



Fresno County Multi-Jurisdictional Housing Element

PROPOSAL FOR SERVICES

Submitted by:
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Submitted to:
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Fresno County Multi-Jurisdictional Housing Element Housing Element Update

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Fresno County Multi-Jurisdictional Housing Element

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DETAILED WORK PLAN



Phase 1: Project Initiation

During this phase the Consultants will conduct preliminary work to review existing housing elements, create data request templates and other tools to standardize and streamline data collection, and meet with Fresno COG staff and representatives of all 13 jurisdictions in a kick-off meeting. Since compliance with SB 2 (zoning for emergency shelters) is required in order for HCD to certify the fifth cycle housing element, Phase 1 ensures all jurisdictions have the necessary information and tools to implement the required zoning amendments.

Task 1.1 Document Review and Assessment of Existing Housing Elements

The Consultants will review existing housing elements and zoning ordinances for all jurisdictions and conduct an assessment of the steps needed for each of the housing elements to comply with State law. The assessment will include an analysis of RHNA carryover from the fourth round of housing element, an analysis of allowed densities, and an assessment of compliance with SB 2 related to zoning for emergency shelters and transitional and supportive housing. The Consultants will prepare a memo to each jurisdiction describing the steps needed to comply with SB 2.

*The additional costs associated with this analysis for jurisdictions without a fourth cycle housing element are identified separately in the budget.

Task 1.2: Project Kick-off Meeting

The Consultants will conduct a kick-off meeting with Fresno COG staff and representatives from all 13 jurisdictions. In advance of the meeting, the Consultants will prepare a questionnaire to assess

local conditions relevant to the housing element, such as staff resources, data availability, and planning commission and council/board meeting logistics. The Consultants will also prepare a preliminary draft outline of the housing element for discussion at the kick-off meeting.

The meeting should be attended by all staff members who will play a significant role in the housing element update process in each jurisdiction. The meeting will include:

- reviewing the scope of work and schedule;
- reviewing housing element legal requirements;
- reviewing the Regional Housing Needs Assessment (RHNA);
- discussing the status of each jurisdiction's existing housing element and status of implementation of SB 2;
- reviewing a preliminary draft of the housing element outline and discussing the structure and format for the housing element;
- reviewing the data needs checklist;
- reviewing file sharing protocols;
- discussing regional and local housing issues;
- identifying staff resources; and
- discussing the schedule and format for the stakeholder meetings and study sessions and hearings with decision makers.

Task 1.3: Technical Assistance to Comply with SB 2

Based on the assessment conducted in Task 1.1 and feedback from the jurisdictions, the Consultants will provide templates and sample ordinances

to assist the jurisdictions in implementing the zoning amendments needed to comply with SB 2.

*The additional costs associated with this analysis for jurisdictions without a fourth cycle housing element are identified separately in the budget.

Task 1.4: Stakeholder Meetings

Housing Element law requires local governments to make a “diligent effort to achieve public participation of all economic segments of the community.” Our approach to public outreach is to engage key stakeholders who represent the housing and social service needs of residents of all incomes. The Consultants will organize two housing element workshops as roundtable discussions among stakeholders.

Prior to the stakeholder meetings, the Consultants will work with staff to develop a contact list of potential housing stakeholders and interested community members. The Consultants will recommend agencies, organizations, and individuals to add to the contact list for the public outreach effort, including providers of emergency and transitional housing, senior services, youth services, disability rights advocates, affordable housing advocates, assisted living providers, non-profit and for-profit developers, and building industry representatives.

The Consultants will ensure that a broad cross-section of the community is represented in the contact list. The Consultants will conduct the stakeholder meetings to get input on the major housing issues facing the Fresno County region. The Consultants will notify the stakeholders via e-mail and conduct follow-up calls as necessary to encourage attendance. The Consultants will also prepare a meeting flyer for posting on notice boards and on the Fresno COG website, and websites of participating jurisdictions. The Consultants will prepare all meeting materials, including a presentation and a summary of the comments and feedback.

Phase 1 Deliverables:

- Housing Element Assessment Memos
- Questionnaire and Data Needs Checklist
- Preliminary Draft Housing Element Outline
- Kick-Off Meeting Summary
- SB 2 Templates and Sample Ordinances
- Stakeholder Contact List
- Stakeholder Meeting Materials
- Stakeholder Meeting Summary

Phase 1 Meetings:

- Kick-off Meeting
- Stakeholder Meetings (2)

Phase 2: Prepare the Housing Element

During this Phase, the Consultants will prepare the various sections of the Housing Element, and compile the sections into a Draft Housing Element for review by staff at the 13 jurisdictions followed by review by the decision makers before submitting the Draft Housing Element to HCD. The Consultants propose to check in with HCD frequently during the preparation of the Housing Element, sending HCD each section as it is completed, in order to facilitate HCD review and streamline the review process once the entire draft is compiled.

Task 2.1 Housing Needs Assessment

The Housing Needs Assessment will be a comprehensive evaluation of current demographic, employment, housing, and housing market conditions in the Fresno County region, consistent with HCD's new completeness Review Checklist. The Needs Assessment will describe housing needs in all 15 jurisdictions. The Consultants will prepare the Housing Needs Assessment using the HCD pre-approved housing element data package and other current data, including the 2010 U.S. Census,

American Community Survey (ACS), Department of Finance (DOF) estimates, Employment Development Department (EDD) reports, and other available local and regional data sources.

This section will include the following information:

Population, Employment, and Household Characteristics: This section will include a discussion of current population, employment, and household conditions and trends, including but not limited to population growth rates, population by age and race/ethnicity, employment by industry, changes in household types, and households by tenure.

Housing Characteristics: This section will include a description of the existing housing stock in terms of housing stock growth and composition, vacancy rates, housing age and conditions, and overcrowding. The Consultants will describe current housing market trends, home sales prices, rental rates, and the impacts of foreclosures using recent data sources and based on conversations with local realtors.

Special Needs Groups: This section will include an analysis of housing needs for special needs populations, including senior households, persons with disabilities, large families, single female-headed households, farmworkers, extremely low-income households, and persons in need of emergency shelter. The Consultants will address the new requirements of SB 812 (2010), which requires an analysis of persons with developmental disabilities.

Analysis of At Risk Housing: This section will include a list of subsidized affordable housing developments in Fresno County, by jurisdiction. The list will include information regarding the number of units, target income groups, funding sources, year built, and expiration of affordability covenants. As required by State law, the Consultants will identify any publicly-assisted affordable housing units that are at risk of converting to market rate within 10 years from the Housing Element due date (i.e., through 2025). The Consultants will analyze the potential risk of conversion and estimate and

analyze the costs of replacing versus preserving the units. The Consultants will also identify qualified entities and potential funding sources to preserve at-risk units.

Housing Growth Needs: This section will include a description of the 2015-2023 Regional Housing Needs Allocation (RHNA) by jurisdiction.

Task 2.2 Resources and Opportunities

This section will include an analysis of the resources and opportunities available for the development, rehabilitation, and preservation of housing. This section will include the following information:

Residential Sites Inventory. The Consultants will prepare a parcel-specific inventory of vacant and underutilized residential and mixed use sites for each of the 15 jurisdictions, as required by AB 2348. The Consultants will also document any physical and/or environmental constraints affecting the sites.

For the six participating jurisdictions that will not have a certified fourth cycle housing element, the Consultants will assess any potential RHNA penalty from the previous planning period pursuant to AB 1233. The Consultants will strive to eliminate or reduce the RHNA penalty to the extent feasible, with units constructed or approved, specific or master plans adopted, rezoning/general plan amendments, and available sites during the fourth cycle.

For jurisdictions that do not have zoning that meets the default density standard for lower-income housing of 20 units per acre, the Consultants will conduct a market demand-based analysis to try to demonstrate that affordable housing can be achieved at lower densities. The Consultants will compile information on affordable housing projects in the region, and document market trends to petition for a lower density threshold for affordable housing, especially for the smaller jurisdictions.

The Consultants will strive to ensure that the inventory provides sufficient sites to meet the RHNA in

each jurisdiction for both affordable and market-rate housing. In addition to identifying capacity for higher-density housing, the Consultants will analyze the potential for second units and/or mobile homes. If the residential sites analysis reveals insufficient sites, the Consultants will work with staff at each jurisdiction to expand the inventory and propose possible sites for rezoning.

Financial and Administrative Resources. The Consultants will describe local, State, and Federal financial and administrative resources available to help the jurisdictions implement their housing programs. Based on local information provided by staff, the Consultants will describe projected funds, including possible CDBG and HOME funds.

Infrastructure Assessment. The Consultants will prepare an assessment of the adequacy of water and wastewater infrastructure to meet existing and future housing needs in each jurisdiction, based on information from local water and wastewater master plans, specific plans, and staff input.

Energy Conservation Opportunities. The Consultants will describe opportunities for energy conservation, including policies that promote energy conservation, and alternative energy and green building measures. The Consultants will also describe local energy conservation programs, such as weatherization and rebate programs provided by local utility companies.

Task 2.3 Constraints

This section will include an analysis of the potential governmental constraints and non-governmental constraints to housing in each jurisdiction. This section will include the following information:

Governmental Constraints. The Consultants will prepare an analysis of governmental constraints in each jurisdiction, including land use controls, building code regulations, fees, and permit and processing procedures. The Consultants will also analyze constraints on housing for persons with disabilities as required by SB 520 (2002), as well as the jurisdiction's current permitting procedures for

emergency shelters, transitional and supportive housing, and single-room occupancy units. The Consultants will also document local efforts in each jurisdiction to remove governmental constraints.

Non-Governmental Constraints. The Consultants will describe the non-governmental constraints that potentially impact housing in the region, including land costs, construction costs, and availability of financing. The non-governmental constraints are more regional in nature; therefore, this section will be prepared at a regional level.

Task 2.4 Evaluation of Existing Housing Element Policies and Programs

The Consultants will prepare a housing policy/program evaluation matrix for each jurisdiction to evaluate existing policies and programs. The Consultants will use annual housing element reports, where available, to evaluate implementation, and will work with staff at each jurisdiction to complete the evaluation matrix.

Task 2.5 Housing Plan

Based on the evaluation conducted in Task 2.4, the Consultants will compile a list of the most successful policies and programs from existing housing elements. The Consultants will also recommend new policies and programs to comply with State law and reflect best practices. The structure for the Housing Plan will be determined in Phase 1. The Consultants could either prepare a combined list of housing policies with implementation programs tailored to individual jurisdictions, or the Consultants could prepare separate housing plans for each jurisdiction.

Jurisdictions are required to provide HCD with annual progress reports. This reporting is a prerequisite for several funding programs. Our approach is to develop a succinct housing plan with programs that local jurisdictions have direct influence over, thereby simplifying future reporting requirements.

Task 2.6 Compile Administrative Draft Housing Element

The Consultants will compile the various sections described in Tasks 2.1 through 2.5 into a Draft Housing Element for review by staff at the 15 jurisdictions.

Task 2.7 Public Review Draft Housing Element

The Consultants will prepare a Public Review Draft Housing Element based on comments received from staff on the Administrative Draft Housing Element. The Consultants will provide Fresno COG and local staff with a digital copy of the Public Review Draft Housing Element to post on the COG and local jurisdictions' websites and will distribute to the decision makers during Task 2.8. The Consultants will send an email to the stakeholder contact list informing them of the Public Review Draft Housing Element.

Task 2.8 Study Session with Decision Makers

The Consultants will attend one study session with the planning commission, city council/board of supervisors, in each jurisdiction, or some combination of decision makers, to solicit input on the Public Review Draft Housing Element. The purpose of this study session is to make sure the decision makers in each jurisdiction are comfortable with the draft policies and programs before it is sent to HCD for their review. The Consultants will describe all input received from the study sessions and any revisions to the Public Review Draft Housing Element proposed in response to this input. The Consultants will prepare and present a PowerPoint presentation, and will provide assistance to staff with public noticing of the study session and preparing the staff report.

Task 2.9 Revise the Draft Housing Element

Based on the study sessions with decision makers in Task 2.8, the Consultants will revise the Draft Housing Element, as appropriate. The Consultants will provide a digital copy of the Draft Housing Element for posting on the COG and jurisdictions' websites and will send out an e-mail notice to stakeholders and community meeting attendees.

Task 2.10 General Plan Amendment Consultation and Referrals

State law requires consultation with a variety of Federal, State, regional, and local agencies (e.g., Native American Tribes, Military Branches) whenever a jurisdiction updates or amends its general plan, including adopting an updated housing element. These statutes are located throughout the Government Code and have varying requirements for when draft and final documents must be submitted and how long agencies have to review and provide comments. We maintain a checklist of agency consultation requirements that we will use to ensure that each jurisdiction provides the draft housing element to the appropriate agencies, and does so within the scheduled time frame for the overall Housing Element Update.

Phase 2 Deliverables:

- Administrative Review Draft Housing Element
- Public Review Draft Housing Element
- Revised Draft Housing Element
- General Plan Amendment Consultation and Referral List

Phase 2 Meetings:

- Study sessions with decision makers (13)

Phase 3: HCD Review

During this phase the Consultants will deliver the Draft Housing Element to HCD, work with HCD during the review process, and respond to any comments or questions from HCD to ensure a favorable review letter.

Task 3.1 Submit the Draft Housing Element to HCD

The Consultants will deliver the Draft Housing Element to HCD. The Consultants will prepare a cover memorandum to accompany submission of the Draft Housing Element to HCD. The Consultants will hand deliver the HCD Review Draft Housing Element to HCD. Under State law HCD has up to 60 days to review the Draft Housing Element.

Task 3.2 Consult with HCD and Respond to Comments

During HCD's review process, the Consultants will maintain close contact with the designated HCD reviewer to answer any questions he/she may have early in the process. During the 60-day review period, the Consultants will meet with HCD staff to discuss the Draft Housing Element and preliminary HCD comments. If necessary, the Consultants will meet with HCD again after submitting responses to comments to facilitate the review process.

Following the receipt of initial comments from HCD, the Consultants will prepare a preliminary response to HCD comments and provide this to staff for their review. Based on comments received from staff, the Consultants will then prepare a formal written response to HCD comments and submit them to HCD. The Consultants will work closely with HCD to seek a timely conditional approval letter during the 60-day review period, prior to planning commission and city council/Board of Supervisors hearings. Based on our recent experience, we believe we can complete the HCD review in one round.

Phase 3 Deliverables:

- HCD Review Draft Housing Element and cover memorandum
- HCD Completeness Review Checklist
- Responses to HCD comments

Phase 4: CEQA compliance

During this phase, the Consultants will complete the CEQA documentation for the Fresno County Multi-Jurisdictional Housing Element. As described earlier in our approach to the project, we recommend that preparing and circulating CEQA documents tailored for each jurisdiction participating in the Housing Element program. This will allow each city and the County to proceed with adoption along its own timeline and most importantly, will prevent a potential CEQA challenge in one jurisdiction from affecting the others.

Because of the programmatic nature of the Housing Element, we anticipate that CEQA documentation for each jurisdiction will consist of an Initial Study/(Mitigated) Negative Declaration.

Task 4.1 Prepare Initial Study Template

The Consultants will prepare an Initial Study template to be used in all 13 jurisdictions. The Consultants will use the checklist contained in Appendix G of the CEQA Guidelines, modified as necessary to address any concerns particular to Fresno County. This template will include a project description of the Multi-Jurisdictional Housing Element and for each of the checklist environmental issues, regional descriptions of conditions will be included as appropriate (e.g., air quality conditions, regional travel routes, agricultural resources).

The draft template will be provided to Fresno COG staff and the 13 jurisdictions for review. Fresno COG staff will provide one set of consolidated revisions, preferably using the Word track-changes tool. Directed revisions will be incorporated into the template to be used in subsequent tasks.

Task 4.2 Prepare Draft Initial Studies and Mitigation and Monitoring Reporting Programs

Our scope assumes that all 13 jurisdictions will opt for participating in the program and continue through the CEQA document preparation and adoption process. For each jurisdiction, the Consultants will prepare an Initial Study that uses the approved template and focuses on the particulars of that jurisdiction with regard to the RHNA, housing sites, and housing programs. For those jurisdictions where rezoning or code amendments are required to provide adequate sites and/or comply with SB2, those issues will be addressed as well. Given that the Housing Element is a policy document and does not commit any jurisdiction to constructing housing on the identified sites, the Consultants will examine impacts at a programmatic level.

The Consultants will review all existing plans, studies, and other supporting materials provided by staff from the participating jurisdictions and obtain readily available information about the environmental conditions for each city and the county. This scope includes preparing technical studies for air quality and greenhouse gas emissions. All other analysis will rely upon published data due to the programmatic nature of the analysis. It is assumed that sufficient information concerning the local water, sewer, and storm drainage systems and local public services can be provided by staff at the cities and County.

With regard to the technical studies, the Consultants will prepare air quality analysis and climate change technical report using the latest modeling software and techniques supported by the San Joaquin Valley Air Pollution Control District. Emissions of criteria pollutants will be quantified with the California Emissions Estimator Model (CalEEMod) and daily emissions will be compared to District significance thresholds for nitrogen oxides, volatile organic compounds, carbon monoxide, sulfur oxides, and particulate matter.

Substantial impacts related to carbon monoxide hotspots, toxic air contaminants, and odors are not anticipated and will be addressed qualitatively in the report.

We anticipate that the analysis will result in findings of less than significant impact for most issue areas. Where any significant effects are identified, the Consultants will craft mitigation measures to meet the requirements of CEQA with regard to measurability, responsibility, and available financing.

For each jurisdiction, the Consultants will prepare a screencheck draft Initial Study/(Mitigated) Nega-

Task 4.3 OPTIONAL – Circulation of Initial Studies/(Mitigated) Negative Declarations

As an optional task for each jurisdiction, the Consultants can undertake the mailing and posting required for the CEQA document. Due to the unknowns associated with this task, an estimated cost will be provided during the scope refinement process for those cities choosing this option. Billing would be for labor required to compile a distribution list and package the document for distribution, plus direct costs for mailing.

tive Declaration for review by city/County staff. Staff in each jurisdiction will provide one set of consolidated revisions, preferably using the Word track-changes tool. Directed revisions will be incorporated into the public review draft for circulation.

For each jurisdiction, the Consultants will complete the Notice of Intent to Adopt a (Mitigated) Negative Declaration for circulation and publication by that jurisdiction.

For those CEQA documents where mitigation is included, the Consultants will prepare a Mitigation Monitoring and Reporting Program.

Task 4.5 – OPTIONAL: Preparation of Program EIR

As an option to preparing separate CEQA documents for each jurisdiction, the Consultants could prepare a Program EIR to address Housing Element impacts comprehensively throughout the county. If Fresno COG and the jurisdictions select this option, we would prepare a Program EIR that examines impacts in each jurisdiction. The work scope would include:

- Preparing an Initial Study to screen for the environmental issues to be addressed in the EIR;
- Preparing the Notice of Preparation;
- Conducting one or more scoping meetings;
- Preparing an administrative draft Program EIR for review by an internal task force of participating jurisdictions and/or Fresno COG;
- Preparing a Draft Program EIR for public review and circulation;
- Preparing Responses to Comments on the Draft Program EIR;
- Preparing the Final Program EIR to consist of the Draft EIR, the Responses to Comments, and an Errata addressing any required changes to Draft EIR; and
- Preparing a Mitigation Monitoring and Reporting Program.

The Consultants would prepare tailored Findings and the Statement of Overriding Considerations (if required) for each jurisdiction.

Phase 5: Housing Element Adoption

Task 5.1: Public Hearing Draft Housing Element

The Consultants will prepare a Public Hearing Draft Housing Element that incorporates all of the responses to HCD comments. The Consultants will send out an e-mail to all 13 jurisdictions, stakeholders and the community and provide a digital copy of the Public Hearing Draft Housing Element to post on the jurisdictions' websites.

Task 5.2: Public Hearings and Adoption

The Consultants will attend two public hearings in each jurisdiction—one before each planning commission and one before the city council/Board of Supervisors—to present the Draft Housing Element, respond to questions, and record the recommendations of the planning commission and the action of the city council/Board of Supervisors.

Task 5.3: Final Housing Element and Transmittal to HCD

The Consultants will prepare the Final Housing Element that incorporates any changes made by the city council/Board of Supervisors in adopting the Housing Element. The Consultants will provide a digital copy of the Final Housing Element to FCOG and all 15 jurisdictions. The Consultants will prepare a cover memorandum to accompany submission of the Final Housing Element to HCD for the final 90-day review period.

Phase 5 Deliverables:

- Public Hearing Draft Housing Element
- Public Hearing Notes

- Final Housing Element and cover memorandum

Phase 5 Meetings:

- Planning Commission Adoption Hearings (13)
- City Council/Board of Supervisors Adoption Hearings (13)

Scope of Work for SB 244 Implementation

Task 1: Identify Disadvantaged Unincorporated Communities

Using assessor's parcel data to calculate parcel densities and U.S. Census data on income, the Consultants will map disadvantaged unincorporated communities (DUCs) in GIS.

Task 2: Disadvantaged Unincorporated Communities Assessment

Based on available information, the Consultants will prepare an assessment of the water, wastewater, stormwater drainage, and structural fire protection infrastructure and services for the DUCs to determine if there are any deficiencies or unmet needs. Potential sources of information for this assessment include County or Special District infrastructure plans, LAFCo Municipal Service Reviews (MSRs), Specific Plans, and other special studies. Based on the identified information, the Consultants will assess whether the infrastructure and services are sufficient to meet existing and planned demands.

If deficiencies or unmet needs are identified, the Consultants will describe infrastructure improvements that could be developed to extend infrastructure and/or provide services to

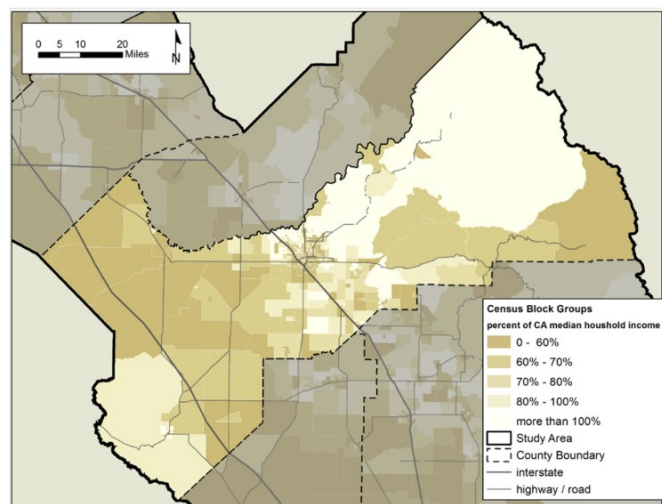
address identified deficiencies and unmet needs.

Task 3: Evaluate Potential Financing Mechanisms

Based on the deficiencies and needs assessment (Task 2), the Consultants will describe funding alternatives, identifying sources that could be used to pay for the improvements identified in Task 2. The alternatives will consider existing capital improvement programs that may already include a portion of the improvements, and the use of other new appropriate sources (e.g. assessment districts, fee or rate increases).

Task 4: Prepare General Plan Amendments

The Consultants will prepare amendments to the Land Use Element of the General Plan. The amendments will update the existing conditions information related to the identification and assessment of DUCs. The Consultants will prepare the amendments to fit within the structure and format of the existing General Plan. The Consultants will also provide direction on agency referrals that must be prepared in connection with the amendments.



Schedule

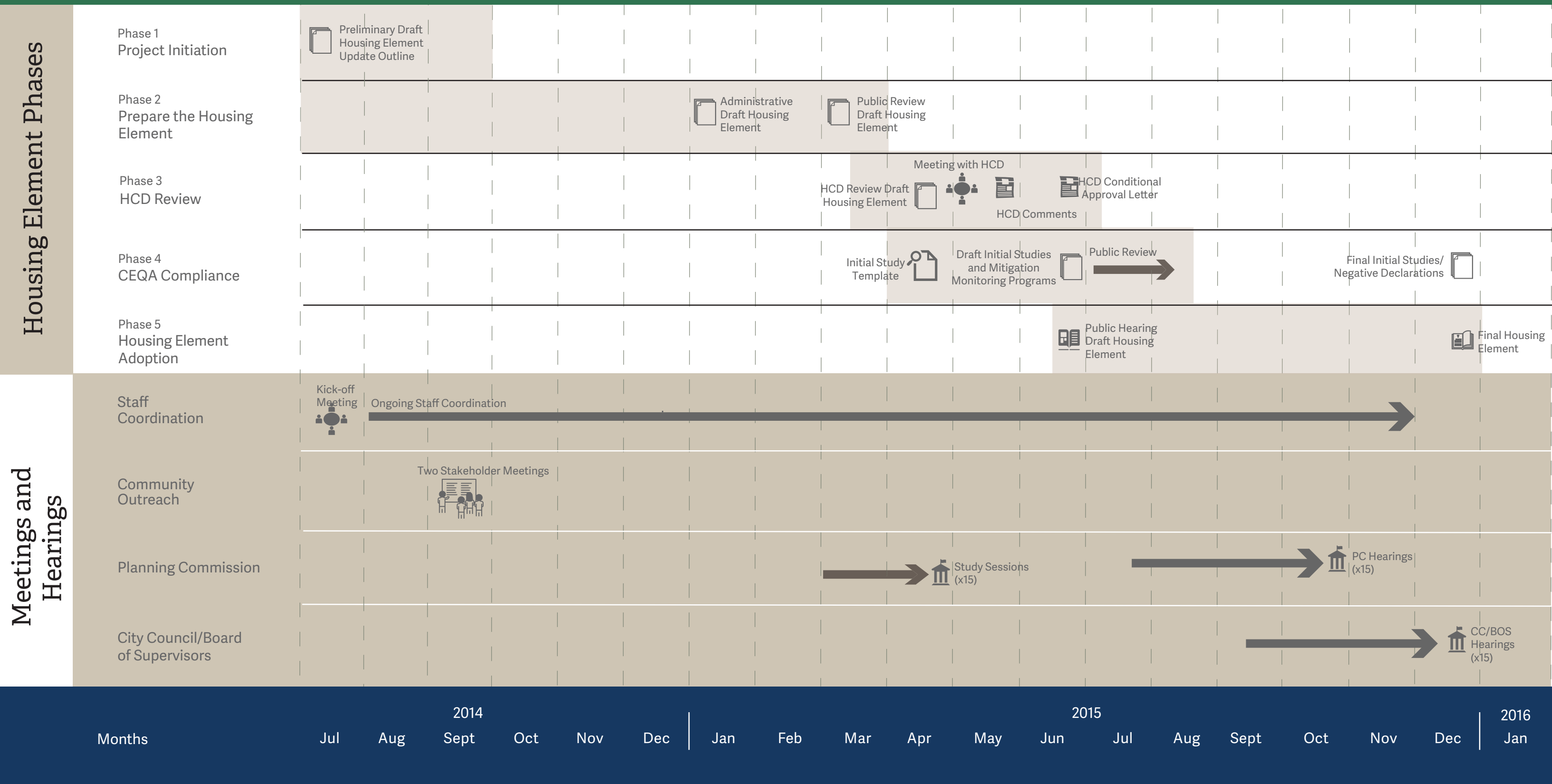
The graphic on the following page shows the proposed schedule for the Housing Element Update, broken down by project phase based on the Scope of Work outlined in this proposal. The schedule ensures there is sufficient time to meet the December 2015 deadline for adopting the Housing Element.

While our schedule allows for two rounds of HCD review of the Draft Housing Element, we believe we can achieve conditional approval from HCD at the end of the initial 60-day review period by working closely with HCD throughout the process.

We are prepared to begin work immediately and will commit staff resources to the completion of this project according to the schedule.

Fresno County Multi-Jurisdictional Housing Element

Project Schedule



2014

2015

2016

Months

Jul

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Sept

Oct

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Dec

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