified City representative. In order to maintain fair and equitable treatment of everyone, proposers shall not unduly contact or offer gifts or gratuities to any official or employee of the City in an effort to influence the selection process or in a manner that gives the appearance of influencing the selection process. This prohibition applies before the RFP is issued, through selection, as the project is developed, and extends through the award of a contract. Failure to comply with this requirement may result in a disqualification in the selection process.

All communications regarding this project shall be directed to:

Matthew Downing, Planning Manager
City of Arroyo Grande
300 East Branch Street
Arroyo Grande, CA 93420
(805) 473-5424
mdowning@arroyogrande.org

III. QUESTIONS AND REQUESTS FOR CLARIFICATIONS
Proposers may submit questions or formal requests for clarification on the RFP in writing until the submittal date via email at the contact address noted above.

IV. SUBMITTAL DUE DATE AND TIMES
Five (5) hard copies and one (1) electronic copy in PDF format of all required submittals must be delivered to the City, 300 East Branch Street, Arroyo Grande, California, no later than 5:00 PM, Thursday, August 22, 2019. Submittals received after the specified time will not be accepted. Please allow adequate time for delivery. If using a courier service, the submitting firm is responsible for ensuring that delivery will be made directly to the required location. PDF documents must have permissions enabled for comments and printing.

V. PROPOSAL CONTENTS
Each response to this RFP shall consist of the following:

1. Listing of applicable past performance and references;
2. Management plan, project schedule, and statement of qualifications;
3. Project proposal;
4. Contact information for the responsible party; and
5. Cost of services.

Past Performance and References
The past performance of all proposers shall be considered in the selection process. Each proposer shall submit a listing of client references on three (3) similar or related projects completed within the past five (5) years. Include contact information and one paragraph description for each key project. Additional relevant projects may be listed, with a briefer description of each.
Management Plan
Proposers must develop and submit a plan demonstrating how they will manage their responsibilities, identify risks, and how risks will be mitigated. If City staff resources are to be utilized to assist in preparation of the Plan, the management plan should specify the anticipated amount of time and level of expertise that will be needed. The proposer shall address quality control, project specific criteria, risks that have been identified by the RFP and additional risks that the team has identified and state how those risks will be mitigated. As part of the management plan, proposers shall include a proposed project schedule and indicate critical dates and other information in sufficient detail for the City to determine if the time frames are reasonable. The management plan should be concise yet contain sufficient information for evaluation by the City.

Preliminary Project Schedule
The following is the anticipated schedule of events for the project. This schedule is a preliminary schedule and should be further refined and modified by the proposer in accordance with the proposer’s management plan.

- Issue RFP
- Proposals due to the City by 5:00 PM
- Top three (3) proposal interviews
- Consultant selected
- Award of contract
- Project commencement
- Administrative draft completed
- Public review draft completed
- Draft CEQA review (MND) completed
- Public hearing draft/MND released
- Planning Commission
- City Council adoption

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<td>City Council adoption</td>
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Statement of Qualifications
Each proposer shall include in the proposal a Statement of Qualifications ("SOQ"), a brief section that indicates the experience and qualifications of the firm, the project manager and other critical members of the team. It should describe what talents their team brings to the project, how their knowledge of the subject will provide benefit to the process, how the team has been successful in the past and how that relates to this project. The SOQ should include information on similar projects that have been completed by the firm, project manager and other team members. The SOQ should also include the experience and special qualifications that are applicable to this project and/or are part of the project specific selection criteria.

Project Proposal
Each project proposal shall address the following scope of work requirements.

Scope of Work
In addition to the specific tasks listed below, Consultant will be required to:

- Frequently communicate with City staff via telephone and email;
- Attend five (5) team meetings with City staff; and
- Attend one (1) meeting with City staff and California Department of Housing and Community Development (HCD) representative.
All work products by Consultant must be completed in accordance with California Housing Element laws and to the satisfaction of City staff and HCD. This includes, but is not limited to, the tasks listed below.

**Task 1: Assessment**

**Housing Element 2014-2019.** Consultant will be required to review the City’s 2014-2019 Housing Element and provide an evaluation of the following:

- Effectiveness of the housing policies and programs;
- Projected outcomes of the 2014-2019 Housing Element compared to actual outcomes of Housing Element 2014-2019;
- Significance of outcomes and their relationship with the Housing Element Update; and
- Consistencies and deficiencies of the 2014-2019 Housing Element compared to current California Housing Element laws.

**City Documents.** Consultant will be required to review City documents and provide a summary of Citywide conditions, resources, constraints, and funding options. Documents include, but are not limited to, General Plan, Ordinances, Housing Programs and Policies, and related environmental documents.

**Task 2: Analysis**

**Site Inventory and Analysis.** Consultant will be required to develop and produce an inventory of land suitable for residential development, including vacant sites, site in the City’s sphere-of-influence, and sites having the potential for redevelopment, and analyze the relationship of zoning and public facilities and services to the sites. As part of this analysis, Consultant will also be required to coordinate and evaluate the availability of water and wastewater infrastructure and resources for residential development.

**Housing Needs.** Consultant will be required to produce an analysis of existing and projected City housing needs to satisfy State Housing Element law, which includes, but are not limited to, the following components:

1. Housing stock characteristics, including, but not limited to:
   a. Assisted housing development at risk of conversion from affordable to market-rate;
   b. Overpayment and overcrowding; and
   c. Vacant and underutilized sites.
2. Population, employment, and household characteristics and trends;
3. Housing cost and affordability;
4. Housing needs of people in all income categories (especially extremely low-income housing needs) and specific groups:
   a. Farmworkers;
   b. Female-headed households;
   c. Large families;
   d. People experiencing homelessness;
   e. People with disabilities, including developmental disabilities; and
   f. Seniors.
5. Regional Housing Needs Allocation (RHNA) – Addressing projected housing needs for two (2) scenarios:
a. Scenario A: Analysis based on the City’s share in the published RHNA Plan.

**Housing Constraints and Opportunities.** Consultant will be required to identify and analyze potential and actual governmental and nongovernmental constraints to the maintenance, improvement, and development of housing for all income levels and people with disabilities. The analysis must also identify housing resources and feasible options and opportunities to mitigate or remove such constraints.

**Housing Goals, Objectives, Policies, and Programs.** Consultant will be required to identify specific programs with clear actions, timeframes, and measureable outcomes that will achieve quantified objectives/milestones and implement the City’s housing goals and policies. The development of such programs must consider the existing Housing Element, housing needs analysis, constraints and opportunities, site inventory, and public input.

**Coordination.** Consultant will be required to work closely with the City’s Housing Element Update Project Manager and Community Development Department staff to concurrently coordinate with the County of San Luis Obispo’s anticipated interagency collaboration efforts. This coordination is anticipated to include:

1. Attending a kick-off meeting with City staff and the County to vet concepts and coordinate the appropriate approach for consideration of adding a regional aspect to the Housing Element;
2. Review of County developed regional policies, recommendations, and approaches to address affordable housing; and
3. Participating in monthly check-in meetings with City staff and the County to provide ongoing communication to better align the City’s Housing Element with regional efforts.

**Task 3: Preparation**

**Administrative Draft.** Consultant will be required to prepare and submit ten (10) hardcopies, one (1) editable word document file, and one (1) PDF file of the Housing Element Administrative Draft for City staff review and comment. Consultant will be required to revise the Housing Element Administrative Draft to the satisfaction of City staff.

**Public Review Draft.** Following final revisions to the Housing Element Administrative Draft, Consultant will be required to prepare and submit fifteen (15) hardcopies, one (1) editable word document file, and one (1) PDF file of the Housing Element Public Review Draft for City staff to disseminate to City Council, HCD, general public, and any other interested parties for review and comment. Consultant will be required to revise the Housing Element Public Review Draft to the satisfaction of City staff and HCD.

**Public Workshops, Commission Public Hearings, and City Council Public Hearings.** Consultant will be required to attend a minimum of two (2) public workshops and three (3) public hearings to respond to questions and comments and be available to attend additional public workshops and hearing on a time-and-materials basis.

**Task 4: Environmental Review**
CEQA Completion and Submittal of All Required Documents. Consultant will be required to prepare and process an Initial Study and appropriate environmental document. Consultant will prepare all necessary documents and manage noticing and circulation of the Initial Study for the public and interested agency review and comment. The level of environmental review for the Housing Element Update is anticipated to largely depend on the Sites Inventory and Analysis, is anticipated to require a Negative Declaration or Mitigated Negative Declaration, but may require an Environmental Impact Report. Consultant is expected to provide a budget breakdown for each environmental document: Negative Declaration, Mitigated Negative Declaration, and Environmental Impact Report, including a list of assumptions for each option.

Task 5: Adoption and Certification

Housing Element. Consultant will be required to prepare and submit ten (10) hardcopies, one (1) editable word document file, and one (1) PDF file for the final version of the Housing Element to City staff. Following Council adoption of the Housing Element, Consultant will also be required to coordinate and work with City staff to obtain State of California Certification of the Housing Element.

Budget

Provide a proposed budget identifying each task, projected hours for completion, and staff and hourly rates.

At this time, the Housing Elements of Arroyo Grande and the neighboring jurisdiction of Grover Beach are being updated concurrently, beginning with the release of this RFP. While not being updated jointly under the same contract, this concurrent timing would present unique cost saving opportunities, should the same consultant be selected by both cities. Responses to this RFP may demonstrate how costs could be reduced, should the same consultant be selected by both cities.

Final Scope of Work

The Final Scope of Work document shall be negotiated and executed prior to the start of work. Should the City and consultant be unable to come to a negotiated agreement, the contract may be negotiated and awarded to the second highest scoring proposal.

VI. SELECTION CRITERIA FOR PROFESSIONAL SERVICES

The following criteria will be used in ranking each of the proposers. The proposer that is ranked the highest will represent the best value for the City. The criteria are not listed in any particular order. The City will consider all criteria in performing a comprehensive evaluation of each proposal. Weights have been assigned to each criterion in the form of points.

A. Past Performance Rating (10 Points). Each proposer will be given a past performance rating. The rating will be based on the performance of the proposer in completion of the three previous projects as submitted with the proposal.

B. Project Proposal (45 Points). The merits of each proposal will be evaluated by the City in relation to the following:
1. Apparent understanding of the Project Description – How well has the proposer demonstrated a thorough understanding of the issues and concerns embodied in the Project Description?

2. Comprehensiveness of the response to the RFP – Has the proposal properly addressed each of the requirements and suggestions identified within the RFP, and paid adequate attention to each element?

3. Creativity and Professionalism – Has the proposer demonstrated both creativity and a professional approach to addressing the issues and needs identified in the RFP? Are the proposals realistic and attainable?

C. Strength of Team and Management (20 Points). Based on the proposals, the interview, and management plan, the City shall evaluate the expertise and experience of the proposer and the project lead as it relates to the project in size, complexity, quality, duration, etc. Consideration will also be given to the strength brought to the proposal by critical consultants including how they were selected and the success the proposer has had in the past with similar projects.

D. Schedule and Budget (20 Points). The proposer’s schedule will be evaluated as to how well it meets the objectives of the project. The proposer shall identify in the project schedule all major work items with start and stop dates that are realistic and critical. The completion dates shown on the schedule will be used in the contract. A Critical Path or similar schedule approach is preferred. The proposed budget will also be a consideration in the selection, although it is recognized that if the consultant proposes a more ambitious scope of work that more clearly meets City objectives, the overall efficiency and logic of the tasks as proposed will also be considered in the context of the budget, which includes identified cost saving measures.

E. Local Knowledge (5 Points). The proposer’s knowledge of the local and regional plans for the area and their past involvement with jurisdictions in the area will be evaluated as to how well issues of the area are known.

TOTAL POSSIBLE: 100 POINTS

VII. SELECTION
The City shall make the final consultant selection based on the above criteria.

VIII. FORM OF AGREEMENT
At the conclusion of negotiations, the selected consultant will be required to enter into a Consultant Services Agreement.

IX. LICENSURE
The consultant shall comply with and require its subconsultants to comply with the license laws of the State of California.
HOUSING ELEMENT UPDATE
for the City of Arroyo Grande

Submitted By:
PlaceWorks
668 Marsh Street, Suite 10
San Luis Obispo, CA 93401
805-457-5557
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- Exhibit C – Professional Consultant Services Form

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Item 8.e. - Page 27
August 22, 2019

Matthew Downing, Planning Manager
City of Arroyo Grande
300 East Branch Street
Arroyo Grande, CA 93420

Re: Proposal to Prepare the Arroyo Grande Housing Element Update

Dear Mr. Downing,

Thank you for the opportunity to provide a proposal for the City of Arroyo Grande (City) Housing Element update. The City is undertaking this update to the Housing Element at a time when housing is the state and region’s most critical issue. Not only will the City be facing a much higher regional housing needs allocation, but several new state law requirements make it harder to demonstrate the adequacy of sites that have been counted in past housing element cycles and to maintain adequate sites through the duration of the planning period. It is important to have a knowledgeable team of experts to help navigate these new requirements and set the City up for success. PlaceWorks is that firm.

For the Arroyo Grande Housing Element Update, crucial next steps are evident. First, the Housing Element must be submitted, adopted, and certified. The Housing Element must also address the new statutory requirements passed by the state in 2016, 2017, and 2018. Second, the Housing Element must, through policy and action, continue to focus on encouraging housing for all segments of the community.

PlaceWorks’ familiarity with the City, deep knowledge of existing and upcoming state housing law, extensive experience preparing Housing Elements for other jurisdictions in San Luis Obispo County and California, and a review of the RFP makes us confident that we can prepare your Housing Element Update. We understand the importance of achieving certification on schedule to remain in compliance with state law and eligible for housing-related funding.

PlaceWorks offers the best housing staff to assist the City in updating the Housing Element. Jennifer Gastelum, Associate Principal, will oversee the update effort. She leads the housing team and commands a thorough understanding of the technical requirements of housing elements. Amy Sinsheimer, Senior Associate, will be your day-to-day contact as the Project Manager and brings experience working on the City’s 4th Round Housing Element. Our housing team has considerable experience working with the California Department of Housing and Community Development (HCD), having completed over 100 certified housing elements.

PlaceWorks is pleased to submit this proposal and looks forward to continuing its working relationship with the City. As Associate Principal, I have the authority to contractually bind the firm. Please contact me at 916.804.3910 or jgastelum@placeworks.com with any questions.

Sincerely,
PLACEWORKS

Jennifer Gastelum
Associate Principal
PAST PERFORMANCE AND REFERENCES

PlaceWorks has provided references from clients who can attest to the quality of the work we do. We encourage you to contact them to find out more about our excellent project work. All three projects have been completed within the past five years. We have also included a number of additional relevant project descriptions in the Statement of Qualifications section.

In addition to the qualifications below, the PlaceWorks team has over 40 years’ experience working with a variety of public agencies such as towns, cities, counties, school districts, and others private and public clients throughout the state.

Town of Mammoth Lakes, Climate Adaptability Resiliency Strategies and Housing and Safety Elements

Ms. Sandra Moberly, AICP, Community & Economic Development Director
Town of Mammoth Lakes, Community & Economic Development Department
P.O. Box 1609
Mammoth Lakes, CA 93546
760.965-3633
smoberly@townofmammothlakes.ca.gov
Key Staff: Jennifer Gastelum, Amy Sinsheimer, Mark Teague, Lindsey Klein

Brief Description: PlaceWorks prepared Climate Adaptation Strategies and associated updates to the Town of Mammoth Lakes' Safety Element, along with updating the Housing Element. The Town’s recently completed Community Housing Action Plan served as a foundation for identifying housing-related challenges and developing policies to address these issues in the Housing Element. This project included a community survey and field reconnaissance visit, presentations at community workshops with the Climate Change Action Team (CCAT), and public hearings with the Planning and Development Commission and Town Council. The Safety Element and Housing Element updates address community needs and objectives in addition to addressing updates to state law since the last updates of these elements. The Housing Element received conditional certification from HCD in May 2019. The Housing Element and Safety Element were adopted by the Town Council on August 7, 2019. A challenge of this project was the varying perspectives of several commenters on the document and deciding how to address issues that received comments coming from different perspectives. A success of this project was the combined housing element, safety element, and climate adaptation effort that made up the project and successfully addressed all the new state laws that came into play for each document.
City of Morro Bay, 2014-2019 Housing Element

Ms. Cindy Jacinth, Senior Planner
955 Shasta Avenue
Morro Bay, CA 93442
805.772.6577
jcacinth@morrobayca.gov
Key Staff: Amy Sinsheimer, Jennifer Gastelum

Brief Description: The PlaceWorks housing team, while employed at another firm, prepared the City of Morro Bay 2014-2019 Housing Element. Amy Sinsheimer was the project manager and Jenny Gastelum was the project director. Morro Bay is almost entirely located in the Coastal Zone. The team’s work on the update included public workshops, a stakeholder roundtable, and hearings with the Planning Commission and City Council. The updated document addressed the housing needs in the City and updates to state law along with analyzing sites to satisfy the City’s Regional Housing Need Allocation (RHNA) numbers. The team worked closely with City staff and adopted the housing element in time to meet the HCD deadline for adoption of June 30, 2014. The team also worked as extension of staff for the City and assisted with zoning text amendments to implement housing element programs, including employee housing, density bonus, and other zoning updates.

City of Soledad, 2015-2023 Housing Element and 2019 Mid-Cycle Housing Element

Mr. Brent Slama, AICP, Community & Economic Development Director
City of Soledad
248 Main St.
Soledad, CA 93960
831.223.5043
Brent Slama BSlama@cityofsoledad.com
Key Staff: Jenny Gastelum, Amy Sinsheimer, Lindsey Klein

Brief Description: The PlaceWorks housing team, led by Amy Sinsheimer (as a subconsultant to Michael Baker International), assisted the City of Soledad with their 5th Round housing element. PlaceWorks assisted the City with updating their document to comply with the recent housing laws, conducted a public workshop, and worked with HCD to receive certification of the City’s housing element. The housing element was certified by HCD in Spring 2019. The City then hired PlaceWorks to assist with their 2019 Mid-Cycle Housing Element update. As part of the project PlaceWorks worked with City staff to conduct a stakeholder meeting and public workshop, and will work on updating the progress on housing programs and towards the City’s RHNA. The Mid-Cycle Housing Element is scheduled to be adopted by the end of 2019.
PLACENWORKS APPROACH

PlaceWorks understands that Arroyo Grande is looking for assistance in preparing its 6th Round Housing Element Update for submission to the California Department of Housing and Community Development (HCD), in accordance with state laws, regulations, and statutes. The 2014–2019 Housing Element will serve as the foundation for the 2020–2028 Housing Element update. PlaceWorks is familiar with the City’s current housing element, zoning and other long-range planning documents. An understanding of these regulations and documents along with our understanding of the recent changes to state housing law will underly our approach to this housing element update. We will review the previous Housing Element and will revise the document by updating all background data. We will review and revise City policies to meet new City housing goals. PlaceWorks will also work closely with City staff to facilitate the public outreach and input process for the housing element. If PlaceWorks is selected to be the consultant for both the Arroyo Grande and Grover Beach housing element updates, we will work with both cities’ staff on efficiencies that can be achieved in terms of cost and work effort.

PROJECT MANAGEMENT

All of PlaceWorks’ projects, regardless of the size or scope, have significant principal-level involvement. Every PlaceWorks project has a designated Principal-in-Charge who is responsible for ensuring that all products are produced on-time, within budget, and meet the highest quality. The Principal-in-Charge remains actively engaged throughout every step of the project. For projects involving a range of issues or components, principals and other senior-level staff are often involved as advisors to provide ongoing expertise. Additionally, each project has a designated Project Manager that is responsible for day-to-day project management and for maintaining regular contact with the client, coordinating with subconsultants, facilitating workshops, and attending all project meetings. Depending on the nature of the project, junior staff will work closely with the Project Manager to develop graphic materials such as visual simulations, site plans, construction documents, and other illustrative material as well as assist with drafting design policies, research, and public participation activities.

PlaceWorks maintains an internal workload management database whereby we carefully balance our workload to ensure that adequate staff, time, and resources are available to complete all projects on schedule. At the end of each week, we forecast hours by team members for the following week to ensure every project will be adequately staffed. In advance of our weekly Monday staff meeting, Project Managers fill in their anticipated staff needs for their projects. During the staff meeting the database is projected for all to review and discuss, and hours are adjusted to ensure full staff coverage for each project. By the end of the meeting, every team member understands exactly what his/her assignments are and how many hours are allotted for the week. This assists Project Managers not only with scheduling, but also with management of project budgets.

PlaceWorks maintains constant communication with our clients and we document decisions in writing to make certain they are clearly understood by all team members. Our
proven track record in efficient project management is especially valuable for projects with critical timelines, as is the case with the Grover Beach Housing Element Update.

QUALITY AND COST CONTROL

Over years of managing complex projects, PlaceWorks has developed effective strategies for guaranteeing that our work products are of the utmost quality, are completed within the agreed upon time frame, and are aligned with the established budget. We work with our clients to develop complete critical path schedules in the initial project stages and establish meeting and workshop dates as early as possible to allow everyone involved to monitor the project’s progress. We schedule dates for written deliverables in order to allow adequate time for internal review for consistency, style, and completeness and to ensure that each product we give our clients is polished. All PlaceWorks deliverables are proofed by both technical and grammatical readers, as well as formatted by in-house word processors.

PlaceWorks maintains a rigorous system of project cost control, employee billability, and client invoicing. Our project budget sheets are oriented subtask-by-subtask, and include both hours/budget used, hours/budget available, and percentage of work complete. All Project Managers are required to complete monthly staffing needs for each of his/her projects, which are then used by the PlaceWorks Management Team to develop long term staffing requirements for all PlaceWorks team members. We maintain a redundant invoicing process whereby invoices are distributed to Project Managers for review and signature, then rerouted to project Principals-in-Charge for a second review and execution. Invoices are then returned to accounts receivable with required revisions, to be returned to Project Managers for final review before distributing to clients.

PlaceWorks utilizes Deltek management and accounting software. Deltek allows each Project Manager to input staffing requirements at the level of detail required. For example, projected work can be input at the weekly level for short-term planning (e.g., 2 to 3 months) and monthly requirements (hours/week for the month) for the duration of a longer project. This allows us to manage workload to ensure that appropriate level staff is available and working on project tasks. The Deltek system also projects the cost for each task based on the staffing plans. Any change to hours is automatically reflected in the budget information. More importantly, Deltek facilitates “real time” budget status information. Based on weekly entry of time, the Project Manager can get the budget status by the level of detail entered for the project (typically for milestone tasks at a minimum). If required, daily time entry and information can be facilitated through Deltek.

RISK IDENTIFICATION AND MITIGATION

All members of the PlaceWorks team have sufficient staff resources and the capability to perform the work required for the Housing Element Update as described within the scope of work. In the unforeseen event that a specific staff member is unavailable to perform their duties, PlaceWorks will assign another staff member with similar expertise and a working knowledge of the project to fill the role. With a staff of approximately 125 employees and seven office locations, PlaceWorks is able to move staff assignments to complete the work both efficiently and effectively. With a field office in San Luis Obispo, we are available to facilitate face-to-face meetings on short notice.
PlaceWorks’ proposed schedule for completion of the Housing Element Update is shown in Table 1. As shown in the schedule, we anticipate that the housing element can be adopted by September 2020. We believe this schedule is in keeping with your needs, but we are happy to revise this schedule if necessary.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with its clients. Over years of managing projects similar to the Housing Element Update, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff with adequate time for editing and formatting into finished reports.

### Table 1  Project Schedule

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td><strong>2019</strong></td>
<td></td>
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<tr>
<td>Project Kick-Off Meeting</td>
<td>Late October</td>
</tr>
<tr>
<td>Review of 2014-2019 Housing Element and City Documents</td>
<td>October - November</td>
</tr>
<tr>
<td>Prepare Housing Element Components</td>
<td>October - January</td>
</tr>
<tr>
<td>Public Workshop #1</td>
<td>November - December</td>
</tr>
<tr>
<td><strong>2020</strong></td>
<td></td>
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<tr>
<td>Prepare Administrative Draft Housing Element</td>
<td>November 2019 – March 2020</td>
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<tr>
<td>Receive City Review of Administrative Draft Housing Element</td>
<td>March - April</td>
</tr>
<tr>
<td>Prepare Public Draft Housing Element</td>
<td>April - May</td>
</tr>
<tr>
<td>Draft Environmental Review Document</td>
<td>April - May</td>
</tr>
<tr>
<td>Public Workshop #2</td>
<td>May - June</td>
</tr>
<tr>
<td>Planning Commission Hearing for Approval to Submit Draft to HCD</td>
<td>June</td>
</tr>
<tr>
<td>Submit Draft to HCD (60-Day Review)</td>
<td>June - August</td>
</tr>
<tr>
<td>Conference Call with HCD Prior to Receiving a Letter to Address any Questions or Issues</td>
<td>July</td>
</tr>
<tr>
<td>City Receives a “Conditional Compliance” Letter from HCD</td>
<td>August</td>
</tr>
<tr>
<td>Final Housing Element</td>
<td>August - September</td>
</tr>
<tr>
<td>Final Environmental Document</td>
<td>August - September</td>
</tr>
<tr>
<td>Planning Commission Recommend for Adoption Hearing</td>
<td>September</td>
</tr>
<tr>
<td>City Council Adoption Hearing</td>
<td>September</td>
</tr>
<tr>
<td>Submit Final Adopted Housing Element to HCD – Review and Certification (Up to 90 Days)</td>
<td>September - December</td>
</tr>
</tbody>
</table>
PLACEWORKS

PlaceWorks, a California S-Corporation, is one of the West’s most eminent planning, design, and environmental consulting firms, with approximately 125 employees in seven offices. PlaceWorks recently celebrated its 44th anniversary.

PlaceWorks serves both public- and private-sector clients throughout the state in the fields of housing, comprehensive planning, environmental review, urban design, landscape architecture, community outreach, transportation planning, climate action and resiliency, and Geographic Information Systems (GIS). Our talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. We are also passionate about how we work with our clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place we work on is distinctly different, so is our thinking.

Housing Services

PlaceWorks has provided housing services since 1988. We have prepared housing elements, analyses of impediments to fair housing, strategic plans, pro formas, housing demand studies, and video productions. Our staff have prepared over 100 housing elements. PlaceWorks has also received numerous awards from the state chapter and local sections of the American Planning Association.

Few firms can offer our breadth of services or the resume of awards that demonstrate our project innovation and quality. Whether the focus is on revitalizing corridors with housing, incorporating an economic perspective into land use decisions, or integrating community health, we integrate this expertise into our housing plans.

Our housing philosophy is rooted in the belief that the housing we reside in and the neighborhoods where we live are fundamental to our communities and the quality of life offered to residents and the workforce. Successful communities are those that can embrace the value of housing and neighborhoods and can develop innovative programs to support housing. As we work with cities to plan for housing, we are guided by three principles.

**Housing Strengthens Neighborhoods:** Quality affordable housing and the neighborhoods where we live are critical to personal and family well-being. Quality housing provides a safe living environment for people of all ages. Strong neighborhoods with the appropriate mix of amenities are also essential to quality of life. In crafting our housing plans, we look for innovative ways to incorporate housing and amenities in a way that strengthens neighborhoods.

**Housing Creates Jobs and Economic Prosperity:** Housing brings tremendous economic value to a community—it creates jobs, improves property values, and brings tax revenue into a city or county. A home is also the most valuable asset many Americans will own. We
understand the economic value of housing, both to the resident and the community. Working with the development community, we also understand the economics behind housing and what it takes for investments to be made.

**Housing Addresses Lifestyle Needs:** Housing products continue to evolve to meet lifestyle needs in our cities and counties, and our housing plans should be responsive to these industry changes. Our work with the development industry allows us to bring the latest in housing products to our housing work. Whether it is intergenerational housing concepts, mixed use, transit-oriented housing, or affordable housing, our housing plans reflect the latest in product innovation.

**Project Experience**

PlaceWorks staff bring decades of work supporting local agencies with HCD compliance. We have extensive experience working with HCD—completing over 100 certified Housing Elements since 2008, the vast majority of which were certified after a single round of review. We also have considerable expertise with preparing inclusionary housing ordinances, analyses of impediments to fair housing choice, consolidated plans, annual action plans, housing condition, and income surveys as well as acting as an extension to local staff to help with housing element implementation and Annual Housing Element report submittal to HCD.

**Housing Elements:** PlaceWorks understands that each community has unique housing conditions and challenges and understands the complex regulatory requirements that accompany the housing element certification process. We use our experience and knowledge to work with local governments to gain an understanding of each community’s unique housing needs and strategies in order to produce a user-friendly Housing Element. We have extensive experience with preparing housing elements for small and large cities and counties, as well as for urban and rural communities (see Figure 1).

**Experience with HCD:** PlaceWorks maintains strong and effective working relationships with HCD reviewers. Over the course of assisting cities and counties with their housing elements, we have worked closely with staff at HCD. We strive to understand updates to state law and HCD goals and serve as a liaison between HCD staff and the communities we work with. Reaching a consensus with HCD is a negotiation process, and we are committed to representing the City’s best interests in that process. By maintaining close contact with HCD and representing the needs of our clients, we have never failed to obtain certification of any of the housing elements we have prepared. Our proximity to HCD’s office in Sacramento makes it easy for us to meet with HCD staff as needed.

**Inclusionary Housing:** We have prepared inclusionary housing ordinances for communities throughout the state. Through the facilitation of public meetings with residents, agency staff, elected officials and commissions, local housing developers, and housing advocates, we help communities build consensus regarding appropriate inclusionary housing policies that are tailored to each community’s specific housing needs. PlaceWorks staff is experienced in creating entirely new inclusionary housing policies, as well as evaluating and building upon existing policies. Ultimately, we strive to help communities meet their affordable housing production goals without creating unintended housing production constraints.
Award-Winning Public Engagement Services

PlaceWorks knows that project success depends on successful community engagement. PlaceWorks ensures this by working with clients to create a solid community engagement plan that guides engagement efforts throughout the project. We strive for a public participation process that develops community leaders and stronger community relationships. PlaceWorks projects reflect the interests and concerns of community members and decision makers. We employ a variety of in-person and online outreach tools to elicit creative input and participation from all stakeholders. By successfully opening dialogue and building support, we help move projects from vision to final approval. In our past work with Grover Beach we have held stakeholder meetings, community meetings, and attended Planning Commission, City Council and other advisory group meetings. We have worked with the City on online surveys and other non-meeting-based engagement. Following are some strategies that we could use for this project. We are happy to discuss these options for outreach. As a starting point, we have included the outreach requested in the RFP in the work plan in this proposal.

**Community Listening Sessions:** From project start, these sessions set the stage for unparalleled community inclusion.

**Intercept Surveys and Focus Groups:** Used to reach community members that may not otherwise participate or attend meetings in-person.

**Engagement Tracking:** We monitor engagement activities, log feedback, participant demographics, and overall themes.

**Project Website:** Our websites are user-friendly on all devices and updated regularly with the latest information.

**Online Engagement:** Fun and easy, but meaningful online surveys and interactive activities would be available to engage community members from wherever they are, whenever they have time.

**Community Workshops:** Workshops at crucial stages of the process would feature interactive exercises that build community while providing essential guidance.

**Additional Options for Outreach:** One example includes a Kids’ Art Contest, where we engage local youth to draw what they see as the future of their city. Additional options include pop-ups at established local events such as farmers markets, bus tours, drone footage, and virtual reality.

**Environmental Planning**

Good environmental analysis doesn’t just tally up impacts but finds opportunities to address and solve environmental concerns. We use our expertise to formulate workable plans while remaining objective to ensure environmental documentation withstands legal scrutiny. Our reputation is built on our consistent production of effective and defensible environmental documents.

We have over three and a half decades of experience in environmental planning and science, bringing technical expertise and a long-term perspective in shaping responses to the dynamic state and federal regulatory environment. Our in-house environmental planners, scientists, and attorneys have handled projects of every size, type, and
complexity, including large-scale comprehensive plans, specific developments, infrastructure, and implementation projects.

**Land Use Planning and Urban Design**

Over its 44-year history, PlaceWorks has the distinction of having prepared more than 100 general plans for communities in California, most with associated Environmental Impact Reports (EIRs). Our broad experience and technical proficiency have enabled us to develop a keen understanding of the complexities of public policies, project designs, and legal requirements. In addition to providing the requisite technical support, we often serve as a sounding board for clients to explore design strategies and their environmental and regulatory implications.

PlaceWorks’ approach to its projects is both collaborative and comprehensive. Our policy planners and designers continually confer with our clients, CEQA practitioners, and technical specialists to create plans that respond to client needs. PlaceWorks is also known for comprehensive approaches to understand places and how they work—geographically, environmentally, functionally, aesthetically, and culturally. We bring together people from diverse practices, resulting in a synergy of ideas and innovative solutions for our clients.

**Climate Action and Resiliency Services**

PlaceWorks’ climate action and resiliency planning practice integrates our multiple disciplines and expertise to develop comprehensive, science-based land use and environmental planning strategies to address climate change and increase community resiliency. PlaceWorks’ safety and climate change professionals provide clients and communities with the highest level of service. Each staff member is also cross-trained in several specialties—general plans, environmental planning, plan implementation, community design, and community health.

Our team has engaged with more than 70 California cities, counties, and regional planning agencies to prepare climate, energy, and resiliency action plans and greenhouse gas (GHG) inventories. Our interdisciplinary practice reflects our collaborative and comprehensive approach to partnering with administrative staff, elected officials, advisory bodies, and community members to identify the existing and projected local contributions to and impacts from climate change, and to develop locally appropriate and feasible short- and long-term strategies to adapt to a changing climate.
Figure 1  Housing Element Experience

Cities
Alameda
Albany
Anderson
Arcata
Auburn
Bakersfield
Biggs
Blythe
Calimesa
Chico
Chino
Clayton
Cloverdale
Clovis
Coachella
Compton
Concord
Crescent City
Cupertino
Dana Point
Davis
Dixon
Dorris
Dublin
Dunsmuir
Eastvale
El Monte
Elk Grove
Etna
Fairfield
Fort Jones
Fortuna
Fountain Valley
Glendora
Greenfield
Gridley
Grover Beach
Hanford
Highland
Hotville
Hughson
Imperial
Industry
Ione
Jackson
La Quinta
Laguna Woods
Lake Elsinore

Counties
Amador
Calaveras
Butte
Imperial
Inyo
Kern
Kings
Lassen
Los Angeles
Butte
Napa
Orange
Riverside
San Bernardino
Siskiyou
Solano
Stanislaus
Tehama
Trinity
Yuba

Towns
Amador
Calaveras
Butte
Imperial
Inyo
Kern
Kings
Lassen
Los Angeles
Butte
Napa
Orange
Riverside
San Bernardino
Siskiyou
Solano
Stanislaus
Tehama
Trinity
Yuba

Cities
Lincoln
Livermore
Lodi
Los Altos
Madera
Marysville
Menifee
Menlo Park
Milpitas
Montague
Morro Bay
Ontario
Orinda
Orland
Oxnard
Palm Springs
Palmdale
Pasadena
Perris
Pismo Beach
Pittsburg
Pleasanton
Plymouth
Pomona
Rancho Cordova
Rancho Cucamonga
Rancho Mirage
Ridgecrest
Riverside
Rocklin
Roseville
San Bernardino
San Marino
Soledad
San Ramon
Santa Ana
Santa Cruz
Santa Monica
Santa Rosa
Seaside
Seaside
Soledad
South Lake Tahoe
Stanton
Suisun City
Sutter Creek
Temecula
Tustin
Twentynine Palms
Upland
Vacaville
Wasco
West Sacramento
Westminster
Whittier
Wildomar
Willits
Willows
Yorba Linda
Yreka
Yuba City
Yucaipa

Towns
Corte Madera
Fairfax
Los Gatos
Mammoth Lakes
Paradise
Truckee
Windsor
Yountville
KEY STAFF

PlaceWorks has assembled a highly qualified team to complete the Housing Element Update. This section describes the qualifications of the key personnel that will be assigned to the project. Resumes are included in Appendix A at the end of this proposal, and the organization of the team is shown graphically in Figure 2.

Figure 2  Organization Chart

Jennifer Gastelum, Principal-in-Charge

Jenny is an Associate Principal and brings 20 years of experience managing projects throughout California. She is experienced in managing the preparation of Housing Elements, Housing Condition Survey Reports, Consolidated Plans, Action Plans, Analysis of Impediments to Fair Housing Choice, and other housing policy documents. Prior to joining PlaceWorks, she managed a team of 12 housing planners and grant managers and over $2 million dollars in annual work. Her most recent housing policy experience includes Housing Element Updates for over 50 California cities as well as Consolidated Plans for many jurisdictions throughout the state. She developed Affordable Housing Best Practices Strategies for El Dorado and Placer Counties, which included inclusionary housing recommendations and zoning and infill incentives. Jenny was the Project Director for the Morro Bay, Grover Beach, and Pismo Beach 2014-2019 Housing Element Updates, and worked on the Soledad 2015-2023 Housing Element Update.
Amy Sinsheimer, AICP, Project Manager

Amy, Senior Associate in PlaceWorks’ San Luis Obispo field office, is a Project Manager with over 15 years of experience in long-range planning. Her primary responsibilities include management and preparation of policy and regulatory planning documents such as Housing Elements, General Plans, and zoning codes. She has significant experience in public outreach, including complex projects involving multiple agencies, stakeholders, and team members. She prepared and managed more than 30 Housing Elements in the 4th and 5th update cycle and coordinates directly with HCD staff on Housing Element certification. She has also prepared Housing Element program implementation documents for several cities, including for Morro Bay. Amy is the Central Coast Regional Liaison for the SB 2 Planning Grant Program Technical Assistance Team. She is currently managing the San Luis Obispo County Housing Element Update and managed the Soledad 2015-2023 Housing Element Update as well as the Morro Bay, Grover Beach, and Pismo Beach 2014-2019 Housing Element Updates. She is currently on the project team for the Morro Bay General Plan/Local Coastal Program Update.

Cynthia Walsh, Senior Planner

Cynthia is an Associate with over a decade of experience on long-range planning documents, specializing in policy writing for Housing Element updates, Housing Element annual reports, zoning codes, General Plans, analyses of impediments to fair housing choice documents, consolidated plans, and action plans. She is experienced with state and federal grant programs and is an expert in federal (Davis-Bacon) and state labor standards compliance. She has prepared over 30 Housing Elements over the past three housing element cycles for cities throughout California, most notably in the Sacramento Area Council of Governments region, but also Riverside, Solano, Imperial, and Butte Counties. In addition, Cynthia is well versed in all the new state housing legislation and has already implemented the laws into the state-mandated Housing Element for a few clients. She worked on the 4th round Morro Bay Housing Element, the Soledad 2015-2023 Housing Element Update, and has managed dozens of other housing elements statewide. She has been responsible for several housing conditions surveys including for Imperial County.

Mark Teague, AICP, CEQA Project Manager

Mark is an Associate Principal with over 30 years of public- and private-sector experience. He has lived and worked throughout the state, with over 20 years in Northern California. He has served as Planning Director in cities as diverse as Anderson and Etna and provided planning services from Lassen County to Eureka. Mark understands that rural communities face a number of planning challenges, yet they have few resources with which to meet them. He also understands what is important to agencies as they address the housing crisis. He has prepared and managed numerous California Environmental Quality Act (CEQA) documents for Housing Element Updates including for Riverside County and the City of Wildomar.
Lindsey Klein, Project Planner

In support of both the PlaceWorks Planning and Housing Teams, Lindsey works on a wide variety of public- and private-sector projects. She started her career in the Planning Department at the City of Arroyo Grande before working for Michael Baker International where she helped produce Housing Element Updates, Housing Needs Assessments, General Plan Updates, and a Lateral Access Memorandum for the City of Morro Bay which analyzed the city’s local coastal access. She enjoys working on a variety of comprehensive planning and housing-related projects ranging from General Plan and Housing Element Updates to community outreach facilitation. She also has technical software experience using ArcMap, Sketch-Up, and Adobe Photoshop, Illustrator, and InDesign. Lindsey is currently working on the Concord Base Specific Plan, the Lassen County Housing Element Update, the Contra Costa General Plan Update, and the Sunnyvale Council Election Outreach Plan. She has worked on the Pismo Beach Housing Element and the Pismo Beach Low Cost Visitor Serving Accommodations Study.

Ryan Shepard, Planner

Ryan is a planner and a recent graduate of Cal Poly State University, Pomona. He assists with Housing Elements, local hazard mitigation plans, and other planning efforts through document preparation, research, and community outreach and participation. His areas of interest include housing, climate change, and methods for achieving resiliency and sustainability, especially with regard to transportation and mobility. Ryan is currently working on housing elements for Calaveras County, Plumas County and the City of Needles.

KNOWLEDGE OF NEW HOUSING LEGISLATION

PlaceWorks has successfully assisted half a dozen jurisdictions to receive a certified housing element since compliance with the 2017 and 2018 laws has been required as part of HCD’s review process. We have worked with HCD during these housing element reviews on quite a few issues addressed by recent state law changes, including accessory dwelling units, sites for lower income households that have been included in more than two housing element land inventories, analysis of local efforts to address non-governmental constraints, and new analysis requirements for underutilized or non-vacant sites. Grover Beach’s Housing Element will be required to comply with the recent changes to state law and if needed include housing element programs to address those requirements. Some of the housing-related changes to state law that affect the housing element or other parts of the housing development process for local jurisdictions are following.

Senate Bill 244 (2011)

Local Government; Land Use; General Plan; Disadvantaged Unincorporated Communities

SB 244 requires cities and counties to analyze with each Housing Element update whether any disadvantaged unincorporated communities (DUCs) exist in the unincorporated area or a city sphere of influence. If DUCs are identified, they are required to be analyzed to determine whether they are served by public services and utilities infrastructure. If they
are found to be underserved, the city or county must amend its land use element and any other applicable General Plan elements to include policies and funding sources to provide the needed services or infrastructure.

Assembly Bill 1866 (2002), Assembly Bill 2299 (2016), Senate Bill 1069 (2016), Assembly Bill 494 (2017), and Senate Bill 229 (2017)

Accessory Dwelling Units

The first statewide regulations related to second units or accessory dwelling units (ADUs) passed in 2002. Multiple bills adding further requirements for local governments related to ADUs passed in 2016 and 2017. Jurisdictions were required to update their ADU ordinance by January 1, 2018, and local ordinances became void and must defer to state law after January 1 until updated. The 2016 and 2017 updates to state law included changes related to the allowed size of ADUs, permitting ADUs by right in at least some areas of a jurisdiction, and parking requirements related to ADUs.

Assembly Bill 879 (2017) and Assembly Bill 1397 (2017)

Additional Housing Element Sites Analysis Requirements

The 2017 updates to state housing law require additional analysis and justification of the sites included in a jurisdiction’s Housing Element sites inventory. Analysis is required to demonstrate that non-vacant sites and vacant sites that have been included in two previous Housing Element inventories can accommodate the type of housing assumed to be possible on the site. Potential for development of housing must be demonstrated through local recent development trends, sufficient access to utilities and infrastructure, and adequate site size.

Local Efforts to Remove Non-Governmental Constraints

This portion of these laws requires that a section be added to the Housing Element describing local efforts to address non-governmental constraints for example high cost of land or efforts by the public to delay the approval process for housing. What is included in this section can be guided by public input received during the housing element update.

Local Ordinances that Impact Housing Cost and Supply

This portion of these laws call for the Housing Element to describe any local ordinances that directly impact cost and supply of housing. These could include growth control ordinances, inclusionary housing ordinances, or short-term rental regulations. The housing element should make conclusions about whether the local ordinances affect the cost or supply of housing in the area.
Senate Bill 166 (2017)

**No Net Loss**

This bill updated the state statute referred to as the ‘no net loss’ regulations. This law calls for jurisdictions to maintain their inventory of appropriately zoned sites where residential development of a variety of types can feasibly occur. That inventory of sites should at minimum be sufficient to accommodate the jurisdiction’s RHNA allocation. The 2017 updates to this section of the statute increased the requirements for local jurisdictions. In the housing element sites inventory each site must list the income categories the units assigned to site are expected to be affordable to. If a project is developed on that site, the jurisdiction will be responsible for tracking the number of units and the affordability of the project. If the affordability or number of units is lower than what is listed in the housing element, the jurisdiction must have enough other sites to meet their RHNA in all income categories or rezone to add sites to their inventory within 180 days.

Senate Bill 35 (2017)

**Planning and Zoning: Affordable Housing: Streamlined Approval Process**

SB 35 creates a streamlined, ministerial entitlement process for qualifying multi-family, urban infill projects in jurisdictions that have failed to approve housing projects sufficient to meet their state-mandated RHNA. Among other requirements, to qualify for streamlining under SB 35, a project must incorporate one of two threshold levels of affordable housing: (1) 10 percent of the project’s units in jurisdictions that have not approved housing projects sufficient to meet their RHNA for above moderate-income housing or have failed to submit an Annual Progress Report as required under state law; or (2) 50 percent of the project’s units in jurisdictions that have not approved housing projects sufficient to meet their RHNA for below moderate-income housing.

Assembly Bill 2162 (2018)

**By Right Permanent Supportive Housing**

This law requires that jurisdictions change their zoning to provide a “by right” process and expedited review for supportive housing. Zoning regulations must be updated if needed to prohibit local governments from applying a conditional use permit or other discretionary review to the approval of 100 percent affordable developments that include a percentage of supportive housing units, either 25 percent or 12 units whichever is greater. The change in the law applies to sites that are zoned for residential use in zones where multifamily and mixed uses are permitted, including in non-residential zones permitting multifamily use. It also requires developers to include facilities and onsite services for residents of the supportive housing units and to provide the local government the name of the service provider, staffing levels, and funding sources for the services.
SIMILAR RELEVANT PROJECTS

City of Pismo Beach, 2014-2019 Housing Element

The PlaceWorks housing team, led by Amy Sinsheimer (as a subconsultant to Michael Baker International), is assisting the City of Pismo Beach with their 5th Round Housing Element and required rezoning. A substantial portion of Pismo Beach is located in the Coastal Zone and the City operates under two separate zoning codes for the coastal and non-coastal areas. We have assisted the City with updating their document to comply with the recent housing laws, conducted stakeholder interviews and a study session with the Planning Commission and City Council, and worked with HCD to receive conditional certification of the City’s draft housing element. Our team has advised the City on sites that will address their shortfall of sites to meet their RHNA from the 4th and 5th cycles and the requirements for the rezoning that the City will complete this year in order to receive final HCD certification. The City’s draft housing element received conditional certification from HCD in May 2019.

City of Grover Beach, 2014-2019 Housing Element Update

The PlaceWorks Housing Team, while employed at another firm, prepared the City of Grover Beach 2014-2019 Housing Element. Amy Sinsheimer was the project manager and Jenny Gastelum was the project director. A substantial portion of Grover Beach is located in the Coastal Zone. The team’s work on the update included public workshops and hearings with the Planning Commission and City Council. The updated document addressed the housing needs in the City and updates to state law along with analyzing sites to satisfy the City’s RHNA numbers. The team worked closely with City staff and adopted the housing element in less than six months in time to meet the HCD deadline for adoption of June 30, 2014.


The City of Willits selected PlaceWorks to assist with the preparation of its 2019-2027 Housing Element Update. PlaceWorks will ensure that the draft Housing Element complies with all new state law requirements and identifies adequate sites that meet the City’s Regional Housing Needs Allocation. The scope of work includes the housing element preparation, which includes an evaluation of existing housing programs; a housing needs analysis; identification of housing resources and opportunities; housing constraints analysis update; and housing goals, policies, programs, and quantified objectives update.

PlaceWorks staff previously assisted the City with updating its 3rd, 4th, and 5th round Housing Elements, all being certified with one round of review. PlaceWorks staff also helped with the Housing Element implementation, assisting with all the state required zoning amendments.

PlaceWorks was hired to assist the City in preparing its 6th cycle Housing Element update. PlaceWorks will ensure that the draft Housing Element continues to comply with all new state law requirements and identifies adequate sites that meet the City’s RHNA. The scope of work includes the housing element preparation, which includes an evaluation of existing housing programs; a housing needs analysis; identification of housing resources and opportunities; housing constraints analysis update; and housing goals, policies, programs, and quantified objectives update.

PlaceWorks staff recently assisted the City with addressing the concerns in a lawsuit. In August 2017, a lawsuit was filed against the City, at which point the City requested assistance with preparing its 5th cycle Housing Element. PlaceWorks staff worked closely with City staff and HCD to ensure all requirements and timelines of the lawsuit were met. On January 1, 2018, several new state housing laws went into effect that were required of the update. The City’s 5th cycle Housing Element addressed these new state laws, including AB 879, AB 1397, AB 1521, AB 2299, and SB 1069. The draft was found to be in conditional compliance in April 2018.

In January 2010, the City received a 7-page findings letter from HCD on the draft Housing Element. PlaceWorks staff was hired to advise the City on the items that needed to be updated and/or revised in the element to satisfy HCD’s review. We worked closely with HCD to address all comments and received a conditional certification letter on the first round.

City of Alameda, 2015–2023 Housing Element and 2007 Housing Element Revisions

On June 15, 2009, the City received an 8-page list of issues concerning its draft Housing Element that dated back to 2001 when the element was conditionally certified based on a lengthy list of conditions, including rezoning land from Alameda Point, the naval base that still has control of the property. As a result, the City’s Housing Element had not been certified since the early 1990s. This team was hired to assist the City with addressing HCD’s compliance letter. We worked closely with the City’s Planning Department to create an Affordable Housing Overlay that would allow development at 30 units per acre to meet the default density in the City. The Housing Element successfully achieved conditional certification within six months. PlaceWorks staff also assisted the City with a peer review of the 2015–2023 Housing Element. PlaceWorks staff currently provides on-call services to the City regarding Housing Element implementation.
City of Wildomar, 2014 and 2013–2021 Housing Element Updates and Housing Program Assistance

PlaceWorks currently provides planning assistance as well as on-call housing assistance to Wildomar. Since the City’s incorporation, PlaceWorks has completed all of its housing elements, including the 2008–2014 and the 2013–2021 Housing Elements. PlaceWorks also completes the City’s Housing Element annual reports and provides advice and review of affordable housing projects in relation to RHNA sites.

City of Menifee, Housing Element and RHNA Process

As part of its inaugural general plan, the City of Menifee contracted with PlaceWorks to prepare the first Housing Element. This task presented significant challenges from the outset. The city lacked the zoning and development standards necessary to facilitate and encourage housing affordable to all income levels. Second, there was significant community opposition to apartments of any kind. Finally, the city incorporated after the 2006–2014 RHNA was finalized, and so a RHNA allocation was needed for this newly incorporated community. PlaceWorks worked with the Southern California Association of Governments (SCAG), HCD, and County of Riverside to craft a regional housing needs allocation using traffic analysis zone growth projections and the latest income distribution information from the Census Bureau. In fact, SCAG eventually called out PlaceWorks’ method as a model to implement 2009 state legislation and craft RHNA procedures for annexations.

City of Riverside, 2014–2021 Housing Element and Rezoning Program

PlaceWorks’ housing team, while employed by another firm, assisted the City of Riverside with its 2013–2021 Housing Element Update and rezoning sites to allow high-density residential development as required to achieve housing element compliance. As part of the project, our key housing staff assisted the City in facilitating a workshop with property owners of potential rezone sites, as well as with other interested members of the public. The workshop was attended by approximately 20 people. Our staff assisted City staff with workshops and hearings with the Planning Commission and City Council. We assisted the City in meeting the deadlines for adoption and for rezoning that was stipulated in a settlement agreement with a litigant.

San Bernardino County, Community Plans Continuum Outreach Services

As part of the countywide planning process for the largest county in the United States, key staff from PlaceWorks’ housing team guided the development of community plans for 26 unincorporated communities. The plans are strategic in nature and address each community’s direction and vision, aligning them with the overall Countywide Vision. Community locations range from the San Bernardino Mountains to the Mojave Desert. The project included intensive immersion weeks where multiple facilitation teams were in each community conducting collaborative public workshops. Six group project managers were assigned several of the 26 plans and were responsible for utilizing technical team experts to facilitate community capacity building, infrastructure and transportation, land use and
urban design, environmental and resiliency, housing, and finance to help develop goals, objectives, and action plans to address the issues and needs of each community. Prior to joining PlaceWorks, Amy Sinsheimer and Jennifer Gastelum served as lead facilitators for the immersion weeks. In addition to conducting the strategic planning and public engagement process, the project team included experts in economic development, workforce development, community capacity building, historic preservation, infrastructure, financing, design, and environmental science. This expertise ensured the development of realistic and implementable plans that will have a lasting impact.

**City of Pasadena, Housing Elements**

PlaceWorks has supported Pasadena’s housing initiatives and prepared every Housing Element since 2000, including the 2013–2021 Housing Element. These Housing Elements have directed mixed-use and transit-oriented development around Gold Line stations, encouraged the production of affordable housing through inclusionary programs, preserved residential neighborhoods (including those with historical designations), and addressed the special needs of residents. Pasadena’s housing elements and vision have been a model of success. Since the turn of the century, Pasadena has facilitated the development and preservation of more than 5,000 housing units. A full 25 percent of these are below market rate, including hundreds of units for seniors, families, people with disabilities, people who are homeless, and other groups. The Pasadena Housing Element earned recognition for best practices from the California Department of Housing and Community Development and national recognition from the Urban Land Institute with the 2014 Robert C. Larson Housing Policy Award.

**City of Santa Ana, Housing Element**

Incorporated in 1886, Santa Ana has a rich cultural heritage. As the county seat, the city boasts an eclectic urban core, burgeoning employment centers, transit hub, historic areas, and a rich history. PlaceWorks was called to complete the 2008–2014 Housing Element Update in the midst of a turbulent housing market. At this juncture, the community faced critical challenges addressing tremendous population growth, lack of housing production, neighborhood stabilization, revitalization of underutilized commercial corridors, economic development, and improved mobility and air quality. In order to frame a housing agenda to address these challenges, considerable consensus was required. PlaceWorks led an extensive public outreach and engagement effort, which included multiple educational sessions with individual members of the City Council, Planning Commission, and Redevelopment Housing Commission. Several community workshops were held in English, Spanish, and Vietnamese. Additional outreach was conducted with community-based organizations and the Chamber of Commerce, including a business survey. Since adoption of the housing element, PlaceWorks has leveraged the project to secure funding from the Southern California Association of Governments as part of its Compass Blueprint Demonstration Projects.
City of Corona, General Plan Update and EIR

The PlaceWorks team is leading a technical update of Corona’s General Plan that includes updating the technical background report, facilitating community outreach, and crafting a new General Plan and EIR to ensure that quality of life is preserved and enhanced. Corona has seen extraordinary growth, and the General Plan update will focus on addressing the impacts of that growth while ensuring that the vision and values of Corona remain relevant. The city’s sphere of influence will also be evaluated—these areas pose additional challenges related to infrastructure and service levels. The update will also address more contemporary challenges—such as environmental justice, community health, water resources, hazards, climate change and resiliency—through targeted outreach and analysis.

City of Yucaipa, General Plan Update, Community Profile, and EIR

Anchored by a strong vision and active citizenry, PlaceWorks assisted the City of Yucaipa with its goal to transition itself into a more modern suburban community, while retaining the assets and charm of Yucaipa’s past. Key to this process was defining the city’s path from a historically rural community to a model suburb. The public engagement process included focused neighborhood workshops, a general plan advisory committee, and multiple meetings with other city committees. More than 60 public hearings and workshops were held during the process. The general plan outreach included a community profile that helped the community to develop a new vision and priorities for preserving and strengthening its existing neighborhoods, commercial core, natural open space, and community life to denote Yucaipa as a jewel of the Inland Empire. Yucaipa’s General Plan was well received by the city and professional associations. The California Chapter of the APA, Inland Empire section, awarded a Communications Initiative Award (2014) to the Yucaipa Community Profile and a Comprehensive Planning Award to the General Plan (2016).
WORK PLAN

This chapter describes the work plan for services to be completed by PlaceWorks team for the Housing Element Update. To facilitate your review of this proposal, we have prepared a concise scope that emphasizes key components of our approach to this project.

We are flexible regarding the proposed scope of work and will work with you to prepare a more detailed scope when we enter into a contract. We also recognize that it may be necessary to alter the scope as the project progresses and would be happy to work with you to ensure the successful completion of the project.

A summary of the work program is presented in Table 2.

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Task 1. Kickoff Meeting

PlaceWorks will prepare for and attend a kick-off meeting to exchange information and initiate work on the Housing Element Update. At the meeting we will:

- Review the scope of work and schedule.
- Review Housing Element legal requirements.
- Provide a list of data needs.

Task 1.1 Deliverables: Kickoff meeting agenda and data needs list (electronic copy).
Task 2. Analysis

2.1 Housing Element 2014-2019

PlaceWorks will work closely with the City to determine the status, effectiveness, and appropriateness of the 2014–2019 housing program. We will gather and document all available information regarding specific accomplishments. Findings from the evaluation will be detailed in a matrix to be included in the draft Housing Element and the analysis will be used as a basis for program revisions for the 2020-2028 planning period. This analysis will also include an assessment of any needed updates to programs to address updates to state housing law since 2014.

Task 2.1 Deliverables: Review of previous housing programs to be included in the administrative draft Housing Element.

2.2 City Documents

PlaceWorks staff will thoroughly review existing City documents and prepare a summary of City and community-wide conditions, resources, constraints, and funding options as they pertain to the existing and future housing programs. Documents to be reviewed will include but are not limited to:

- 2014-2019 Housing Element
- Housing element annual progress reports
- General Plan/Local Coastal Program
- Other City ordinances
- Other current housing programs and policies
- Related environmental documents.

Task 2.2 Deliverables: Information gathered from the review of City documents will be included in the Administrative Draft Housing Element.

2.3 Additional Meetings with City Staff

PlaceWorks will stay in communication with City staff by phone and email throughout the project. In addition to the kickoff meeting, PlaceWorks staff will attend up to four additional meetings with City staff from applicable departments as needed throughout the project. PlaceWorks will prepare agendas for the City staff meetings.

If PlaceWorks is hired by Arroyo Grande and Grover Beach to update both cities’ housing elements and the staff meetings could be joint meetings between Arroyo Grande and Grover Beach City staff at the same location, it can be assumed that the cost estimate could be reduced by half as Arroyo Grande would pay for half of the costs associated with each staff meeting.

Task 2.3 Deliverables: Meeting agendas (electronic copy).
Task 3. Analysis

3.1 Site Inventory and Analysis

PlaceWorks will develop an inventory of land suitable for residential development or redevelopment in the City. This will involve a detailed preparation of an "adequate sites analysis" showing the relationship between the City's RHNA allocation and the dwelling unit capacity and availability of potential housing sites based on Zoning and General Plan policies, requirements, and limitations.

The San Luis Obispo Council of Governments (SLOCOG) RHNA for the 2020-2028 RHNA cycle has not yet been finalized. However, the Draft RHNA Plan was released in June 2019 and no appeals were made. The final 2020–2028 RHNA is expected to be adopted between August and October 2019. The draft RHNA numbers are not expected to change. The 2014-2019 vacant and underutilized land inventory will be updated to showing if/how the inventory will fulfill the City's 2020-2028 RHNA. PlaceWorks will analyze the sites from the 2014-2019 sites inventory, whether they have been developed since the adoption of the housing element in 2014, and if so how many units were approved on the sites and income levels they were affordable to. The Draft RHNA for Arroyo Grande is 692 units of which 277 are extremely low, very low or low-income units. The 692 units are an increase of 450 units from the 2014-2019 RHNA of 242 units. PlaceWorks will analyze the relationship of zoning and public facilities and services to the sites. This task will include all analysis needed to comply with recent updates to state housing law. A new map of the sites will be included in the housing element.

PlaceWorks understands that the City may need to identify additional sites in order to address the 6th cycle RHNA. We will work with the City to identify approaches that are suitable in Arroyo Grande including further evaluation of accessory dwelling units, lot consolidation, city-owned land, and non-vacant sites.

Task 3.1 Deliverables: The Sites Inventory and Analysis section will be included in the administrative draft Housing Element.

3.2 Housing Needs

For the Housing Element Update, PlaceWorks will complete a housing assessment and needs analysis pursuant to Government Code Section 65583 (a) and SB 375 utilize HCD's pre-approved 6th cycle data packet, 2010 U.S. Census, American Community Survey, and other relevant sources.

The Housing Needs Assessment will analyze existing and projected housing needs in Arroyo Grande. The compliant analysis will include assembling and analyzing city demographic, economic, and housing. The assessment will include but not be limited to:

- Demographic and employment trends (e.g. population and household characteristics) and analysis of existing and projected share of regional housing needs for all income levels;

- Housing cost, affordability, housing characteristics, housing stock, and market conditions (including overcrowding and overpayment);
- Existing housing stock characteristics, including affordable housing at risk of conversion to market-rate, mobile/manufactured homes at risk of loss due to destruction or other, and substandard and illegal housing; and
- Special housing needs (e.g., large families, seniors, those with disabilities (including developmental disabilities), female-headed households, extremely low-income households, farmworkers, those who are homeless, etc.).

If PlaceWorks is hired by Arroyo Grande and Grover Beach to update both cities' housing elements one option to create efficiencies would be a joint housing needs assessment. This would provide some reduced costs for both cities. If both cities choose to contract with PlaceWorks a cost for the joint housing needs assessment can be provided.

**Task 3.2 Deliverables:** Housing needs assessment to be included in the Administrative Draft Housing Element.

### 3.3 Housing Constraints and Opportunities

PlaceWorks will work closely with City staff to identify physical, programmatic, and financial resources available to meet housing needs. The analysis will include financial resources and regulatory incentives for housing and governmental and nongovernmental constraints.

a. *Housing Constraints.* PlaceWorks will update the analysis of potential and actual governmental and nongovernmental constraints to the maintenance, improvement, and development of housing to meet the needs of all income levels and people with disabilities (pursuant to Government Code Section 65583(a)(4,5)) where relevant. This will include analysis of land use controls, fees and exactions, permit processing procedures, building codes and code enforcement, land and construction costs, and the availability of financing. PlaceWorks will identify potential programs/resources and strategies to reduce or remove identified constraints. This task will include all analysis needed to comply with recent updates to State housing law.

b. *Housing Opportunities.* PlaceWorks will update financial and programmatic resources available for affordable housing programs and removal of identified constraints, including local and state funding programs, as well as private sector resources. PlaceWorks will assess current and potential housing programs to recommend future programs that will support the City’s housing objectives.

**Task 3.3 Deliverables:** The updated housing constraints and opportunities analysis will be included in the Administrative Draft Housing Element.

### 3.4 Housing Goals, Objectives, Policies, and Programs

PlaceWorks will work with City staff to update goals, policies, and programs consistent with the requirements of Housing Element law. They will be based on the effectiveness and continued appropriateness of existing housing element programs, information received through public outreach, analysis of constraints, and findings from the needs assessment. The updated housing goals, policies, and programs will address the production, conservation, maintenance, preservation, and improvement of housing and be practical and tailored to the unique needs and challenges of Arroyo Grande. Each program will have clear, measurable outcomes and timeframes and will include anticipated funding source...
and responsible department or agency. This section will also include quantified objectives to be achieved by the programs.

**Task 3.4 Deliverables:** Updated housing goals, objectives, policies, and programs will be included in the administrative draft Housing Element.

### 3.5 Coordination

PlaceWorks will work with City staff to coordinate participation in the County of San Luis Obispo’s regional process surrounding the housing element updates and the Regional Infrastructure and Affordable Housing Strategic Action Plan. PlaceWorks is assisting San Luis Obispo County with their Housing Element Update and so will be informed about the County’s regional approach. Amy Sinsheimer is working closely with County staff to coordinate the regional approach. PlaceWorks will assist the City of Arroyo Grande with the following tasks related to the regional approach and coordination.

a. **Kickoff Meeting with County.** PlaceWorks will attend a kickoff meeting with City staff and the County to discuss the regional approach to the housing element. The discussion will include potential ways a regional approach could be taken and how to proceed during the City’s housing element update process. This meeting will take place early in the housing element update process.

b. **Review of County Regional Work.** PlaceWorks will review the regional policies, recommendations, and approaches to addressing affordable housing for the housing element developed by San Luis Obispo County (when available) and identify useful information and approaches for Arroyo Grande. This task will include review of pertinent information from the study of accessory dwelling units being prepared by San Luis Obispo County for use by all jurisdictions in the County.

c. **County Check-in Meetings.** PlaceWorks will attend up to 10 monthly check-in meetings being coordinated by San Luis Obispo County. These meetings may be in-person or conference calls. Meetings are expected to cover the ongoing regional approach and coordination, issues jurisdictions are encountering during their housing element updates and problem solving about those issues.

**Task 3.5 Deliverables:** Attend one kickoff meeting with County staff; Any updates resulting from the review of regional information from County will be incorporated into the draft housing element; Attend up to 10 monthly meetings/calls as part of the County’s regional process.

### 4. Preparation

PlaceWorks will prepare draft documents in a user-friendly format that meets HCD requirements and the City’s schedule.

### 4.1 Administrative Draft Housing Element

PlaceWorks will incorporate the components described in Tasks 2 and 3 into a comprehensive, formatted administrative draft Housing Element, which will be submitted to City staff for review. We request that we receive one consolidated set of City comments on the administrative draft.
Task 4.1 Deliverables: Ten (10) hardcopies and electronic copies (editable in Word; PDF) of the administrative draft Housing Element.

4.2 Public Review Draft Housing Element

PlaceWorks will review and incorporate staff comments on the administrative draft and prepare a public review draft Housing Element for dissemination to City Council, Planning Commission, HCD, the general public, and any other interested parties.

Task 4.2 Deliverables: Fifteen (15) hardcopies and electronic copies (editable in Word; PDF) of the public review draft Housing Element.

4.3 Public Workshops, Planning Commission Public Hearings, and City Council Public Hearings

PlaceWorks will lead the facilitation of the Housing Element community outreach program consistent with state and federal laws to solicit input from all economic segments of the community, including decision makers, housing development professionals, residents, businesses, service groups, youth, seniors, and various stakeholders. PlaceWorks will collaborate with City staff to adjust and customize our community involvement strategy during our initial kick-off meeting.

a. Public Workshops. PlaceWorks will prepare for and facilitate two (2) public workshops to gather input from city residents, property owners, neighborhood groups, housing advocates, service providers, and other stakeholders and interested parties. PlaceWorks will make special efforts to encourage the participation of population groups with special housing needs, such as low-income families, disabled individuals, and seniors. PlaceWorks will also present information about the housing element and respond to questions. PlaceWorks will work with City staff to determine the content and agenda for each workshop and will prepare materials such as presentation slides, display materials, and handouts. The workshops are anticipated as follows:

- Workshop 1 will be held during the drafting of the administrative draft to present an overview of Housing Element components and the revision process.
- Workshop 2 will be held when the public review draft is complete and will be to present background data, including information regarding community demographics, housing conditions, and special housing needs, as well as to present any new programs that have been included in the draft Housing Element.

PlaceWorks is available to attend additional public workshops, at a per meeting cost of $1,700.

If PlaceWorks is hired by Arroyo Grande and Grover Beach to update both cities’ housing elements and the community workshops could be joint meetings at the same location, it can be assumed that the cost estimate could be reduced by approximately one-third as Grover Beach would pay for half of the costs associated with each staff meeting. Because a joint meeting for both jurisdictions would still require materials and analysis unique to each jurisdiction, the overall cost per meeting would increase.

b. Public Hearings. PlaceWorks will prepare and attend three (3) hearings to present the Housing Element to the Planning Commission and City Council to obtain feedback and
respond to questions. PlaceWorks attendance could be at the time the public draft Housing Element is presented or during the Housing Element adoption hearings.

PlaceWorks is available to attend additional public hearings, at a per meeting cost of $1,000.

**Task 4.3 Deliverables:** Prepare for and attend two (2) public workshops; prepare for and attend three (3) Planning Commission and City Council hearings; prepare workshop notices and meeting materials.

**Task 5. HCD Review and Certification**

PlaceWorks maintains strong working relationships with HCD reviewers, and because PlaceWorks’ Folsom office is located in close proximity to the HCD office, staff is able and willing to meet with HCD staff as needed. PlaceWorks staff is very familiar with the HCD review processes and will serve as the City’s liaison to HCD. This service will include:

- Submittal of the draft Housing Element to HCD, along with a cover letter for the 60-day review.
- Meetings and/or conference calls with HCD staff and City staff to answer questions and address any issues.
- Submittal of the adopted Housing Element to HCD for final 90-day review and certification.

**Task 5 Deliverables:** Submittal of draft Housing Element to HCD including cover letters, and printed and PDF copies of the Housing Element; emails and memorandums to address HCD questions and comments, as needed including proposed revisions to the Housing Element resulting from HCD comments in a strikethrough format for review and approval by City staff.

**Task 6. Environmental Review**

As noted in the RFP, the appropriate level of CEQA analysis will be depend largely on the extent of rezoning needed to meet the RHNA. While other changes to the zoning code resulting from the project could trigger more in-depth CEQA, it is more likely that the impacts of those changes could be addressed by explaining existing development requirements, demonstrating compliance with state or federal law, or pointing to the provisions included in the zone change itself (e.g. site development requirements, findings for approval).

This scope assumes three different options for CEQA compliance: Negative Declaration (ND), Mitigated Negative Declaration (MND) or EIR. While an exemption is technically possible, most agencies avoid attempting an exemption for a general plan amendment. An Addendum will not be a feasible option as the EIR for the City’s General Plan/Local Coastal Program is more than 30 years old. Regardless, once the whole of the project is understood PlaceWorks will conduct a review to determine if an exemption is appropriate.

Regardless of the level of CEQA analysis, PlaceWorks will assist with the SB-18 and AB-52 process to ensure timely consideration of the project. PlaceWorks will draft the letter to the Native Heritage Commission to receive the list of tribes, and draft invitation to consultation for those tribes that have notified the City. After City review, the letters should be placed on City letterhead and any consultation should include City Staff. PlaceWorks can assist with the consultation if requested by the Tribe(s), however with this type of
project we frequently receive no response, or a simple phone call can occur to conclude the process.

### 6.1 Initial Study/Negative Declaration

More than a checklist, the Initial Study (IS) is the table of contents for the substantial evidence, and the discussion needed to prove that environmental impacts are less than significant. PlaceWorks will tier off appropriate certified environmental documents and streamline the discussion to focus on the proposed project. We will use the revised checklist from the 2019 CEQA Guidelines unless there is another format required by the City. If a ND is determined to be the appropriate CEQA document the analysis will be provided at the programmatic level like that of a General Plan. PlaceWorks will make maximum use of existing information from the City and other governmental agencies. We anticipate the General Plan/Local Coastal Plan and other recent CEQA work will generate data that we can use in the IS. While we do not anticipate any significant impacts that would result in the need for mitigation measure(s), if needed we will craft mitigation measures based on previous City approvals or industry best practices.

PlaceWorks will prepare an administrative draft of the IS/ND, Notice of Completion, and notice of intent to adopt for publication for review by the City. Our scope includes responding to one round of comments. PlaceWorks will prepare the public draft IS/ND in Adobe PDF suitable for posting on the City’s website. Three printed copies of the IS/ND will be provided for placement at the planning counter, library, and project file. PlaceWorks will distribute the requisite copies to the California State Clearinghouse, along with Notice of Completion and e-file form required by the state. Our scope assumes that the City will publish notice of intent to adopt in the local paper.

Following the end of the 30-day public review period, PlaceWorks will provide draft response to comments for the City to consider. The scope assumes a very small number of comments consistent with a policy-level document. PlaceWorks will provide an administrative draft of the responses and create a public final IS/ND for consideration by the Commission and Council in adopting the Housing Element. PlaceWorks will provide a written summary of the environmental process for use in the staff report.

No in-person meetings are assumed for the IS/ND. Two conference calls are included to discuss issues that may arise during preparation of the IS/ND, and to report on status of the project.

### 6.2 Initial Study/Mitigated Negative Declaration

An IS will be conducted as described under Task 6.a above. If the IS determines that a MND be prepared, PlaceWorks will prepare an MND for the housing element update. If needed, technical studies will address the CEQA checklist questions, and all mitigation measures will be proportionate to the project impact and fully implementable by the City.

**Process for Mitigated Negative Declaration**

1. Work with the City to determine if there is another certified environmental document, or documents, that the IS can tier from. It is possible to use the IS to tie together a series of certified or adopted documents and demonstrate that the analysis in those
documents address the potential impacts. This is useful for region-wide application of policies.

2. Prepare an IS following an approved City format or Appendix G of the CEQA Guidelines. The IS will include a narrative discussion of the setting, anticipated impact, and the means by which existing policies or programs will fully address the impact. Technical studies assumed at this level of analysis are regional in nature and would reflect changes in the regulatory environment rather than direct impacts of the project. Examples of this can include more robust monitoring resulting from the AB-52 or SB-18 Tribal consultation, or adherence to local or regional mitigation strategies. At this level we assume that the mitigation included in the IS can fully mitigate impacts below the City threshold for all impacts resulting in a ND or MND.

3. Review the draft IS with the City and make edits based on the City Review. In previous projects with the City we have been fortunate to have a single set of consolidated comments on draft documents to work from, and request that we have the same approach used for this effort.

4. Prepare the public review draft of the IS with supporting materials. This involves all the requisite notice of intent forms, and state clearinghouse forms. We will typically provide 5 – 10 paper copies of the draft document with the housing element and any technical information on a CD or USB Thumb Drive. We will also ensure that all documents are suitable for posting.

5. Respond to comments on the document. While not required by CEQA, the City typically requires a written response to comments received on environmental documents. PlaceWorks will draft the response(s) and work with the City to perfect the final document prior to the public meeting.

6. Work with the City to prepare the resolution adopting the document and can assist with a summary of the CEQA process for the staff report material. PlaceWorks will attend the adopting hearing(s) to answer questions on the CEQA process.

7. Draft the Notice of Determination to be filed with the County Clerk and the State Clearinghouse, ending the CEQA process and starting the 30-day appeal period.

Assumptions:
- Mitigation measures can reduce impacts below the City impact thresholds.
- Minimal or no technical analysis (e.g. traffic, air quality, GHG, energy, noise, model runs).

6.3 Environmental Impact Report

Should the IS identify one or more environmental issues that would result in an impact that cannot be reduced below the City’s threshold, an EIR will be required. PlaceWorks has over 35 years of experience preparing EIRs and understands the constantly shifting regulatory requirements. We recommend using the scoping process to narrowly define the extent of environmental analysis. This can be accomplished with an IS, or simply as part of the notice of preparation. Our goal with the IS will be to focus the review on the impacts resulting from the project, and tiering from other certified documents, or the regulatory environment, in order to eliminate the need to discuss the topic in the EIR. Our scope assumes an EIR that focuses on possible impacts from identification of one or more sites as candidates for rezoning. What is not possible to estimate is the cost of preparing an EIR to support by-right development zoning allowance for one or more sites because of the
number of variables that factor into a site-specific analysis. (e.g. biology, cultural resources, traffic, topography).

**Process for Environmental Impact Report and Environmental Impact Statement**

1. Prepare an IS to focus the environmental analysis and prepare a notice of preparation (NOP). PlaceWorks will use the existing development review and approval process, and adopted or certified environmental documents, to eliminate as many environmental issues as possible. The NOP will be distributed by PlaceWorks using return receipt mail with the City as the recipient.

2. Prepare for and attend a scoping meeting to explain the project and the CEQA process to the public. Preparation materials include a PowerPoint explaining the project and comment cards. This scope assumes the City is responsible for the venue.

3. Prepare an administrative draft EIR consistent with CEQA for review by the City. The EIR will include the required chapters established by the CEQA Guidelines, as well as additional information necessary to inform the process or support the conclusions. At least two administrative drafts will be provided and PlaceWorks will attend a meeting at the City to review the comments. Following the review of the first administrative draft document, we will provide the second administrative draft with track changes and comments indicating where we made changes. Following City review of this second administrative draft, PlaceWorks will prepare the public review draft EIR.

4. Prepare a public draft EIR for review by the public and agencies. The scope assumes 10 hard copies of the EIR with technical appendices on CD or USB Thumb drive. All requisite forms will be provided including the notice of availability, notice of completion, state clearinghouse e-filing form, and a transmittal form for public agencies. PlaceWorks will send the EIR to the state clearinghouse starting the 45-day review period.

5. We anticipate the City sending comment letters to PlaceWorks as they are received so that we can code them and begin preparation of the administrative final EIR and response to comments. PlaceWorks will coordinate responses with the City and anticipates two rounds of review before the Final EIR is ready for consideration by the Commission and Council.

6. Draft the findings, and mitigation, monitoring and reporting program for review by the City Attorney prior to inclusion in the certification documents.

7. Work with the City to prepare the resolution adopting the document and can assist with a summary of the CEQA process for the staff report material. PlaceWorks will attend the adopting hearing(s) to answer questions on the CEQA process.

8. Draft the Notice of Determination to be filed with the County Clerk and the State Clearinghouse, ending the CEQA process and starting the 30-day appeal period.

**Assumptions:**

- The IS will scope out many of the environmental issues.
- Technical analysis will be conducted at the regional or City-wide analysis and not at the individual site level.
- No traffic model runs.
- Assumptions of development will be made using reasonable development expectations based on zoning and local experience.
**Task 6 Deliverables:** Depending on the level of environmental analysis needed, one of the following will be prepared: a ND, a MND, or an Environmental Impact Report. As appropriate, response to comments, mitigation measures, mitigation monitoring program and Notice of Completion to be filed with San Luis Obispo County Clerk. Budgets for each option are included in the cost table and anticipated drafts are described in the scope above.

**Task 7. Adoption and Certification – Final Housing Element**

PlaceWorks will prepare a final Housing Element that incorporates any changes to the public review draft from the Planning Commission and City Council, City staff, and HCD. PlaceWorks will submit the adopted housing element to HCD for their 90-day certification review as described in Task 5 above.

**Task 7 Deliverables:** Ten (10) hardcopies and electronic copies (editable in Word; PDF) of the final draft Housing Element.
Table 3 shows the estimated cost to complete the scope of work described in this proposal. Several options are presented for the environmental review document. The costs range from $63,037 with an IS/ND, to $88,846 with an IS/MND, to $189,485 if an EIR was required. Cost savings could occur if both Arroyo Grande and Grover Beach hire PlaceWorks to assist with their housing element updates. Those potential cost savings are described under Tasks 2.3, 3.2, and 4.3 in the Work Plan of this proposal.

We are flexible regarding project costs and hope that you will not eliminate us from consideration on the basis of cost alone.

The billing rates for each team member are included in Table 3.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

Assumptions

This scope of work and cost estimate assumes that:

- Our cost estimate includes the meetings shown in the Work Plan. Additional meetings would be billed on a time-and-materials basis. Amy Sinsheimer will attend all project meetings, public workshops and other public meetings.

- No more than 40 hours of PlaceWorks staff time will be required to respond to comments on the Draft EIR. If additional labor is necessary, a contract amendment allowing additional work will be necessary.

- All products will be submitted to the City in electronic (PDF) format, except for printed copies that are specifically identified in the Work Plan task deliverables and included under the expenses line item in Table 3. If this allowance is exceeded, additional printing costs will be billed at PlaceWorks actual cost.

- City staff will be responsible for meeting logistics, including schedule coordination, document production, printing notices, mailing costs, room reservations, room set-up and take-down, and refreshments.
## Table 3: Cost Estimate

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<th>Task</th>
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<th>Tasks</th>
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Jennifer has nearly 20 years of experience specializing in various housing programs and public outreach for municipalities across California, Nevada, and Washington. As a recognized leader in the field, she has managed updates to over 70 housing elements since 2008. Her experience also includes preparing HUD consolidated plans, action plans, analyses of impediments to fair housing choice, housing condition surveys, and housing market studies. Jennifer has significant experience overseeing grant management of State and federal programs, such as the Community Development Block Grant (CDBG) program, CalHOME, and HOME. She is also experienced in federal labor standard compliance review and monitoring.

Jennifer is committed to continuing education and training, and she has considerable experience leading project management and business development training. Other project experience includes specific plans, general plans, environmental impact reports, and initial studies/negative declarations.

PRIOR EXPERIENCE

HOUSING ELEMENTS
» 2015–2023 Housing Elements, Stanislaus County; Kern County; communities of Ridgecrest, Wasco, Lodi CA
» 2014–2022 Housing Elements, Butte County; Solano County; communities of Alameda, Emeryville, Pleasanton, Biggs, Paradise, Clayton, Orinda, Fairfax, Los Altos, Dixon, Fairfield, Suisun City, Cloverdale, Yountville, Santa Rosa CA
» 2014–2019 Housing Elements, Amador County; Tehama County; communities of Ione, Jackson, Plymouth, Sutter Creek, Truckee, Grover Beach, Morro Bay, Willows, Montague CA
» 2013–2021 Housing Elements, Imperial County; Riverside County; communities of South Lake Tahoe, Wildomar, Eastvale, Temecula, Auburn, Lincoln, Roseville, Calimesa, Coachella, Elk Grove, Rancho Cordova, West Sacramento, Ontario, Twentynine Palms, Blythe, Oxnard, Marysville, Yuba County, and Davis CA
» 2008–2013 Housing Elements, Imperial County; Kern County; cities of Elk Grove, Imperial CA
» 2009–2014 Housing Elements, Solano County, Siskiyou County, Inyo County; communities of Ione, Anderson, Dixon, Chico, Fairfield, Soledad, Morro Bay, Hughson, Yountville, Madera, Monterey, Mount Shasta, Arcata, Orland, Yreka, Willows, Red Bluff, Vallejo, Los Altos, Clayton, Crescent City, Weed, Willits, Sand City CA
» First General Plan Housing Element City and 2008–2013 Update, Rancho Cordova CA
» Housing Element Updates, Washoe County; cities of Reno, Sparks NV

FEDERAL GRANT PROGRAM MANAGEMENT
» HOME Grant Administration, First-Time Homebuyers Program, Imperial County CA
» Community Development Block Grant Assistance, Rancho Cordova CA
» Community Development Block Grant Assistance, Citrus Heights CA
» CDBG, NSP, HOME, CalHOME Assistance, Monterey County CA
» City Labor Standards Compliance, NSP, Rancho Cordova CA

EDUCATION
» BS, City and Regional Planning, Cal Poly San Luis Obispo
» AA, American River College

AFFILIATIONS
» American Planning Association
Team member since 2018
CDBG-FUNDED PLANS
» 2010–2011 Analysis of Impediments (AI) to Fair Housing Choice, Rancho Cordova CA
» 2010–2014 Consolidated Plan and Action Plan, Lancaster CA
» 2010–2014 Consolidated Plan, Action Plan, and Analysis of Impediments to Fair Housing Choice, Monterey CA
» 2006–2011 Consolidated Plan, Rancho Cordova CA
» HOME Consortium 5-Year Consolidated Plan and Annual Action Plan 2005 and 2015, Turlock CA
» HOME Consortium 5-Year Consolidated Plan and Annual Action Plan 2005 and 2015, Stanislaus County CA

REDEVELOPMENT STUDIES AND IMPLEMENTATION AND HOUSING CONDITION SURVEYS
» Low-Income Housing Rehabilitation Programs, Seaside CA
» Low/Moderate-Income Housing Rehabilitation Loan Program and Residential Façade Grant Program, Soledad CA
» Redevelopment Feasibility/Infrastructure Finance District Study, Imperial County CA
» Marin City Redevelopment Plan Extension Feasibility Study, Marin County CA
» Redevelopment Services and 5-Year Implementation Plan, Crescent City CA
» Redevelopment Blight Assessment, Rancho Cordova CA
» Redevelopment Blight Assessment, Plymouth CA
» City and County Housing Condition Survey Reports, Imperial County; Mariposa County; cities of Auburn, Fairfield, Grass Valley, Gridley, South Lake Tahoe, Vallejo, West Sacramento

AFFORDABLE HOUSING
» Plumas Corporation Countywide Affordable Housing Strategy, Plumas County CA
» Regional Fair Share Housing Allocation Plan, Pierce County WA
» Affordable Housing Study, El Dorado County CA
» Affordable Housing Incentives and Infill Site Development Report, Placer County CA
Amy has over 15 years of experience managing and preparing long-range planning and policy documents, with a specialty in housing. She has significant experience in public outreach for complex projects involving multiple agencies, stakeholders, and team members. Amy prepared housing elements during the 3rd, 4th, and 5th cycles and has worked closely with staff at the California Department of Housing and Community Development to achieve certification for her clients. In the 5th cycle alone, she worked on more than 30 housing elements in the 5th cycle. Amy has also prepared housing element program implementation documents. She also has extensive zoning experience, including the preparation of conventional, form-based, and hybrid zoning codes, as well as zoning regulations in California’s coastal zone.

**EDUCATION**

» MA, City and Regional Planning
Cal Poly San Luis Obispo

» BS, Conservation and Resource Studies, University of California, Berkeley

**CERTIFICATIONS**

» American Institute of Certified Planners

**AFFILIATIONS**

» American Planning Association

» California Nativve Plant Society

Team member since 2018

**PRIOR EXPERIENCE**

**HOUSING ELEMENT UPDATES**

» Amador County
» City of Auburn
» City of Biggs
» City of Compton
» City of Crescent City
» City of Dinex
» Town of Fairfax
» City of Grover Beach
» City of Ione
» City of Jackson
» Kern County

» Lassen County
» City of Lodi
» City of Marysville
» City of Morro Bay
» City of Orland
» City of Oxnard
» Town of Paradise
» City of Pismo Beach
» City of Plymouth
» City of Ridgecrest
» City of Riverside

» Riverside County
» Solano County
» City of South Lake Tahoe
» Stanislaus County
» City of Sutter Creek
» City of Temecula
» Trinity County
» City of Wasco
» City of Yreka
» City of Yuba City
» Yuba County

**HOUSING IMPLEMENTATION – ZONING ORDINANCE AMENDMENTS**

» City of Holtville
» City of Marysville
» City of Monterey
» City of Morro Bay
» City of Oxnard
» City of Riverside

**OTHER PROJECTS**

» Kern County Consolidated Plan and Analysis of Impediments to Fair Housing, Kern County CA

» Stanislaus County Consolidated Plan and Analysis of Impediments to Fair Housing, Stanislaus County CA

» Monterey Short-Term Rental Analysis, Monterey CA

» South Lake Tahoe Vacation Home Rentals Socioeconomic Impact Study, City of South Lake Tahoe CA

» Morro Bay General Plan and Local Coastal Program, Morro Bay CA

» Lancaster Community Homelessness Plan, Lancaster CA

» Beverly Hills Affordable Housing Assistance and Program Guidelines, Beverly Hills CA

» San Luis Obispo Subdivision Regulations, San Luis Obispo CA

» San Luis Obispo Downtown Concept Plan, San Luis Obispo CA

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AWARDS

» 2011 Best Public Participation/Education Program Award, APA AZ, Flagstaff Zoning Ordinance Update
» 2011 Driehaus Award for Excellence in Writing and Implementation of Form-Based Codes, Form-Based Codes Institute, Livermore Development Code Update
Cynthia Walsh has over a decade of experience working on long-range planning documents, specializing in policy writing for housing element updates, housing element annual reports, zoning codes, general plans, analyses of impediments to fair housing choice documents, consolidated plans, and action plans. She is experienced with State and federal grant programs, and she is an expert in federal (Davis-Bacon) and state labor standards compliance.

Cynthia has significant experience in the preparation of analysis of impediments to fair housing choice documents, ensuring they are consistent with the guidelines and requirements outlined in HUD’s Fair Housing Planning Guide. She has also prepared over 30 housing elements over the past three housing element cycles for cities and counties throughout California.

PRIOR EXPERIENCE

HOUSING ELEMENTS
» 2008–2013 Housing Elements, Riverside County; cities of Alameda, Fortuna, Oxnard, Rancho Cordova, Willits CA
» 2009–2014 Housing Elements, Solano County; cities of Arcata, Biggs, Chico, Cloverdale, Crescent City, Dixon, Eastvale, Hughson, Imperial, Ione, Los Altos, Montague, Monterey, Plymouth, Rancho Cordova, Sand City, Tulelake, Vallejo, Wildomar, Willits, Willows, ad Yountville CA
» 2013–2021 Housing Elements, Imperial County; Butte County; Riverside County; cities of Auburn, Calimesa, Eastvale, Holtville, Marysville, Ontario, Roseville, Temecula, West Sacramento, Wildomar, Willits CA

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAMS
» Analysis of Impediments (AI) to Fair Housing Choice, Contra Costa Consortium; cities of Fairfield, Hanford, Lodi, Monterey, Rancho Cordova, Rocklin CA
» Consolidated Plans and Action Plans, Contra Costa Consortium; cities of Lancaster, Monterey, Redwood City, Santa Monica CA; State of Arizona; State of Nevada

OTHER HOUSING
» Housing Condition Surveys, Imperial County; cities of Grass Valley, Fairfield, Fort Bragg, Vallejo CA
» Income Surveys for Unincorporated Areas of Calexico, Holtville, Heber, Imperial County CA
» Redevelopment Blight Assessment, Plymouth CA

EDUCATION
» BA, Urban Studies and Planning San Francisco State University
» Section 3 HUD Training
» Davis-Bacon Labor “Prevailing Wage Law” Course

Team member since 2018
In over 30 years of public- and private-sector experience, Mark has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. Mark is often able to offer a unique approach to meeting a critical goal of a project. His experience as a planning director, and ability to see the whole of the project, ensures that every environmental document meets the need of the client. He has served as on-call extension of staff for numerous cities throughout California, including Wildomar and Eastvale.

Mark is also an excellent public speaker and regularly presents at the League of California Cities Planning Commissioner’s Academy on topics such as design guidelines, CEQA compliance, and how to read an EIR. He also teaches CEQA to staff with a focus on how new legal decisions affect compliance. Because of his public outreach skills, Mark has helped with projects ranging from Walmart to water-bottling plants and conducted town hall meetings about development services department efficiencies and increases in utility fees.

PRIOR EXPERIENCE
» Bandini Industrial Project EIR | Bell CA
» Bell Commerce Center EIR | Bell CA
» Boulevard Fire Station IS/MND | San Diego CA
» Community Plan Continuum | San Bernardino County CA
» Design Guidelines | Mount Shasta CA
» Development Code Update and Addendum | Rancho Cucamonga CA
» Enlo Medical Center Expansion EIR | Chico CA
» General Plan Update and EIR | Calimesa CA
» General Plan Update and EIR | Eastvale CA
» General Plan Update | Mount Shasta CA
» Goodman Commerce Center EIR | Eastvale CA
» Housing Element Addendum | Chino CA
» Housing Element Addendum | Twentynine Palms CA
» Housing Element EIR | Riverside County CA
» La Cienega Elementary School EIR | Los Angeles Unified School District
» Lakeland Village IS/MND | Riverside County CA
» Mountaingate at Shasta Lake EIR | Shasta Lake CA
» Nestle Water Bottling Plant EIR | McCloud CA
» Oak Creek Canyon EIR | Wildomar CA
» On-Call Staff Services | Wildomar CA
» Rancho Palma EIR | San Bernardino CA
» San Gabriel Valley Climate Change Outreach | Southern California Edison
» Vineyards at Anderson Specific Plan EIR | Anderson CA
» Walmart EIR | Ceres CA
» Walmart EIR | Santee CA
» Zoning Code Update | Mount Shasta CA

EDUCATION
» BA, Political Science, California State University, Stanislaus

CERTIFICATIONS
» American Institute of Certified Planners #019631

AFFILIATIONS
» American Planning Association

Team member since 2016
SPEAKING ENGAGEMENTS

» “Planning Fun-Da-Mentals” | 2016 League of California Cities Planning Commissioners Academy | San Ramon, CA
» “Design Adds Value” | 2016 League of California Cities Planning Commissioners Academy | San Ramon, CA
» CEQA Training | July/August 2016 | Imperial County, CA
» “How to Read an EIR” | 2015 League of California Cities Planning Commissioners Academy | Newport Beach, CA
» “Design Guidelines vs. Standards” | 2015 League of California Cities Planning Commissioners Academy | Newport Beach CA
In support of both the PlaceWorks Planning and Housing Teams, Lindsey works on a wide variety of public- and private-sector projects. She started her career in the Planning Department at the City of Arroyo Grande before working for Michael Baker International where she helped produce Housing Element Updates, Housing Needs Assessments, General Plan Updates, and a Lateral Access Memorandum for the City of Morro Bay analyzing the city’s local coastal access. She enjoys working on a variety of comprehensive planning and housing-related projects ranging from General Plan and Housing Element Updates to community outreach facilitation. She also has technical software experience using ArcMap, Sketch-Up, and Adobe Photoshop, Illustrator, and InDesign. At PlaceWorks, Lindsey is currently working on the Concord Base Specific Plan, the Lassen County Housing Element Update, the Contra Costa General Plan Update, and the Sunnyvale Council Election Outreach Plan.

HIGHLIGHTS OF EXPERIENCE

» Concord Naval Weapons Station, Concord CA
» Contra Costa County General Plan Update, Climate Action Plan, Zoning Support, and Environmental Impact Report, Contra Costa County CA
» Candlestick Point Design for Development Amendment, San Francisco CA
» Pismo Beach Low-Cost Visitor-Serving Accommodation Study, Pismo Beach CA
» Pismo Beach Housing Element, Pismo Beach CA
» San Mateo General Plan Update, San Mateo CA
» Council Election System Community Engagement Services, Sunnyvale CA
» Calaveras County Housing Element, Calaveras County CA
» WCCTAC Express Bus Implementation Plan, Contra Costa County CA
» Lassen County Housing Element, Lassen County CA
» Climate Adaptation & Resiliency Strategies and Housing & Safety Element Updates, Mammoth Lakes CA
» Black Mountain Townhome Development EIR, San Carlos CA

PRIOR EXPERIENCE

» 2018 Plan Morro Bay General Plan for the City of Morro Bay CA
» 2018 Lateral Access Technical Memorandum for the City of Morro CA
» 2014-2021 Riverside Housing Element Update for City of Riverside CA
» 2017 Mid-Cycle Housing Element Update for Riverside County CA
» 2018 Comprehensive Housing Study for the City of Page AZ
» 2014-2019 Fortuna Housing Element Update for the City of Fortuna CA
» Rohnert Park Affordable Housing Agreements (AGA) and Inventory for the City of Rohnert Park CA

AWARDS

» 2018/Cal Poly City Planning Department/Professional Leadership Award
Ryan assists with local hazard mitigation plans and other planning efforts through document preparation, research, and community outreach and participation. His areas of interest include climate change and methods for achieving resiliency and sustainability, especially with regard to transportation and mobility.

Ryan is a recent graduate from Cal Poly Pomona’s Urban and Regional Planning program and served internships at the City of Carson and PlaceWorks. In keeping with his focus on mobility, for his senior project he researched how light-rail station designs around Los Angeles County affect female riders. He also participated in other student projects related to mobility and infrastructure—grade-separated rail crossings, parking analyses, and broadband access for rural communities. Ryan volunteered with the California Endowment’s “Building Healthy Communities” initiative, focusing on air pollution and local job creation.

**HIGHLIGHTS OF EXPERIENCE**

- Colton Local Hazard Mitigation Plan | Colton CA
- Local Hazard Mitigation Plan Update | Seal Beach CA
- Fullerton Local Hazard Mitigation Plan | Fullerton CA
- Redondo Beach Local Hazard Mitigation Plan | Redondo Beach CA
- Mammoth Lakes Community Planning Assistance with Wildfires | Mammoth Lakes CA
- Mammoth Lakes Climate Adaptation Plan & General Plan Update | Mammoth Lakes CA
- LA Countywide Voting Systems Assessment & Placement | Los Angeles County CA

**HOUSING AND SAFETY**

- Oxnard Housing Element Update | Oxnard CA
- Needles Housing Element Update | Needles CA
- Administering SB 2 Project Tasks for the California Department of Housing & Community Development | Statewide
- Fortuna Housing Element Update | Fortuna CA
- Willits Housing Element Update | Willits CA
- Calaveras County Housing Element Update | Calaveras County CA
- Plumas County Housing Element Update | Plumas County CA
- Laguna Beach Safety Element | Laguna Beach CA
- Colton Safety Element Update | Colton CA
- WRCOG-SBCTA Regional Climate Adaptation Toolkit | Riverside and San Bernardino Counties
- Monterey Vulnerable Communities Assessment

**PRIOR EXPERIENCE**

- Exaction Analysis for The Boulevards at South Bay | Carson CA
- Dominguez Technology Center Economic Analysis | Carson CA

**EDUCATION**

- BS, Urban and Regional Planning, California State Polytechnic University, Pomona

**AFFILIATIONS**

- American Planning Association
  Team member since 2018

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**PLACEWORKS**
PUBLICATIONS


LEADERSHIP & COMMUNITY

» Student Representative, Alternative Transportation Committee, Cal Poly Pomona | 2017- Present
» Board Member, American Planning Student Association, Cal Poly Pomona | 2016-2017
» Volunteer, California Endowment | 2017
RESOLUTION NO. 4947

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ARROYO GRANDE AUTHORIZING SUBMITTAL OF AN APPLICATION FOR SB2 PLANNING GRANT PROGRAM FUNDS AND EXECUTION OF ANY NECESSARY AGREEMENTS FOR THE USE OF GRANT FUNDS

WHEREAS, the State of California, Department of Housing and Community Development (Department) has issued a Notice of Funding Availability (NOFA) dated March 28, 2019, for its Planning Grants Program (PGP); and

WHEREAS, the City of Arroyo Grande desires to submit a project application for the PGP program to accelerate the production of housing and will submit a 2019 PGP grant application as described in the Planning Grants Program NOFA and SB 2 Planning Grants Program Guidelines released by the Department for the PGP Program; and

WHEREAS, the Department is authorized to provide up to $123 million under the SB 2 Planning Grants Program from the Building Homes and Jobs Trust Fund for assistance to Counties (as described in Health and Safety Code section 50470 et seq. (Chapter 364, Statutes of 2017 (SB 2)) related to the PGP Program; and

WHEREAS, agreements may need to be executed before such funds can be claimed; and

WHEREAS, the City Council of the City of Arroyo Grande wishes to delegate authorization to execute any such agreements and any amendments thereto to the City Manager.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Arroyo Grande hereby resolves as follows:

1. The City is hereby authorized and directed to apply for and submit to the Department the 2019 Planning Grants Program application in the amount of $160,000.

2. In connection with the PGP grant, if the application is approved by the Department, the City Manager is authorized to enter into, execute, and deliver a State of California Agreement (Standard Agreement) for the amount of $160,000, and any and all other documents required or deemed necessary or appropriate to evidence and secure the PGP grant, the City’s obligations related thereto, and all amendments thereto (collectively, the “PGP Grant Documents”).

3. The City shall be subject to the terms and conditions as specified in the Standard Agreement, the SB 2 Planning Grants Program Guidelines, and any applicable
PGP guidelines published by the Department. Funds are to be used for allowable expenditures as specifically identified in the Standard Agreement. The application in full is incorporated as part of the Standard Agreement. Any and all activities funded, information provided, and timelines represented in the application will be enforceable through the executed Standard Agreement. The City Council hereby agrees to use the funds for eligible uses in the manner presented in the application as approved by the Department and in accordance with the Planning Grants NOFA, the Planning Grants Program Guidelines, and 2019 Planning Grants Program Application.

4. The City Manager is authorized to execute the City of Arroyo Grande Planning Grants Program application, the PGP Grant Documents, and any amendments thereto, on behalf of the City as required by the Department for receipt of the PGP Grant.

On motion by Council Member Barneich, seconded by Council Member Paulding, and by the following roll call vote, to wit:

**AYES:** Council Members Barneich, Paulding, Storton, George, and Mayor Ray Russom  
**NOES:** None  
**ABSENT:** None

The foregoing Resolution was passed and adopted this 8th day of October, 2019.
RESOLUTION NO. 4947
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CAREN RAY RUSsom, MAYOR

ATTEST:

KELLY WETMORE, CITY CLERk

APPROVED AS TO CONTENT:

JAMES A. BERGMAN, CITY MANAGER

APPROVED AS TO FORM:

HEATHER K. WhITHAM, CITY ATTORNEY
OFFICIAL CERTIFICATION

I, KELLY WETMORE, City Clerk of the City of Arroyo Grande, County of San Luis Obispo, State of California, do hereby certify under penalty of perjury, that the attached Resolution No. 4947 was passed and adopted at a regular meeting of the City Council of the City of Arroyo Grande on the 8th day of October, 2019.

WITNESS my hand and the Seal of the City of Arroyo Grande affixed this 9th day of October, 2019.

[Signature]

KELLY WETMORE, CITY CLERK