

**FRESNO COUNCIL OF GOVERNMENTS
AGREEMENT FOR CONTRACTOR SERVICES**

This AGREEMENT, is made and entered into this 26th day of June, 2014 by and between the FRESNO COUNCIL OF GOVERNMENTS, 2035 Tulare St., Suite 201, Fresno, California 93721, a joint powers Public Agency (hereinafter referred to as "FCOG"), and Mintier Harnish (hereinafter referred to as "CONTRACTOR").

WITNESSETH:

WHEREAS, it is necessary and desirable that FCOG retain a contracting firm to develop and produce a Fresno County Multi-Jurisdictional Housing Element as described in Exhibit A (hereinafter referred to as "PROJECT"); and

WHEREAS, CONTRACTOR represents that it is qualified to perform the services required for the PROJECT and is willing to perform such services pursuant to the terms and conditions stated in this Agreement; and

NOW, THEREFORE, it is agreed by FCOG and CONTRACTOR as follows:

I. CONTRACTOR'S OBLIGATIONS

A. The CONTRACTOR shall perform all work necessary to complete the PROJECT. CONTRACTOR shall perform those services as described in: FCOG's Request for Proposals, dated March 11, 2014, (Exhibit A) attached hereto and incorporated herein by this reference as though set forth in full, and CONTRACTOR's Proposal: Fresno County Multi-Jurisdictional Housing Element, dated April 11, 2014, (Exhibit B), attached hereto and incorporated herein by this reference as if set out in full. CONTRACTOR shall perform those tasks and services in accordance with the instructions set forth in Exhibit A. In the event of any inconsistency between this Agreement, the FCOG's RFP (Exhibit A), and the CONTRACTOR's Proposal (Exhibit B), such inconsistency shall be resolved by giving precedence in the following order of priority: (1) to the text of this Agreement; (2) to the FCOG's RFP; (3) the CONTRACTOR's Proposal.

B. CONTRACTOR shall perform the tasks and services contemplated by this Agreement substantially according to the Proposed Work Schedule as set forth in Exhibit B (CONTRACTOR's Proposal), and according to the requirements of this Agreement.

C. CONTRACTOR shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONTRACTOR is engaged in the geographical area in which CONTRACTOR practices its profession. All products of whatsoever nature which CONTRACTOR delivers to FCOG pursuant to this Agreement shall be prepared in a substantial, first class manner and conform to the standards of CONTRACTOR's profession.

II. FCOG'S OBLIGATIONS

A. FCOG shall compensate CONTRACTOR as provided in section III of this Agreement.

B. FCOG will make available to the CONTRACTOR any document, studies, or other information in its possession related to the PROJECT.

III. COMPENSATION

A. Total Compensation.

Notwithstanding any other provision in this Agreement, the basic fee for the services rendered shall be computed at the hourly and cost rates as set forth on page 21 in Exhibit B (CONTRACTOR's Proposal), and shall be limited by an amount not to exceed the sum of \$309,921.

B. Progress Payments.

FCOG shall make progress payments to CONTRACTOR upon receipt and approval by FCOG of CONTRACTOR's monthly invoices, based upon completion of the task and services as set forth on pages 19-24 in Exhibit B (CONTRACTOR's Proposal). Payment of said progress payments to consultant shall be based upon FCOG's evaluation of the completion of each respective component.

Ten percent (10%) of each progress payment shall be retained by FCOG as performance retention. Upon CONTRACTOR's full performance of its obligations under this agreement, including, without limitation, submission of its Final Report, and FCOG's approval of CONTRACTOR's performance hereunder, the accrued performance retention shall be paid to CONTRACTOR by FCOG. The CONTRACTOR may request FCOG to make payment of retention funds withheld from progress payments as provided under Section 10263 of the California Public Contracts Code.

C. Invoices.

CONTRACTOR shall submit two copies of each invoice with adequate supporting documentation of work billed and costs charged by Task as defined in Exhibit B, to FCOG, specifying those services which CONTRACTOR believes have been completed. The invoice shall specify: (1) hours worked multiplied times the billing rates authorized in Exhibit B, (2) an itemization of Other direct cost and/or subcontractor fees as agreed to in Exhibit B; (3) the total amount billed for the current period, (4) the total amount billed to-date for the project, (5) the retention amount withheld, (6) all costs broken down by jurisdiction. The invoice shall include a written progress report adequately describing the services billed and provided, and summarizing the status of the PROJECT in regard to task completion, timelines, and budget.

D. Payment.

Within 30 days of receipt of a proper invoice, FCOG shall determine whether CONTRACTOR has adequately performed to the satisfaction of FCOG the item(s) for which CONTRACTOR seeks payment, and shall remit payment thereof to CONTRACTOR.

E. Disputes.

If FCOG determines that CONTRACTOR has not adequately performed any such task or services, FCOG shall inform CONTRACTOR of those acts in writing which are necessary for satisfactory completion of the item(s). CONTRACTOR shall undertake any and all work to satisfactorily complete the item(s) at no additional charge to FCOG.

In the event there is a dispute over an alleged error or omission by CONTRACTOR, FCOG shall have the right to withhold payment of CONTRACTOR's fees in the disputed amount.

FCOG and CONTRACTOR shall endeavor to resolve any dispute informally between them. In the event the dispute cannot be thus resolved, either party may request the parties engage in arbitration or mediation (hereafter referred to as "arbitration") of the dispute before an

independent arbitrator. In the case the parties mutually agree to arbitrate the dispute, they shall mutually select an independent arbitrator or panel of arbitrators from Judicial Arbitration and Mediation Services, Inc. ("JAMS"), or another entity mutually agreed to. In the event a panel of arbitrators is selected, each party shall select one member, and shall mutually agree on a third member of the panel. Any arbitration shall occur in Fresno County, California.

IV. TERMINATION

A. Termination Without Cause.

This Agreement may be terminated without cause at any time by FCOG or the CONTRACTOR upon thirty (30) calendar days written notice. If FCOG terminates this Agreement, CONTRACTOR shall be compensated for services satisfactorily completed to the date of termination based upon the compensation rates and subject to the maximum amounts payable agreed to in Section III.

If CONTRACTOR terminates the Agreement for reasons other than material breach by FCOG, the CONTRACTOR shall reimburse FCOG, up to a maximum of \$5,000, for the actual expense of issuing a request-for-proposal, engaging a new contracting firm, and the new contracting firms cost in becoming familiar with the previous CONTRACTOR's PROJECT design.

B. Breach of Contract.

FCOG may immediately suspend or terminate this Agreement in whole or in part, where in the determination of FCOG there is:

1. an illegal or improper use of funds;
2. a failure to comply with any term of this Agreement;
3. a substantially incorrect or incomplete report, study, or other documents or documentation submitted to FCOG;
4. improperly performed services under this Agreement.

In no event shall any payment by FCOG constitute a waiver by FCOG of any breach of this Agreement or any default which may then exist on the part of the CONTRACTOR. Neither shall such payment impair or prejudice any remedy available to FCOG with respect to the breach or default.

C. Non-Allocation of Funds.

The terms of this Agreement, and the services to be provided hereunder, are contingent on the approval of funds by the appropriating government agency. CONTRACTOR services and reimbursements beyond June 30, 2014 are subject to the inclusion and funding agency approval of this project in the FCOG FY 2014-15 Overall Work Program. Should sufficient funds not be allocated, the services to be provided hereunder may be modified, or this Agreement terminated at any time by FCOG's giving the CONTRACTOR thirty (30) days advance written notice.

D. In the event of any termination of this Agreement, all finished and unfinished work materials, including, without limitation, notes, minutes, research, documents, maps, graphs, and studies, shall be FCOG's property, and at FCOG's sole option, shall be delivered by CONTRACTOR to FCOG.

V. RIGHT TO PUBLISH/OWNERSHIP OF MATERIALS

FCOG's member agencies shall be the owners of all materials produced pursuant to this Agreement upon completion and full performance of this Agreement by CONTRACTOR and

shall have the right to publish, disclose, distribute, and otherwise use, in whole or in part, any reports, data, or other materials prepared by CONTRACTOR under this Agreement. CONTRACTOR shall not be liable for misuse or modification beyond their control by FCOG of materials produced pursuant to this agreement.

VI. INDEPENDENT CONTRACTOR

In performance of the work, duties, and obligations assumed by CONTRACTOR to be provided under this Agreement, it is mutually expressly understood and agreed that CONTRACTOR, including any and all of CONTRACTOR's officers, agents, and employees will at all times be acting and performing as an independent contracting firm, and shall act in an independent capacity and not as an officer, agent, servant, employee, joint venture, partner, or associate of FCOG. Furthermore, FCOG shall have no right to control or supervise or direct the manner or method by which CONTRACTOR shall perform its work and function. However, FCOG shall retain the right to administer this Agreement so as to verify that CONTRACTOR is performing its obligations in accordance with the terms and conditions thereof. CONTRACTOR and FCOG shall comply with all applicable provisions of law and the rules and regulations, if any, of governmental authorities having jurisdiction over matters the subject thereof.

Because of its status as an independent contracting firm, CONTRACTOR shall have absolutely no right to employment rights and benefits available to FCOG employees. CONTRACTOR shall be solely liable and responsible for providing to, or on behalf of, its employees all legally-required employee benefits. In addition, CONTRACTOR shall be solely responsible and save FCOG harmless from all matters relating to payment of CONTRACTOR's employees, including compliance with Social Security, withholding, and all other regulations governing such matters. It is acknowledged that during the term of this Agreement, CONTRACTOR may be providing services to others unrelated to FCOG or to this Agreement.

VII. ASSIGNMENT

CONTRACTOR shall not assign or subcontract its duties under this Agreement without the prior express written consent of the FCOG. No such consent shall be construed as making the FCOG a party to such subcontract, or subjecting the FCOG to liability of any kind to any subcontractor.

No subcontract whether existing or later entered into as set forth herein, under any circumstances shall relieve the CONTRACTOR of his liability and obligation under this contract, and all transactions with the FCOG must be through the CONTRACTOR. Subcontractors may not be changed by CONTRACTOR without the prior express written approval of FCOG.

CONTRACTOR has submitted a Proposal (Exhibit B) which names Veronica Tam & Associates and MIG as subcontractors for the purposes of this Agreement. CONTRACTOR represents and covenants by entering into this Agreement that it is the prime contractor in this Agreement, and that it is responsible for all acts or omissions of its said subcontractors.

VIII. BINDING NATURE OF AGREEMENT; MODIFICATION

The parties agree that all of the terms of this Agreement and its Exhibits shall be binding upon them and that together these terms constitute the entire Agreement of the parties with respect to the subject matter hereof. No variation or modification of this Agreement and no waiver of any of its provisions or conditions shall be valid unless in writing and signed by duly authorized

representatives of the parties. This Agreement shall be binding upon FCOG, the CONTRACTOR, and their successors in interest, legal representatives, executors, administrators, and assigns with respect to all covenants as set forth herein.

IX. INDEMNITY

CONTRACTOR agrees to indemnify, save, hold harmless, and at FCOG's request, defend the FCOG, its boards, committees, representatives, officers, agents, and employees from and against any and all costs and expenses (including reasonable attorneys fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death, and property damage) occurring or resulting to FCOG to the extent arise from any negligent or wrongful acts or omissions of CONTRACTOR, its officers, agents, subcontractors, or employees in their performance of this Agreement, and from any and all costs and expenses (including reasonable attorneys fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death and property damage), occurring or resulting to any person, firm, corporation, or entity who may be injured or damaged to the extent such injury or damage arises from any negligent or wrongful acts, or omissions of CONTRACTOR, its officers, agents, subcontractors, or employees in their performance of this Agreement.

X. MAINTENANCE OF DBE PERCENTAGES

The CONTRACTOR agrees to maintain the DBE requirements as set forth in Exhibit B. CONTRACTOR shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. CONTRACTOR shall carry out all applicable requirements of 49 CFR part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract and such other remedy as the recipient deems appropriate.

XI. INSURANCE

Without limiting FCOG's right to obtain indemnification from CONTRACTOR or any third parties, CONTRACTOR, at its sole expense, shall maintain in full force and effect the following insurance policies throughout the term of this Agreement:

A. Comprehensive general liability insurance with coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.

Comprehensive general liability insurance policies shall name the FCOG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned.

Such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by FCOG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the CONTRACTOR'S policies herein.

B. Comprehensive automobile liability insurance with limits for bodily injury of not less than \$25,000 per person, \$250,000 per accident and for property damages of not less than \$50,000, or such coverage with a combined single limit of \$250,000.

C. Professional liability insurance in the minimum amount of at least \$1,000,000 coverage per occurrence.

D. Workers compensation insurance as required by law.

This insurance shall not be canceled or changed without a minimum of thirty (30) days advance, written notice given to FCOG.

CONTRACTOR shall provide certification of said insurance to FCOG within twenty-one (21) days of the date of the execution of this Agreement.

Such certification shall show to FCOG's sole satisfaction that such insurance coverages have been obtained and are in full force; that FCOG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names FCOG, its officers, agents, and employees, individually and collectively, as additional insured (comprehensive general liability only), but only insofar as the operations under this Agreement are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by FCOG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the CONTRACTOR's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (30) days advance, written notice given to FCOG.

In the event CONTRACTOR fails to keep in effect at all times insurance coverage as herein provided, FCOG may, in addition to other remedies it may have, suspend or terminate this Agreement upon the occurrence of such event.

XII. CONFLICT OF INTEREST

CONTRACTOR covenants that it has no interest, and will not have any interest, direct or indirect, which would conflict in any manner with the performances of the services required hereunder.

XIII. EFFECTIVE DATE, TERM

This Agreement shall become effective as of the date of its execution by the parties hereto and shall remain in full force and effect through December 15, 2015, unless sooner terminated or unless its term is extended. Upon the mutual written Agreement of the parties hereto, this Agreement may be extended beyond that date.

XIV. NOTICES

Any and all notices between FCOG and the CONTRACTOR provided for or permitted under this Agreement or by law shall be in writing and shall be deemed duly served when personally delivered to one of the parties, or in lieu of such personal service, when deposited in the United States Mail, postage prepaid, addressed to such party, at such addresses set forth below:

FCOG
Fresno Council of Governments
2035 Tulare, Suite 201
Fresno, CA 93721

CONTRACTOR
Mintier Harnish
1415 20th Street
Sacramento, CA 95811

XV. PROJECT MANAGER

The CONTRACTOR's project manager shall be Chelsey Norton. CONTRACTOR may not change its project manager without obtaining prior express written approval by FCOG. It is understood by the parties hereto that in entering into an agreement of this type with CONTRACTOR, FCOG has evaluated CONTRACTOR's Proposal (Exhibit B) and taken into consideration the project team designated therein for this PROJECT, including but not limited to CONTRACTOR's designation of Chelsey Norton as the project manager for said PROJECT.

XVI. VENUE; GOVERNING LAW

Venue for any claim or action arising under this Agreement shall only be in Fresno County, California. This Agreement shall be governed in all respects by the laws of the State of California.

XVII. COMPLIANCE WITH LAWS

CONTRACTOR shall comply with all current Federal, State, and local laws, ordinances, and regulations applicable in carrying out its obligations under this Agreement.

CONTRACTOR agrees that Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et. seq., shall be used to determine the allow-ability of individual items of cost.

CONTRACTOR also agrees to comply with applicable federal procedures in accordance with 49 CFR, Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

For the purpose of determining compliance with Public Contract Code 10115, et seq. and Title 21, California Code of Regulations, Chapter 21, Section 2500 et seq., when applicable, and other matters connected with the performance of the contract pursuant to Government Code 8546.7, the CONTRACTOR, contractor's subcontractors, and the FCOG shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the performance of the contract, including but not limited to, the cost of administering the contract. All parties shall make such material available at their respective offices at all reasonable times during the contract period and for three years from the date of final payment under the contract. Any duly authorized representative of the FCOG, the state, or federal government shall have access to any books, records, and documents that are pertinent to the contract for audits examinations, excerpts, and transactions, and copies thereof shall be furnished if requested.

Any costs for which payment has been made to CONTRACTOR that are determined by subsequent audit to be unallowable under 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et seq., or 49 CFR, Part 18 Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, are subject to repayment by CONTRACTOR to FCOG.

Any subcontract entered into by CONTRACTOR as a result of this contract, shall contain all of the provisions of this article.

XVIII. CONTRACTOR'S LEGAL AUTHORITY

Each individual executing or attesting this Agreement on behalf of CONTRACTOR hereby covenants, warrants, and represents: (1) that he or she is duly authorized to execute or attest and deliver this Agreement on behalf of such corporation in accordance with a duly adopted resolution of the corporation's board of directors and in accordance with such corporation's article

of incorporation or charter and bylaws; (2) that this Agreement is binding upon such corporation; and (3) that CONTRACTOR is a duly organized and legally existing corporation in good standing in the State of California.

XIX. DRUG FREE WORK PLACE

CONTRACTOR shall certify compliance with Government Code Section 8355 pertaining to providing a drug-free workplace per Exhibit C - "Drug Free Workplace Certification".

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the date and year first above written.

FRESNO COUNCIL OF GOVERNMENTS

By _____
TONY BOREN, Executive Director

CONTRACTOR,

By _____

APPROVED AS TO LEGAL FORM:
DANIEL CEDERBORG, County Counsel

By _____
Arthur Wille, Senior Deputy County Counsel

REQUEST FOR PROPOSALS

Fresno Council of Governments Fresno County Multi-Jurisdictional Housing Element

Fresno Council of Governments

**2035 Tulare Street, Suite 201
Fresno, CA 93721
(559) 233-4148**

Additional background information on this proposal can be found on the Fresno COG website
www.fresnocog.org
March 11, 2014

I. INTRODUCTION

Note: Fourteen of Fresno County's incorporated cities (excluding the City of Fresno) as well as the County of Fresno are participating in this project.

The County of Fresno and the fourteen participating incorporated cities of Clovis, Coalinga, Firebaugh, Fowler, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, San Joaquin, Sanger, and Selma are embarking on a joint project to prepare a Multi-Jurisdictional Housing Element Update that serves all fifteen of the jurisdictions listed above. The Fresno Council of Governments is the assigned coordinating agency and seeks proposals from qualified consultants to provide planning and environmental services for this joint housing element update. This housing element update is required to be submitted to HCD by December 31, 2015, per Government Code §65588(e) (5).

The Housing Element Update is required to be prepared in accordance with Article 10.6, Section 65580-65589.8 of the Government Code, and must be submitted to the State Department of Housing and Community Development for approval. Preparation of the associated environmental documentation for this update must also comply with California Environmental Quality Act (CEQA) requirements.

II. BACKGROUND

Fresno County and the fourteen participating incorporated cities comprise nearly 5,900 square miles and have a total population of 443,713 (as of January 1, 2013). The total number of regional housing units allocated to these jurisdictions is approximately 18,500. The matrix below shows the populations, square miles and housing element status of each of the jurisdictions:

Agency	Population	Square Miles	Certified 4th Cycle Housing Element?	Latest Draft Planning Period
Fresno County (unincorporated)*	167,918	5,800	No	2002-2007
City of Clovis	99,983	25	Yes	2008-2013
City of Coalinga	16,729	5.94	Yes	2008-2013
City of Firebaugh	7,777	2	Yes	2008-2013
City of Fowler	5,801	2.5	No	2002-2007
City of Huron	6,790	3	Yes	2008-2013
City of Kerman	14,225	4.25	No	2008-2013
City of Kingsburg	11,590	3	No	1990-1996
City of Mendota	11,178	3.275	No	2002-2007
City of Orange Cove	9,353	3	Yes	2008-2013
City of Parlier	14,873	4.7	Yes	2008-2013
City of Reedley	24,965	5	Yes	2008-2013
City of San Joaquin	4,029	1	Yes	2008-2013
City of Sanger	24,703	5	No	2002-2007
City of Selma	23,799	5	No	2008-2013

*Agency is currently working on completing the 4th Cycle Element.

While Fresno County is generally considered a rural agricultural county, the majority of the population lives within incorporated cities. Even with the differences between the metropolitan areas and the rural areas, all of Fresno Counties incorporated cities have general housing element needs in common.

III. OVERALL PROJECT OBJECTIVES

The primary objective of this project is to complete and have HCD certify a single Multi-Jurisdictional Housing Element that meets the statutory requirements and needs of the 15 participating jurisdictions mentioned above. The Housing Element will cover the planning period of December 31, 2015 through December 31, 2023 (5th cycle) and the selected consultant will also analyze environment effects associated with the updated Housing Element under provision of the California Environmental Quality Act (CEQA).

Below is an example format that the document might follow. However, there are other possibilities that may be considered. For example, Chapter 5 could be included in each agencies appendices or the sites inventory and public participation could fit into the consolidated main chapters. The proposer should have an idea of how they would structure the document.

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- Appendix B – City of Clovis*
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- Appendix G – City of Kerman*
- Appendix H – City of Kingsburg*
- Appendix I – City of Mendota*
- Appendix J – City of Orange Cove*
- Appendix K – City of Parlier*
- Appendix L – City of Reedley*
- Appendix M – City of San Joaquin*
- Appendix N – City of Sanger*
- Appendix O – City of Selma*

IV. SCOPE OF WORK

1. Review of the 2013 DRAFT Fresno County Regional Housing Needs Allocation Plan data and information.
2. Coordination with the County of Fresno, the Cities of Clovis, Coalinga, Firebaugh, Fowler, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, San Joaquin, Sanger, and Selma in developing the Multi-Jurisdictional Housing Element.
3. Plan Public Participation Process for Housing Element. The consultant is expected to conduct and/or participate (dependent on agency) in a minimum of three public meetings (Planning Commission, City Council/ Board of Supervisors, general public) in each jurisdiction. The consultant shall provide a base cost for three meetings and a per meeting cost for additional meetings that may be requested.

Agency	Base Cost for 3 Meetings	Cost per Meeting Beyond Three
Fresno County (unincorporated)		
City of Clovis		
City of Coalinga		
City of Firebaugh		
City of Fowler		
City of Huron		
City of Kerman		
City of Kingsburg		
City of Mendota		
City of Orange Cove		
City of Parlier		
City of Reedley		
City of San Joaquin		
City of Sanger		
City of Selma		

4. Review of the third and/or fourth housing elements. Some of the jurisdictions have not completed their 4th cycle Housing Element and do not plan to do so, so for those jurisdictions, their 5th cycle Housing Element will need to include the housing need from the 4th cycle. There are currently 7 jurisdictions within Fresno County that do not have a certified 4th cycle Housing Element (see chart in BACKGROUND section).

5. Coordinate with HCD to obtain Housing Element Data Packages for each jurisdiction.
6. Housing Element Content Requirements
Including but not limited to:
 - a. Housing Condition Survey: Number of units, tenure and condition.
 - b. Housing Needs Assessment: Analysis of existing and projected housing needs for each jurisdiction. Includes existing conditions and needs, special needs, at-risk assessment, and project’s needs.
 - c. Summarized Land Inventory (Included in individual housing condition surveys)
 - d. Analysis of constraints on Housing;
 - i. Governmental
 - ii. Non-Governmental
 - e. Housing Goals, Policies, and Programs
 - f. Quantified Objectives by Income Group
 - g. Determination of Consistency with General Plans
7. Preparation of CEQA Documentation (could vary from jurisdiction to jurisdiction). The consultant shall provide a base cost for a Negative Declaration for the entire project with Fresno COG as the lead as well as an add-on cost per agency if an EIR was required to comply with CEQA.

Base Cost for Negative Declaration \$_____

Agency	Cost for CEQA Compliance Beyond Negative Declaration
Fresno County (unincorporated)	
City of Clovis	
City of Coalinga	
City of Firebaugh	
City of Fowler	
City of Huron	
City of Kerman	
City of Kingsburg	
City of Mendota	
City of Orange Cove	
City of Parlier	
City of Reedley	
City of San Joaquin	

City of Sanger	
City of Selma	

8. Submittal of Draft Multi-Jurisdictional Housing Element to agency staff for review.
9. Submittal of Draft, revised Draft as necessary and Final adopted Multi-Jurisdictional Housing Element approved by the board/councils of the fifteen jurisdictions to the State of California Department of Housing before December 31, 2015. Alternatively, the Multi-Jurisdictional Housing Element can be submitted to HCD for review and approval and then taken to the Planning Commission and Board/Council for adoption.

V. PROPOSAL REQUIREMENTS

Special emphasis will be placed on timely completion of the work products by the prospective consultant. The Proposer will indicate actions that will be taken to ensure compliance with the schedule. Any suggested variations from the schedule will be indicated in the Proposer’s response. Any extensions to the schedule associated with this selection process will require a formal written request from the consultant to the Fresno COG project manager, with confirmation/denial of extension approval being provided by the Fresno COG project manager in writing. The Fresno COG project manager will monitor the schedule to ensure proper and timely performance by the contractor.

The selected consultant will be expected to perform all work necessary to complete the scope of work. It is intended that all work will be completed (HCD certification obtained) by December 31, 2015 and that the consultant’s work team will begin immediately upon signing a contract.

Proposed Time Schedule (Tentative)

<i>Activity</i>	<i>Date</i>
Request for Proposals Released	Tuesday, March 11, 2014
Deadline for Proposal Questions	Friday, April 4, 2014
Deadline for Proposal Submittal	Friday, April 11, 2014
Selection Process	April 21-May 2, 2014
Notice to Proceed	Friday, June 27, 2014
Start Date of Contracted Services	Tuesday, July 1, 2014
Consultation with Each Jurisdiction	July-August 2014
Preliminary Staff Review of Draft Housing Element	December 2014
Draft submitted to HCD for 60-day review	February-March 2015
Consultant Response to Initial Findings	April 2015
Re-Submittal of Draft to HCD for 60-day review	May-June 2015
Planning Com., Board of Sup. /City Council Adoptions	July-September 2015
Board and Councils to Consider Modifications (if any)	September-December 2015
Completion of Project	December 31, 2015

VI. PROPOSAL FORMAT

In order to streamline the review process and maximize the degree of comparative analysis, the proposal should be organized in the following manner:

A. Transmittal letter

The transmittal letter should be signed by an official authorized to bind the consultant contractually and will contain a statement to the effect that the proposal is a firm offer for 90 days. The letter accompanying the proposal will also provide the following: name, title, address, and telephone number of individuals with the authority to negotiate and contractually bind the company. The transmittal shall contain a statement of understanding of the RFP.

B. Table of Contents

Include identification of the material by section and page number.

C. Overview

This section should clearly convey the consultant's understanding of the nature of the work and the general approach to be taken to its performance. This section should include, but not be limited to, a discussion of the purpose of the project, the organization of the project effort, and a summary of the proposed approach.

D. Detailed Work Plan

This section should include the following components:

1. Task Description

Include a full description of each step to be followed in carrying out the project. The work description should be presented in sufficient detail (tasks, subtasks, etc.) to show a clear understanding of the work and the proposed approach.

2. Deliverables

A description of the format, content, and level of detail that can be expected for each deliverable.

3. Schedule

A schedule showing the expected sequence of tasks, subtasks, etc. should accompany the work description. Important milestones should be identified on the schedule.

E. Management Approach

This section should describe the firm's management approach. If the proposal is a team effort, the distribution of work among the team members should be indicated. Describe the organization of the management, the structure of the work assignments, and any specific features of the management approach that require special explanation. Designate by name the project manager to be employed who will oversee the project. No substitutions of the identified project manager will be allowed without prior approval of Fresno COG.

Include the name and qualifications of all professional personnel involved in developing the Housing Element and their role, a resume for each professional

(included in an appendix), a statement indicating how many hours each professional will be assigned to the contract and what tasks each professional will perform. Staffing assignments should be specific enough to demonstrate understanding of skills required and commitment of proper resources. The selected consultant will not substitute members of the project team without prior approval of Fresno COG.

Consultants should demonstrate effectiveness and experience in working on Housing Elements and/or Multi-Jurisdictional Housing Elements as well as their ability to work with HCD and take the Housing Element through the state process.

F. Budget and Billing Format

The project budget should be broken down by jurisdiction by applying a base rate and then add-on costs as applicable for inventories, public meetings, etc. that will vary by jurisdiction. Cost per agency matrices are provided for each scope of work items that requires the breakdown information. Cost savings for the jurisdictions is one of the main reasons for completing a Multi-Jurisdictional Housing Element so cost breakdown by jurisdiction is critical.

The contractor should have an accounting system capable of segregating direct cost from indirect costs per the above cited regulations. The Contractor and Subcontractors will comply with all applicable laws and maintain books, documents, papers, and accounting records for a period of three years from the date of the final payment.

In the event one or more of the fifteen jurisdictions elects to remove it (them) self (selves) from this multi-jurisdictional effort before the contract is signed, its (their) share(s) of the cost will be deducted from the total cost of the contract. Each jurisdiction is to be billed separately.

1. Method of Payment

The cost proposal must be prepared consistent with the method of services provided under this agreement and will be reimbursed, by one of, or a combination of the methods below. The proposer must clearly state the method used to prepare the cost proposal.

- Lump Sum payment
- Actual Cost plus Fixed Fee
- Specific Rates of Compensation

Lump Sum proposals will be paid per milestone of completed work or at the end of the contract upon acceptance of the final product. Actual Cost plus Fixed Fee agreements shall be billed at actual payroll costs and includes a fixed fee for profit. In agreements reimbursed by Specific Rates of Compensation, billing rates containing a component for profit will be negotiated that will not change during the term of the contract.

Payments are the responsibility of and will be paid by each jurisdiction for its share of the total cost as determined by the consultant and approved by the participating agencies.

2. Task Budget

A schedule of estimated costs to complete each task, per jurisdiction should add down to the total cost of the project (see Attachments A & B). The task budget should include a subsidiary breakdown by task of hours and billing rate charges. To ensure a full understanding of the resources committed to the project the schedule should clearly indicate the amount of hours key personnel will be used in each task.

3. Budget and Cost Breakdown

The prospective consultant will prepare a detailed cost breakdown for the work to be performed during the project regardless of the method of reimbursement chosen. This will include all tasks required to complete the project including final reports and presentation. The breakdown will include the following per jurisdiction;

a. Direct Labor Costs – A schedule of billing rates and hours worked by employee or category of employee is required of the prime contractor and all subcontractors. Billing rates shall be based on actual pay rates and should cover all costs associated with the employee (salary, benefits, and anticipated cost of living and/or merit increases during the term of the contract). Depending on the individual cost structure, overhead may be applied as a component of the billing rate or applied separately. The proposer should be prepared to validate billing rates with payroll registers, wage agreements, or other payroll documentation.

b. Overhead Rates – The overhead rate should include all indirect cost not readily assignable to cost objectives specifically benefited. Typically an overhead rate is calculated on a company or division wide basis by segregating expenses into direct cost and indirect cost categories and then dividing the indirect costs by a direct cost base such as direct labor to arrive at an overhead rate. The overhead rate is then applied on a contract by contract basis to recapture the indirect costs that are not chargeable directly to a final objective such as general and administrative, facilities, equipment, supplies, accounting, maintenance, materials, etc. Some cost structures may be broken into various overhead rates that are applied to different bases. The proposer should be prepared to provide supporting documentation such as prior agreements with government agencies or audits of prior year activities to validate overhead rates structures.

c. Direct Cost – Direct costs are those incremental costs that can be identified specifically with a particular final cost objective. Although in some instances direct cost and indirect cost may include similar categories, incremental direct cost attributable to final objectives must be separated and not included in the overhead calculation. All direct cost specifically attributed to the project and

not included in the billing rates must be itemized by budget category to be eligible for reimbursement. Once contractually authorized, direct cost budgets may not be substituted without prior written consent of Fresno COG.

d. Sub consultant Fees – Sub consultants must provide the same cost data detail as the prime contractor (see Attachments A & B).

e. Fixed Fee – A fixed fee is calculated as a basis of total direct and indirect costs. The State of California allows a 10% maximum fee.

See Attachment B for Hypothetical Cost Estimate.

G. Insurance requirements

Without limiting Fresno COG's right to obtain indemnification from the consultant or any third parties, the consultant, at its sole expense, shall maintain in full force and affect the following insurance policies throughout the term of the contract:

1. Comprehensive general liability insurance with coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury, and property damage. Comprehensive general liability insurance policies shall name Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under the terms of the contract are concerned. Such coverage for additional insured shall apply as primary insurance or self-insurance and any other insurance, maintained by Fresno COG, its officers, agents, and employees, shall be given excess only and not contributing with insurance provided under the consultant's policies herein.
2. Comprehensive automobile liability insurance with limits for bodily injury of not less than \$25,000 per person, \$250,000 per accident, and for property damages of not less than \$50,000, or such coverage with a combined single limit of \$250,000.
3. Professional liability insurance of at least \$1,000,000.
4. Worker's compensation insurance as required by law.
This insurance shall not be canceled or changed without a minimum of thirty (30) days advance written notice given to Fresno COG. The consultant shall provide certification of said insurance to Fresno COG within twenty-one (21) days of the date of the execution of the contract. Such certification shall show, to Fresno COG's satisfaction, that such insurance coverage's have been obtained and are in full force; that Fresno COG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names Fresno COG, its officers agents, and employees individually and collectively as additional insured (comprehensive and general liability only), but only insofar as the operations under the contract are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by Fresno COG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the consultant's policies herein; and that this insurance shall not be canceled or

changed without a minimum of thirty (30) days advance, written notice given to Fresno COG.

In the event the consultant fails to keep in effect at all times insurance coverage as herein provided, Fresno COG may, in addition to other remedies it may have, suspend or terminate the contract upon the occurrence of such event.

H. Data and Material Ownership

Any data or material collected or created for the work product of a participating jurisdiction shall become the property of that jurisdiction.

I. Conflicts of Interest

The prospective contractor shall disclose any financial, business, or other relationship with Fresno COG and any of the participating agencies that may have an outcome on the selection.

J. Summary of Qualifications

Proposals shall include a summary of the firm's qualifications, including resumes of assigned staff.

K. Signing of Proposal/Authorization to Negotiate

The proposal shall be signed by an official authorized to bind the proposer and shall contain a statement to the effect that the proposal is a firm offer for a 90-day period. The proposal shall also provide the following: name, title, address, and telephone number of individuals with authority to negotiate and contractually bind the company.

L. Attachments

Attachments to be included at the end of the proposal are as follows:

- Attachment A: Budget and Cost Breakdown
- Attachment B: Cost Estimate (hypothetical example)
- Attachment C: Example Work Program Schedule

VII. PROPOSAL SUBMITTAL

A. Preparation of Proposal

The proposal shall be formatted in accordance with the requirements specified in *Section V: Proposal Requirements* of this RFP. Proposal forms shall be executed by an authorized signatory as described in *Section VI-K: Signing of Proposal/Authorization to Negotiate*. All proposals shall be prepared by and at the expense of the proposer.

B. Examination of RFP Document

The proposer shall be solely responsible for examining, with appropriate care, the RFP, including any addenda issued during the proposal period. The proposer shall also be responsible for informing itself with respect to any and all conditions which may in any way affect the amount or nature of the proposal or the performance of the

work in the event the proposer is selected. Failure of the proposer to examine and inform itself in this manner shall be at the proposer's own risk and no relief for error or omission shall be given.

C. Submission of Proposal/Period of Acceptance

One electronic and five (5) hard copies of all proposals **must be received by Fresno COG no later than 5:00 PM (PDT) on Friday, April 11, 2014**. Proposals not received by that date and time *will not be considered*.

Name: Lindsey Monge, Project Manager
Fresno Council of Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

All proposals will remain firm for a period of ninety (90) days following the final date for submission. All proposals will become the sole property of Fresno COG and a part of its official records without obligation on the part of Fresno COG.

This RFP is not to be construed as a contract of commitment on the part of Fresno COG. Fresno COG reserves the right to reject all proposals, to seek additional information from each proposer, or to issue another RFP, if deemed appropriate.

D. Modification or Withdrawal of Proposals

Any proposal received before the date and time specified above for receipt of proposals may be withdrawn or modified by written request of the proposer. To be considered, however, the modified proposal must be received by the proposal due date and time specified previously.

All verbal modifications to these conditions or provisions are ineffective for proposal evaluation purposes. Only written changes issued by proposers to Fresno COG are authorized and binding.

E. Rejection of Proposals

Failure to meet the requirements for the request for proposals will be cause for rejection of the proposal. Fresno COG reserves the right to reject any and all proposals submitted. Fresno COG may waive an immaterial deviation in a proposal. Waiver of an immaterial deviation shall in no way modify the Request for Proposals document or excuse the proposer from full compliance with the contract requirements if the proposer is awarded the contract.

VIII. CONSULTANT SELECTION

All consultant proposals submitted in response to this request will be screened by a selection committee comprised of;

- Mohammad Khorsand-County of Fresno,

- Tina Sumner-City of Clovis,
- Cruz Ramos-Westside Representative, and
- Kevin Fabino-Eastside Representative.

Once the screening process has occurred, the committee will then contact the number one ranked consultant to further negotiate a contract. Based on the interviews and/or evaluations, the selection committee will make a recommendation to the Fresno COG Policy Board. **The selection committee reserves the right to make a final selection without an interview.**

The actual award of the contract will be by the Fresno COG Policy Board (tentatively set for the June 26, 2014 meeting). Proposal opening does not constitute the awarding of a contract. The contract is not in force until it is awarded by Fresno COG Policy Board and executed by the Board's designee. The selected consultant will best demonstrate the ability to deliver quality work on schedule and in a cost-effective manner, consistent with the tasks and deliverables in this RFP.

Clarity and conciseness are essential and will be considered in assessing the proposer's capabilities. Consultants should demonstrate effectiveness and experience in working on Housing Elements and/or Multi-Jurisdictional Housing Elements as well as their ability to work with HCD and take the Housing Element through the state process. Furthermore, consultants should identify the level of effort and types of information expected from each participating agency.

Bids will be evaluated on:

1. The qualifications of the firm and staff.
2. The completeness of the Bid Submittal.
3. The responsiveness and comprehensiveness of the Bid with desired contract products.
4. The continuity and schedule of the program of tasks.
5. Perceived effectiveness of the Bid Submittal.
6. Cost proposal.

IX. PROPOSER OBJECTIONS

A proposer may object to any of the terms or provisions set forth in the RFP's Scope of Work or to the selection of a particular proposer on the grounds that Fresno COG's procedures, the provisions of this RFP, or applicable provisions of federal, state, or local law have been violated or inaccurately or inappropriately applied by submitting Fresno COG a written explanation of the basis for the objection. Deadlines for submittal of objections are:

- No later than two weeks prior to the date proposals are due, for objections to RFP provisions; or
- Within three working days after the date on which contract award is authorized or the date the proposer is notified that it was not selected, whichever is later, for objections to proposer selection.

If the proposer does not state any objections, Fresno COG will assume that the RFP scope of services are acceptable to the proposer and have been fully factored into its response. If the proposer intends to negotiate with Fresno COG concerning any part of the project scope of services that the proposer finds objectionable, the proposer must provide specific language in its response that will address or cure its objections.

X. FRESNO COG RIGHTS

Fresno COG may investigate the qualifications of any proposer under consideration, require confirmation of information furnished by a proposer, and require additional evidence of qualifications to perform the work described in this RFP.

Fresno COG reserves the right to:

1. Reject any or all of the proposals if it deems such action is in the public interest;
2. Issue subsequent Requests for Proposals;
3. Cancel the entire Request for Proposal;
4. Remedy technical errors in the Request for Proposals process;
5. Appoint an evaluation committee to review the proposals;
6. Seek the assistance of outside technical experts in proposal evaluation;
7. Approve or disapprove the use of particular subcontractors;
8. Establish a short list of proposers eligible for interviews after review of written proposals;
9. Negotiate with some, all, or none of the respondents to the RFP;
10. Solicit best and final offers from all or some of the proposers;
11. Award a contract to one or more proposers;
12. Accept an offer other than the lowest price offer; and
13. Waive informalities and irregularities in proposals and the bid process.

This RFP does not commit Fresno COG to enter into a contract, nor does it obligate Fresno COG to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. All proposals will be subject to public disclosure as required by the California Public Records Act.

Fresno COG reserves the right to investigate the qualifications of all firms under consideration to confirm any part of the information furnished by a proposer, or to require other evidence of managerial, financial, or other capabilities which are considered necessary for the successful performance of the contract.

XI. RFP QUESTIONS

All questions on the RFP should be submitted by e-mail before **Friday, April 4, 2014 at 1:00 p.m. (PDT)** to:

Attn: Lindsey Monge, Project Manager lmonge@fresnocog.org

All questions and answers will be posted on the Fresno COG website at: www.fresnocog.org

Attachment A

BUDGET AND COST SCHEDULE TEMPLATE

	<i>(Name)</i>		<i>(Name)</i>		<i>(Name)</i>			
TASKS	<i>(Hourly Billing Rate)</i>		<i>(Hourly Billing Rate)</i>		<i>(Hourly Billing Rate)</i>		Total Task Hours	Total Task Cost
Task	Hours	Cost	Hours	Cost	Hours	Cost		
Tasks Subtotal								

DIRECT COSTS

Direct Cost		Amount
Direct Costs Subtotal		

Sub-consultants Subtotal		

PROPOSAL TOTAL	GRAND		
-----------------------	--------------	--	--

SUBCONSULTANTS

Sub-consultants		Total Cost
------------------------	--	-------------------

Attachment B

HYPOTHETICAL COST ESTIMATE

The hypothetical cost format example given below is to illustrate required components of the cost proposal only, and will have to be tailored to fit individual cost structures of the project.

Table 1.- Direct cost by Task

Cost Items	Task 1	Task 2	Task 3	Total
1. Direct Labor	3,700	17,053	5,502	26,255
2. Overhead (___% of Line 1)	1,480	6,821	2,201	10,502
Total Salary Burden	5,180	23,874	7,703	36,757
3. Direct Expenses				
Telephone/FAX	35	28	15	78
Postage/Shipping	12	8	35	55
Graphics/Printing	11	11	75	97
Travel	350		500	850
Misc.	45	45	45	135
Total Direct Expenses	453	92	670	1,215
4. Sub consultant Fees *	4,244	22,276	2,726	29,246
5. Fixed Fee (___% of Lines 1,2,3)	764	1,524	1,132	3,420
Total	10,640	47,766	12,231	70,638 70,638

Table 2 - Project Task Costs by Key Personnel

Task No. and Description	Key Staff #1	Key Staff #2	Staff Support	Total Hours
Task 1. Establish Parameters	25	75		100
Task 2. Data Collection and Analysis		400	250	650
Task 3. Final Report and Presentation	15	50	175	240
Total Hours	40	525	425	990
Billing Rate	\$75.00	\$44.06	\$25.00	
Memo Total	3,000	23,132	10,625	36,757

* Sub consultants must provide required cost components found in Tables 1 & 2

Attachment C

Example Work Program Schedule

Program Task	Responsible Party	Estimated Completion Date
Task 1 Description	Name/Title	January 1, 2013
Sub-Task 1a Description	Name/Title	February 1, 2013
Task 2 Description	Name/Title	February 15, 2013
Sub-Task 2a Description	Name/Title	March 15, 2013
Task 3 Description	Name/Title	April 15, 2013
Task 4 Description	Name/Title	July 30, 2013
Draft Report	Name/Title	August 30, 2013
Final Report	Name/Title	October 31, 2013
Project Completion	Name/Title	November 1, 2013



Fresno County Multi-Jurisdictional Housing Element

PROPOSAL FOR SERVICES

Submitted by:
Mintier Harnish

Submitted to:
Lindsey Monge, Project Manager
Fresno Council of Governments
Planning Department
2035 Tulare Street, Suite 201
Fresno, CA 93721

In association with:
Veronica Tam & Associates | MIG

April 11, 2014

Fresno County Multi-Jurisdictional Housing Element Housing Element Update

PROPOSAL FOR SERVICES

Revised June 5, 2014

Submitted to:

Lindsey Monge, Project Manager
Fresno Council of Governments
Planning Department
2035 Tulare Street, Suite 201
Fresno, CA 93721

Submitted by:

Mintier Harnish
1415 20th Street
Sacramento, CA 95811
916.446.0522
mintier@mintierharnish.com
www.mintierharnish.com

Fresno County Multi-Jurisdictional Housing Element

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OVERVIEW



Understanding of the Project

Fresno County and 12 of the 15 cities in Fresno County (excluding the City of Fresno) are launching a Multi-Jurisdictional Housing Element for the fifth round of housing element updates. The Fresno Council of Governments, as the coordinating agency, is seeking proposals from qualified consultants to prepare the multi-jurisdictional element and conduct the associated environmental review. The primary objectives of the project are to achieve a single certified housing element for all 13 jurisdictions and realize a cost savings for the jurisdictions compared to each jurisdiction preparing its own housing element update.

The Housing Element will cover the planning period of December 31, 2015, through December 31, 2023, and must be adopted and submitted to HCD for certification by December 31, 2015 (with a grace period of 120 days).

Unincorporated Fresno County and the 12 cities have a combined population of 426,583. Preparing a multi-jurisdictional housing element will be a unique and challenging undertaking. While housing is in many ways a regional issue, the characteristics of the 13 jurisdictions are very different, which will create challenges in preparing a single housing element. First, the populations of the jurisdictions range from 167,000 in unincorporated Fresno County and nearly 100,000 in Clovis, to 6,790 and 5,800 in Huron and Fowler, respectively. Some communities are rural in character while others are quite urban.

Seven of the 13 jurisdictions do not have certified housing elements from the fourth round of housing element updates, meaning that they will need to accommodate their regional housing needs allocations for two rounds versus only the current round.

Fresno County, it should be noted, intends to complete its fourth round housing element update in 2014. Veronica Tam and Associates is currently working with the County on this effort. There are also jurisdictions that, even if they have a certified element from the last round, have not carried out the rezonings and other implementation programs that they committed to in their certified housing elements. Jurisdictions have different zoned capacities to accommodate their housing need in terms of available sites and densities that meet the State “default density” standard. Finally, the jurisdictions have very different levels of staff resources to assist in data collection, document review, and housing element processing.

The RFP provides a sample table of contents for the Housing Element, but asks the consultant to propose a structure for the Housing Element. There are several options for organizing the Multi-Jurisdictional Housing Element. The biggest question is how much of the Housing Element content should be presented collectively for all 13 jurisdictions versus how separately for each jurisdiction. We understand that Fresno COG has been consulting with Kings County, which has prepared a multi-jurisdictional housing element. While the Kings County Housing Element can serve as a guide for how to organize the Fresno County Multi-Jurisdictional Housing Element, the Kings County element covers five jurisdictions compared to 13 jurisdictions in Fresno County. An important aspect of this project will be to determine the appropriate structure for the Housing Element.

The Housing Element RFP calls for the consultant to conduct/participate in a minimum of three public meetings per jurisdiction, which would include the general public, the planning commission, and city council/board of supervisors. Additional meeting costs beyond the three meeting minimum are to be identified in the proposal on a per meeting basis.

The RFP also calls for the consultant to scope and prepare a cost estimate for a Negative Declaration for the Multi-Jurisdictional Housing Element with Fresno COG as the lead agency, as well as an additional cost estimate by jurisdiction if an EIR is required for their part of the housing element update.

The RFP calls for the consultant to invoice each jurisdiction individually for their predetermined share of the costs based on a single contract between the consultant and Fresno COG that will be signed by all 13 jurisdictions.

Finally, the RFP outlines a schedule for the project that anticipates a July 1, 2014, start date and conclusion of the project by December 31, 2015, following submission of the Housing Element to HCD for final certification. The schedule sets out several milestone dates for completion of various tasks during the project.

Project Approach

The Fresno County Multi-Jurisdictional Housing Element represents an innovative approach to meeting State Housing Element law and coordinating resources to address the region's housing needs. The regional housing element approach, while tested in a few counties at much narrower scales, will be a major undertaking for Fresno COG and the 13 jurisdictions. The Mintier Harnish/Veronica Tam and Associates team brings together a staff of highly experienced planners in housing element preparation that can help Fresno COG and the participating jurisdictions navigate through this complex process. The Housing Element will contain all required components per State Housing Element law. Our expert housing planners have a full understanding of the requirements and will be able to structure a streamlined Element that contains meaningful information and is user-friendly. Key components of our work scope and approach are summarized below and discussed in further detail later in our proposal.

Housing Needs Assessment

The MH/VTA team proposes to develop a regional housing needs assessment that will use the latest

Census, market, and economic data available to identify the housing needs in the region. HCD has committed to providing a housing element data package that will contain much of the needed data for the housing needs assessment. We will supplement the data package with research using local and regional data sources. As part of our scope, we have included two stakeholder meetings to obtain input on housing needs, constraints, and opportunities. Housing needs identified during this process will be incorporated into the Housing Needs Assessment.

Housing Constraints

The analysis of housing constraints will cover both local and regional conditions. Market and environmental constraints in general, will be discussed from a regional perspective, with specific local highlights if such conditions will significantly impact the jurisdiction's ability to meet its housing needs. Governmental constraints, as required by State law, will contain sufficient details for each participating jurisdiction. An important approach, however, is to use consistent methodologies and thresholds for the analysis. Furthermore, seven of the 13 participating jurisdictions do not have a certified fourth cycle Housing Element. Specifically, five jurisdictions did not prepare a draft fourth cycle Housing Element for HCD review. The analysis of governmental constraints for these jurisdictions must take one step back and include additional analysis on compliance with State laws passed after 2002, such as SB 520 (Housing for Persons with Disabilities), and AB 1866 (Second Units), and SB 2 (Housing for the Homeless).

Resources

One of the most time- and labor-intensive tasks for the Housing Element is the compilation of resources available to each jurisdiction for meeting its Regional Housing Needs Allocation (RHNA). State law requires a detailed sites inventory that is specific to each jurisdiction. Pursuant to AB 2348, the default density for facilitating the development of lower income housing in Fresno County is 20 units per

acre. However given the market conditions in the Central Valley region, affordable housing can potentially be achieved at lower densities. Our scope includes compiling information on affordable housing projects in the region to petition for a lower density threshold for affordable housing, especially for the smaller jurisdictions.

Seven of the 13 participating jurisdictions do not have a certified fourth cycle Housing Element. The Housing Element must assess any potential RHNA penalty from the previous planning period pursuant to AB 1233. Our approach for these seven jurisdictions is to eliminate or reduce the RHNA penalty to the extent feasible, with units constructed or approved, specific or master plans adopted, sites available, and rezoning/General Plan Amendments during the fourth cycle. It should be noted that VTA is currently working with Fresno County to prepare the County's fourth cycle Housing Element, so this additional analysis will not be needed for the County as part of the fifth cycle update.

Goals, Policies, and Programs

We will review the goals and policies from the previous Housing Elements to identify common grounds. We believe we can help establish a regional vision through a common set of housing goals and policies that reflect regional housing needs and a sustainable strategy for growth. We will develop specific implementation programs for individual jurisdictions, respective of their available resources and specific characteristics.

CEQA Compliance

The RFP asks the consultant to provide a base cost for a Negative Declaration for the entire project (with Fresno COG as the lead), as well as an add-on cost per agency if an EIR is required to comply with CEQA. We recommend an alternative approach to the CEQA documentation that will allow each jurisdiction to undertake its own CEQA process. This may be preferred in the event that a challenge is raised in a jurisdiction; if a single CEQA

document were prepared, a challenge in one jurisdiction could delay the Housing Element adoption process in the other jurisdictions.

In our recommended approach, we will prepare an Initial Study template for use in all jurisdictions. Using that template, we will tailor the Initial Study/ (Mitigated) Negative Declaration for each city and the County, focusing the analysis on each jurisdiction's particular RHNA, rezoning (if required), and other conditions pertinent to the document.

As an option, we can prepare a single CEQA document per the RFP, which we recommend consist of a Program EIR to provide the broadest coverage for all jurisdictions involved. In the budget, we identify a total cost for the EIR. As part of the scope refinement process, if this option is pursued, we would indicate the pro-rata costs for each agency.

Public Participation

Based on our extensive experience, single-topic, stand-alone meetings on the Housing Element rarely attract adequate attention from the public despite diligent outreach efforts. Therefore, our scope proposes the following avenues for public input: 1) two stakeholder meetings to obtain input from housing professionals, service providers, housing advocates, and other community stakeholders in the region, 2) publicly noticed study session before the planning commission, city council/Board of Supervisors, or some combination of decision makers, in each jurisdiction to review the Draft Housing Element prior to submitting the Element for HCD review (one meeting per jurisdiction), and 3) adoption hearings (two meetings per jurisdiction).

Specific Program Compliance

SB 2 (Housing for the Homeless) passed in 2007 requires that jurisdictions address the provision of emergency shelters, transitional housing, and supportive housing in their zoning codes. The legislative intent of SB 2 and HCD interpretation of which, have been the topic of debate for most housing element updates in other regions. As part of our

scope, we will review the zoning codes and provide specific guidance on the best approach for complying with SB 2 in each jurisdiction.

Optional Services: SB 244 Implementation

One of the biggest optional tasks that the MH/VTA team can offer is assisting jurisdictions with implementation of SB 244. SB 244 (Wolk, 2011) requires cities and counties to address the infrastructure and service needs of unincorporated disadvantaged communities in their general plans. SB 244 defines an unincorporated disadvantaged community as a place that meets the following criteria:

- Contains 10 or more dwelling units in close proximity to one another;
- Is either within a city Sphere of Influence (SOI), is an island within a city boundary, or is geographically isolated and has existed for more than 50 years; and
- Has a median household income that is 80 percent or less than the statewide median household income. (Note: According to the U.S. Census the statewide median income was \$57,708. Eighty percent of the statewide median income was \$46,166.)
- For cities and counties, SB 244 requires that before the due date for adoption of the next housing element after January 1, 2012, the general plan land use element must be updated to: identify unincorporated disadvantaged communities; analyze for each identified community the water, wastewater, stormwater drainage, and structural fire protection deficiencies and needs; and identify financial funding alternatives for the extension of services to identified communities.

We have included an optional scope of work to assist jurisdictions with implementation of SB 244.

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

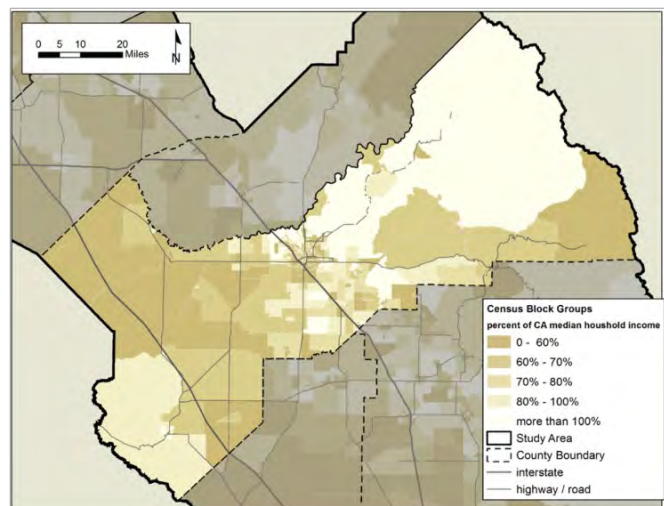
address identified deficiencies and unmet needs.

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

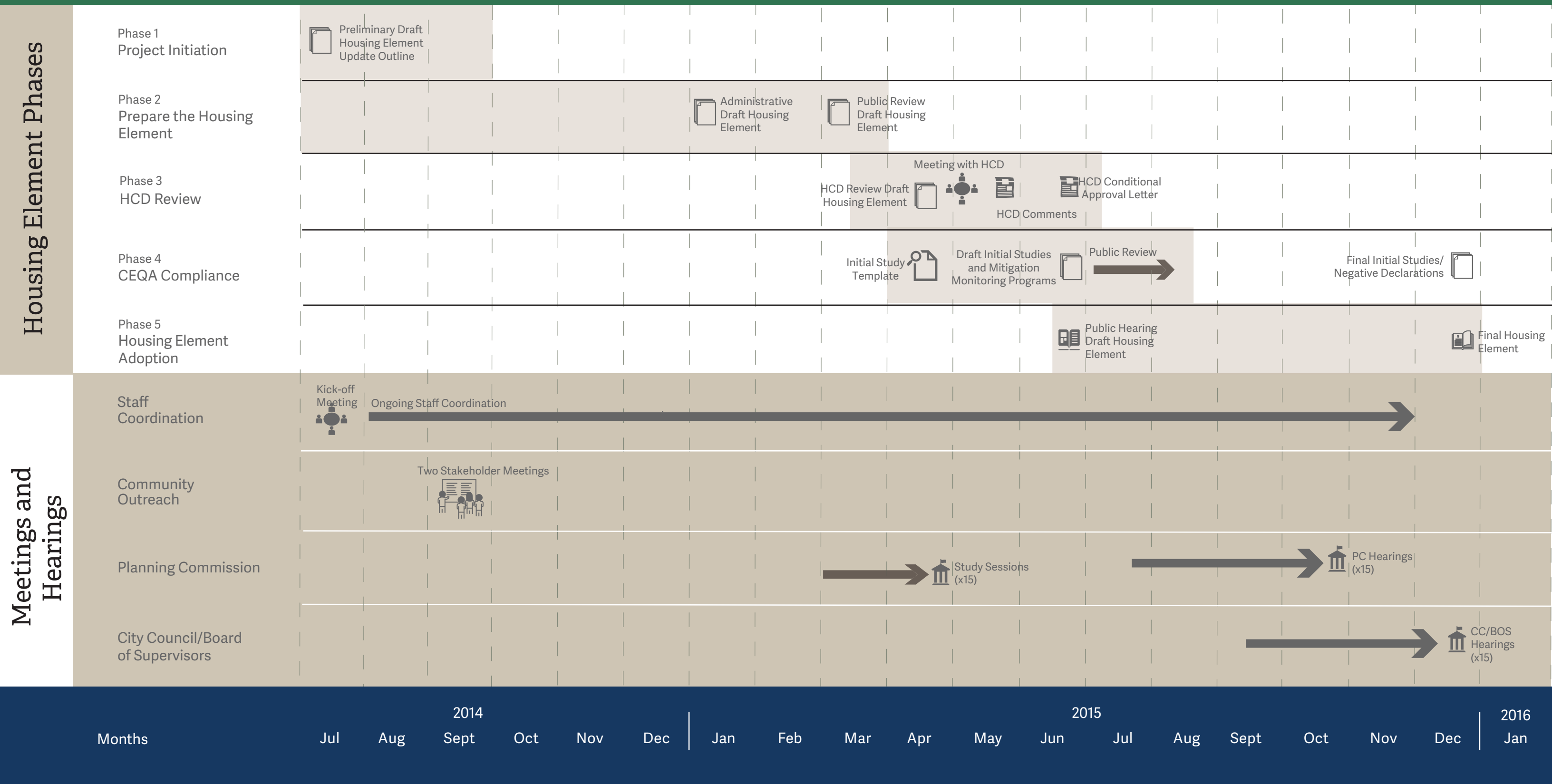
The graphic on the following page shows the proposed schedule for the Housing Element Update, broken down by project phase based on the Scope of Work outlined in this proposal. The schedule ensures there is sufficient time to meet the December 2015 deadline for adopting the Housing Element.

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

Aug

Sept

Oct

Nov

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sept

Oct

Nov

Dec

Jan

MANAGEMENT APPROACH



Team Organization and Project Management

Our team includes three highly qualified firms with deep experience in preparing housing elements and conducting environmental review. While there are some aspects of the housing element that can be completed at the regional level, there are other parts that require close collaboration with local governments. To ensure that each jurisdiction receives the attention it needs during this process, we will assign principals and project managers from both Mintier Harnish and Veronica Tam and Associates to be the points of contact for each jurisdiction. Mintier Harnish will address the needs of one half of the jurisdictions and VTA will address the needs of the other half.

Mintier Harnish will be the prime contractor and project managers. We will manage the project through its various phases, prepare the Housing Needs Assessment, lead in compiling the Housing Element, and work directly with half of the jurisdictions in developing those parts of the Housing Element that require separate analysis (i.e., resources and constraints) and implementation program development. We will also be responsible for managing the invoicing process. Mintier Harnish will lead the kick off meeting and stakeholder meetings and attend study sessions and adoption hearings in each jurisdiction that it is working with directly.

Veronica Tam and Associates (VTA) will be subcontractor to Mintier Harnish. VTA will provide support in compiling the Housing Element and work directly with the other half of the jurisdictions in developing those parts of the Housing Element that require separate analysis and implementation program development. VTA will attend the kick off meeting and stakeholder meetings and attend study

sessions and adoption hearings in each jurisdiction that it is working with directly.

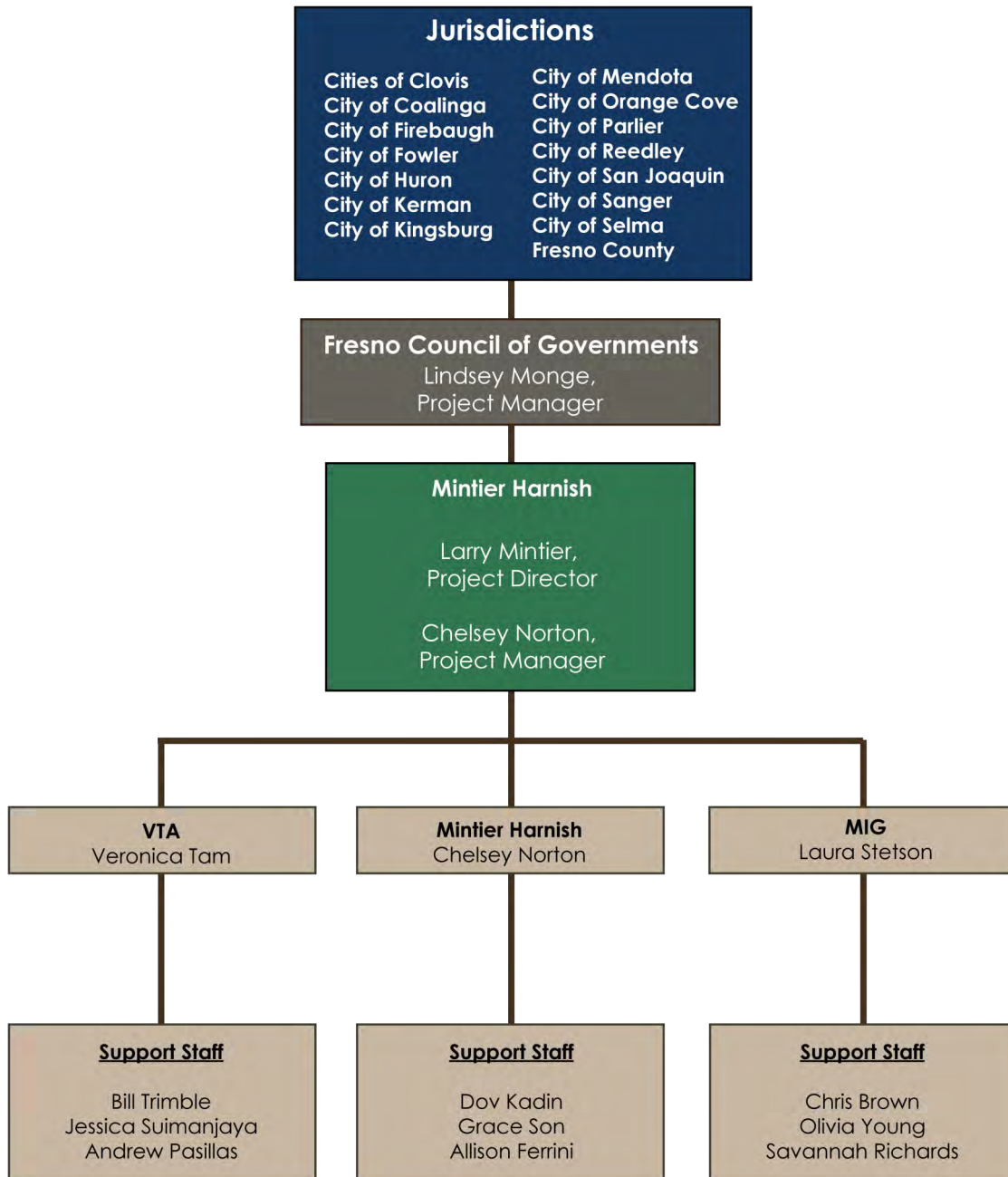
MIG will be a subcontractor to Mintier Harnish and will lead the efforts related to CEQA Documentation.

Management Tools

For the project to remain on schedule and on budget, the project will need to be efficiently and diligently managed. One of the keys will be our use of data questionnaires and templates to simply and standardize collecting information from the 15 jurisdictions and to provide them technical assistance. We have called this out in our approach and Detailed Work Plan.

A second key will be to maintain a close working relationship with HCD during the entire update process. Based on conversations with HCD staff, they have already invited us to submit interim products as they are completed for early feedback. This could greatly reduce the time for HCD to review the Multi-Jurisdictional Housing Element during the required 60-day draft review period.

A third key will be our project monitoring program. We are proposing to conduct bi-weekly check-in calls with the Fresno COG project manager. We also propose to prepare monthly status reports that will report on the status of the overall project but also the status of each jurisdiction's progress in completing their respective part of the Housing Element. To facilitate communication with the 15 jurisdictions we propose to work with Fresno COG to create a dedicated part of its website for posting these status reports, providing announcements of upcoming meetings and document releases, and providing summaries of meeting results. Finally, we propose to use Dropbox or a similar file sharing system to share large documents with the 15 participating jurisdictions.



BUDGET



We have prepared a detailed budget that shows our costs for each task included in our Work Plan. We have provided billing rates for each individual staff member assigned to the project and a breakdown of the hours for each task by individual. We have included estimated direct expenses as well.

We have also provided a cost breakdown by jurisdiction. The base cost for the proposal is \$20,443 per jurisdiction, including CEQA compliance; however, we have assumed that there will be additional costs of \$5,252 for jurisdictions that did not complete a fourth cycle housing element. These costs cover work needed to analyze RHNA carryover from the fourth cycle (AB 1233), provide additional analysis to identify adequate sites (AB 2348), analyze constraints for persons with disabilities (SB 520), and assist jurisdictions in complying with State law related to zoning for emergency shelters (SB 2).

While our proposed budget reflects our best estimate of the costs for the services requested in the RFP, we will work with Fresno COG and the jurisdictions to refine the Work Plan and budget to achieve an efficient and cost-effective project.

We are committed to carrying out the project on schedule and on budget. We will complete this Work Plan for a fixed fee, not to exceed the approved budget. We propose to invoice for our services on a lump sum, milestone basis, as various products are completed and meetings are attended. We assume we will be submit invoices no more frequently than monthly. We will be submitting our invoices to Fresno COG, but that our invoices will allocate costs to the 13 participating jurisdictions. We will work out invoicing protocols at the beginning of the project.

Finally, our estimated budget assumes the participation of all 15 jurisdictions. Should one or more jurisdictions decline to participate, we reserve the right to revise our Work Plan and Budget to reflect the loss of economies of scale associated with preparing the Housing Element for all 15 jurisdictions.

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The following summary tables show the cost breakdown by jurisdiction. As described above, the cost for jurisdictions that have completed the fourth cycle housing element is \$20,443, and the cost for jurisdictions that have not is \$25,695. FCOG is contributing \$12,650 to the project.

Agency	Estimated
Fresno County	\$20,443
City of Clovis	\$20,443
City of Coalinga	\$20,443
City of Fowler	\$25,695
City of Huron	\$20,443
City of Kerman	\$25,695
City of Kingsburg	\$25,695
City of Mendota	\$25,695
City of Parlier	\$20,443
City of Reedley	\$20,443
City of San Joaquin	\$20,443
City of Sanger	\$25,695
City of Selma	\$25,695
FCOG Contribution	\$12,650
Total	\$309,921

The base cost for a negative declaration is \$5,100 per jurisdiction. This is included in the total cost shown on the previous page. If the COG and jurisdictions elect to prepare a countywide Program EIR, the estimated cost per jurisdiction is \$12,333.

Agency	Estimated Cost
Fresno County	\$12,333
City of Clovis	\$12,333
City of Coalinga	\$12,333
City of Fowler	\$12,333
City of Huron	\$12,333
City of Kerman	\$12,333
City of Kingsburg	\$12,333
City of Mendota	\$12,333
City of Parlier	\$12,333
City of Reedley	\$12,333
City of San Joaquin	\$12,333
City of Sanger	\$12,333
City of Selma	\$12,333

Fresno County Multi-Jurisdictional Housing Element

The meeting costs do not vary by jurisdiction. The cost per jurisdiction for the three meetings included in the Work Plan and budget is \$4,076. The additional per meeting cost is \$1,359.

Agency	Base Cost for 3 Meetings*	Cost per Meeting Beyond 3*
Fresno County	\$4,076	\$1,359
City of Clovis	\$4,076	\$1,359
City of Coalinga	\$4,076	\$1,359
City of Fowler	\$4,076	\$1,359
City of Huron	\$4,076	\$1,359
City of Kerman	\$4,076	\$1,359
City of Kingsburg	\$4,076	\$1,359
City of Mendota	\$4,076	\$1,359
City of Parlier	\$4,076	\$1,359
City of Reedley	\$4,076	\$1,359
City of San Joaquin	\$4,076	\$1,359
City of Sanger	\$4,076	\$1,359
City of Selma	\$4,076	\$1,359

* Hourly charge, plus \$100 rental car and gas allowance, plus \$20 per diem

SUMMARY OF QUALIFICATIONS



Team Overview

Mintier Harnish

Minter Harnish (MH) is a Sacramento-based planning consulting firm specializing in development, land use, and environmental issues. The firm's clients include public agencies, development companies, and law firms. MH is one of California's foremost experts in preparing general plans. Since our founding in 1985, MH has been involved in over 50 comprehensive general plan updates and over 50 housing element updates. Larry Mintier has been involved in all five rounds of housing element updates since the mid 1980s. Chelsey Norton has been working on housing elements since 2007 and has overseen the preparation of over two dozen housing elements. Services we provide include overall project management, meeting facilitation, public outreach, and land use and housing planning and policy. We have a proven track record of preparing housing elements and providing excellent service to our clients. We have a 100 percent HCD certification rate, and have been hired repeatedly over the years by multiple jurisdictions.

Veronica Tam and Associates, Inc.

Veronica Tam and Associates, Inc. (VTA) is a California corporation with its office in Pasadena, California. VTA has been providing housing and community development consulting to local jurisdictions throughout California since it was established in 2005. VTA prides itself on an excellent reputation in the area of housing policy planning in terms of the quality of its work and our client-oriented attitude. Veronica Tam has been involved in the preparation of over 100 housing plans and studies, and is often praised by our clients for

prompt and knowledgeable responses. VTA has a diverse and experienced staff that includes seasoned housing planners with backgrounds in both the private and public sectors.

MIG

MIG is a multidisciplinary firm established in 1982 that offers a full range of services, including CEQA, general plan preparation, policy planning and development, housing element strategy and preparation, site planning, streetscape design, zoning, conceptual design and transit-oriented development planning. Their work is characterized by a dedication to quality, a flexible approach, creativity in planning and design, and a commitment to completing projects on time and within budget. Through MIG's participatory planning process, client goals, and stakeholder interests work together to frame key issues. In January 2013, MIG merged with Hogle-Ireland, Inc., a Southern California planning and environmental firm. Hogle-Ireland, established in 1988, brings to the partnership significant land use planning and environmental consulting expertise and in particular, the legacy of 25 years of preparing innovative housing elements for cities throughout California. Hogle-Ireland's 30 professional planners serve both public and private clients, and are now fully integrated into the MIG organization.

Staff Assignments

Lead Team Members

Larry Mintier, FAICP, Principal-in-Charge (MH)

Larry Mintier has overseen preparation of nearly 50 housing elements since establishing Mintier Harnish in 1985. Larry will serve as the Principal-in-Charge for the Housing Element Update. With assistance from

Veronica and Chelsey, Larry will participate in all project kick-off activities, provide project oversight and management, review all documents, and attend study sessions and public hearings. He will also assist in coordinating with HCD during the Housing Element review process.

Veronica Tam, AICP, Housing Element Update Task Manager (VTA)

Veronica Tam has expertise in the areas of housing policy development and community development planning. She has 20 years of experience preparing a range of housing and community development plans and studies. Specifically, she has prepared more than 100 housing elements for communities throughout California. With Chelsey, Veronica will provide day-to-day project management and coordination with city and County staff. She will be responsible for production of all work products with oversight by Larry. Veronica will attend stakeholder meetings, study sessions, and public hearings.

Chelsey Norton, AICP, Housing Element Update Task Manager (MH)

Chelsey Norton has prepared over two dozen housing elements, all of which have been successfully certified by HCD. With Veronica, Chelsey will provide day-to-day project management and coordination with city and County staff. She will be responsible for production of all work products with oversight by Larry. Chelsey will attend stakeholder meetings, study sessions, and public hearings.

Laura Stetson, Environmental Review Task Manager (MIG)

Laura Stetson has served as project manager on general plans, zoning codes, specific plans, and special planning studies for diverse cities throughout California. Laura has conducted background research for planning, written plan elements, coordinated preparation of plans and related environmental documentation, and presented recommendations to decision-making bodies. She also directs preparation of CEQA documents, either as part of planning programs or to address devel-

opment projects. Laura will lead the CEQA effort for the Housing Element.

Housing Element Update Staff Support

The following Team members will provide support on data collection, report production, and public outreach related to the Multi-Jurisdictional Housing Element. They will work at the direction of Larry, Veronica, Chelsey, and Laura.

Bill Trimble, Senior Planner (VTA)

Bill has experience as a public sector planner for more than 20 years. His work has focused on community-based planning. In the City of Pasadena, he was responsible for updates of the City's Housing and Land Use Elements, as well as for various major development projects and housing-related zoning code amendments. Since joining VTA in 2012, Mr. Trimble has assisted in several housing element updates, including for the City of La Canada Flintridge where the balancing of State requirements and community concerns required significant expertise in Housing Element law and experience in dealing with the public.

Jessica Suimanjaya, AICP, Planner (VTA)

Jessica has assisted with Housing Element updates for numerous jurisdictions, including Hayward, Hercules, Hesperia, Irvine, Redondo Beach, Simi Valley, and Monterey County, among others. Ms. Suimanjaya has been involved in all aspects of the housing element update and has served as project manager for several housing element updates.

Andrew Pasillas, Planner (VTA)

Andrew has participated in numerous housing projects since joining VTA in 2012. He is familiar with the use of data from the Census, American Community Survey, Home Mortgage Disclosure Act, and Comprehensive Housing Affordability Strategy for housing needs analysis.

Dov Kadin, Planner (MH)

Dov has assisted in the preparation of several housing elements, including the cities of Galt, Gilroy, Hayward, Rohnert Park, and the counties of Madera, Placer, and Yolo. Dov specializes in geographic information systems, land use modeling, and land use planning. He provides research, writing, design, and GIS support on various projects including general plans, housing elements, sustainable community strategies, and regional housing needs assessments. Dov provided technical support for the SCS and RHNA for StanCOG and the RHNA for TCAG.

Grace Son, Research Assistant (MH)

Grace provides research, writing, and graphic support for a variety of projects, including housing element updates for the cities of Gilroy, Isleton, Mt. Shasta, and Madera County. Grace is familiar with all the data sources required to update the housing element needs analysis including Census and American Community Survey data, Department of Finance estimates and projections, and Comprehensive Housing Affordability Strategy data.

Allison Ferrini, Research Assistant (MH)

Allison provides research and writing support for a variety of projects, including housing element updates for the cities of Isleton and Mt. Shasta, and Madera County. Allison is a skilled GIS analyst and is familiar with all the data sources required to update the housing element needs analysis including Census and American Community Survey data, Department of Finance estimates and projections, and Comprehensive Housing Affordability Strategy data.

Christopher Brown, Director of Environmental Studies (MIG)

Christopher has over eight years experience in environmental analysis and the preparation of CEQA documents. Mr. Brown has managed and prepared CEQA documents for a variety of development plans and projects, specific plans, comprehensive general plan updates, general plan

elements, and transportation improvements and infrastructure plans and projects. Mr. Brown will review all environmental documentation to ensure consistency with the project parameters and that it meets the requirements of CEQA.

Laura Moran, Environmental Project Manager (MIG)

Laura has over 28 years of environmental consulting experience in biology and project management. Her professional specialty comprises multiple aspects of environmental studies and analyses, including climate change adaptation planning, ecosystem services valuation, wetland delineation and restoration and mitigation design. Ms. Moran has directed, managed and conducted a broad range of wetland delineation and resource studies, biological resource inventories, special- status species surveys, environmental impact analyses, multi-agency permitting, multi-parcel mitigation banking, and environmental monitoring plans for mitigation and construction projects for various public- and private- sector clients.

Savannah Richards, Project Assistant (MIG)

Savannah is a project assistant with MIG's Southern California Environmental Planning division. Savannah has a background and education in planning and environmental studies. She is experienced in Phase I and II Environmental Site Assessments, preparation of EPA Quarterly Reports, and submission of Annual Supplemental Funding Requests. Savannah also has experience with National Environmental Policy Act (NEPA) documentation, has developed field skills in wetland delineation and mitigation, and participated in extensive field work involving soil and water sampling.

Why Hire Us?

Local Experience

Our team has a long history and extensive experience working in and around Fresno County communities, and is very familiar with local condi-

tions, values, and priorities. MH prepared the Fresno County General Plan (2000), as well as a previous Housing Element Update and technical General Plan review and a Consolidated Plan for the City of Fresno. VTA is currently updating Fresno County's fourth cycle Housing Element.

We also have extensive housing and general plan experience in Valley communities adjacent to Fresno County. MH prepared the existing Madera County General Plan, the 2003 Madera County Housing Element, and the 2010 Visalia Housing Element. MH prepared the 2003 City of Madera Housing Element, and more recently, the City's Analysis of Impediments to Fair Housing in 2011. MH is currently updating Madera County's fifth-cycle Housing Element. In the greater San Joaquin Valley, the MH/VTA Team has prepared over two dozen housing elements, general plans, and zoning ordinances.

Housing Element Experience

We recognize that the housing element, like other general plan elements, greatly impacts the lives of those who live, work, and own property in a community. It is vital that a housing element meets not only the requirements of State law, but more importantly, the needs of the community. We pride ourselves on preparing housing elements that exceed the minimum standards for HCD certification and serve as a practical guide for day-to-day decision-making. For example two housing elements prepared by VTA have received American Planning Association awards, including the 2008-2014 Housing Element for Los Angeles County (2009 APA - California Chapter Comprehensive Planning Award – Large Jurisdiction) and the 2013-2021 Housing Element for City of El Cajon (2014 APA – San Diego Section Comprehensive Planning Award – Small Jurisdiction).

Our team has the combined experience of having prepared over 150 housing elements during five rounds of housing element studies. MH and VTA are recognized as the foremost experts on housing elements in California. We draw on our broad experience in preparing housing elements for

diverse communities across California, from small, rural communities (such as the cities of Del Mar, Newman, and Wheatland) to large metropolitan areas (such as the City and County of Los Angeles, Stockton, and Sacramento).

We are able to apply innovative policy solutions and practical experience to the communities in which we work. In addition, our experience as general plan policy specialists helps us prepare housing elements that are consistent with a community's existing general plan. We stay connected to the latest updates concerning housing legislation and planning trends, and continually update our extensive library of resources with current housing policy research.

Housing Element-Related Experience

Our team has a wide breadth of experience providing housing services, from preparing Regional Housing Needs Plans for councils of governments, to preparing housing elements and State and Federal housing reports, to implementing housing programs and preparing HCD reports. We understand State and Federal housing law and implementation at every level. In addition to Housing Elements, we have experience in preparing Housing Element annual HCD reports, Consolidated Plans, Fair Housing studies, grants applications, and environmental clearance.

MH has prepared regional housing needs assessments (RHNA) for the Stanislaus Council of Governments and Tulare County Association of Governments, and assisted the San Joaquin Council of Governments in preparing its Regional Housing Needs Plan. We have also represented cities and counties in the RHNA process, helping to ensure each community was allocated a realistic fair share of housing. VTA has prepared housing ordinances and housing-related zoning code amendments for over half a dozen communities, and provides grants administration services and is familiar with the regulations governing various housing funds.

Working with HCD

Our team members have excellent relationships with HCD staff. We collaborate closely with HCD in designing innovative approaches to address specific issues. MH and VTA have maintained long, successful working relationships with many of the HCD staff reviewers. In addition, MH's proximity to HCD offices makes it easy for us to meet with HCD staff face-to-face. As a result, we have developed rapport as well as an understanding of many of the unique issues and criticisms of the reviewers that often appear in their comment letters. The Department of Housing and Community Development has certified all the housing elements MH has prepared.

The biggest challenge for nearly every community is identifying adequate capacity to meet the RHNA. Every community is unique, yet Housing Element law and the RHNA process often fail to recognize local circumstances. State mandates for density, housing types, and development standards are often in conflict with local land use policies and community values. This "one-size-fits-all" approach to housing elements is a major source of frustration for planning staff, elected officials, and residents of many communities. Our approach to dealing with this contentious issue is to develop solutions that are tailored to our client communities and are backed by sound statistics and strong policy and programmatic commitments. Reaching a consensus with HCD is a negotiation process and we are committed to representing the best interests of the cities and the County in this process.

Community Outreach Specialists

MH, VTA, and MIG are leaders in crafting innovative, effective community outreach efforts that both inform the public and gather valuable input about community issues, needs, and expectations. Effective communication with community residents and businesses is an essential element for successful projects and programs. Based on our combined experience preparing over 150 housing elements, we have found that the most effective outreach strategy for housing elements is to engage key

stakeholders who represent those directly impacted by the housing element update. We organize our housing element workshops as roundtable discussions, where everyone's voice is represented. This approach has proved effective in developing implementable plans that are relevant and responsive to the needs of the community.

Implementation

One of the hallmarks of our plans is an emphasis on plan implementation. With limited financial and staff resources, many communities are having trouble implementing their housing element programs. An important aspect of our approach to housing elements is ensuring that the final product is implementable. We develop programs that are feasible and provide clear direction for staff. We prioritize the programs to ensure that the most critical programs are addressed early in the eight-year time frame and are not lost in the shuffle.

"You have been a pleasure to work with and you have been one of the most helpful and knowledgeable consultants I've worked with."

-Greg Sandlund, City of Sacramento
(Email to Chelsey upon adoption of the Housing Element)

"I wish to thank and congratulate all of you for getting this done with minimal controversy. It is truly amazing...Thank you all so much for your contribution to this accomplishment."

-Michael Niblock, City of Stockton
(Email to Larry and Chelsey upon adoption of the Housing Element)

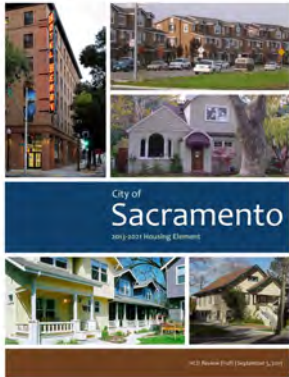
"Thank you again for all your efforts on our behalf. Fresno planning is better off because of Mintier Harnish's involvement here."

-Barbara J. Steck, AICP, Former Deputy Director Council of Fresno County Governments

Similar Projects and References

Mintier Harnish

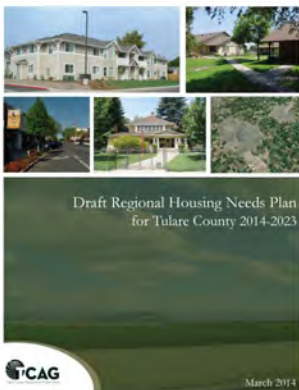
City of Sacramento 2014-2023 Housing Element



Mintier Harnish recently (October 2013) worked in collaboration with the City of Sacramento to complete Housing Element Update. Mintier Harnish worked closely with City staff to update the Element and served as the City's liaison with HCD. The City received a letter of

conditional approval from HCD at the end of the 60-day review period. Larry Mintier served as the Project Director and Chelsey Norton served as the Project Manager.

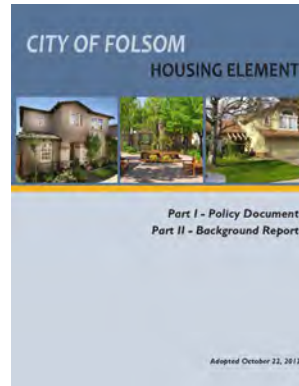
Tulare County Association of Governments Regional Housing Needs Plan (2014)



Mintier Harnish is working with the Tulare County Association of Governments (TCAG) to prepare the Regional Housing Needs Assessment (RHNA) for the 2014-2023 planning period. TCAG is also in the process of preparing the 2014 Regional Transportation Plan (RTP). The 2014 RTP will, for the first time,

include a Sustainable Communities Strategy (SCS) component, which we coordinated with the RHNA, as required by SB 375. Through this process we worked with TCAG staff and staff from the cities and county within Tulare County to develop the RHNA consistent with the RTP/SCS. Chelsey Norton is serving as the Project Manager for the RHNA.

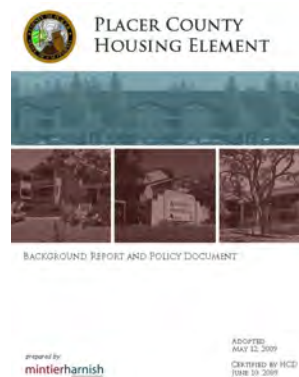
City of Folsom 2013-2021 Housing Element



Mintier Harnish was brought in as part of a consulting team to work with the City of Folsom on its Housing Element in 2002 after the City was placed under a court order for non-compliance with State law. The team was able to achieve a certified housing element.

Mintier Harnish also prepared the City's 2009 Housing Element Update and recently completed the 2013 Housing Element Update. Chelsey Norton served as the Project Manager. The City has also hired Mintier Harnish to assist with follow-up implementation of Housing Element programs, including drafting Zoning Ordinance amendments, preparing staff reports, and presenting at Planning Commission and City Council meetings. Chelsey worked with the City to review and comment on the 2013-2021 Draft Regional Housing Needs Allocation for the SACOG Region.

Placer County 2013-2021 Housing Element



Mintier Harnish completed Housing Element Updates for Placer County in 2008 and 2013. As part of the expanding Sacramento Region, Placer County has been one of the fastest growing counties in California. As such, the County faced the challenge of accommodating a large Regional

Housing Needs Allocation of over 6,000 housing units. In addition, the eastern part of Placer County is located within the Tahoe Basin. We prepared a section of the Housing Element to address the unique regulatory environment for development within the jurisdiction of the Tahoe Regional Planning Agency. Chelsey Norton served the

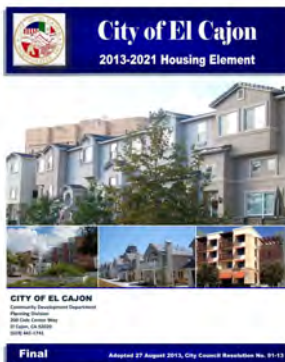
Project Manager for the County's 2013 Housing Element Update.

Veronica Tam & Associates

City of Long Beach 2013-2021 Housing Element

The City of Long Beach is one of the largest and most diverse communities in California. While the City has a significant budget for housing programs and activities, the level of funding is never adequate to address the complex and extensive housing issues facing the community. With housing being one of the most critical planning topics, the Housing Element update included an extensive community engagement program and involved balancing the competing and often conflicting interests of housing advocates, development community, neighborhood groups, and other community stakeholders.

City of El Cajon 2013-2021 Housing Element



The City of El Cajon was allocated a RHNA of over 5,800 housing units under the assumption that its proposed Downtown Specific Plan would be adopted by the City Council. However, the economic downturn, coupled with the elimination of redevelopment,

resulted in second thoughts about a plan that would call for significant intensification of the Downtown. Therefore, the Housing Element update must meet the challenge of developing a multi-facet strategy to identify adequate sites for its RHNA. The 2013-2021 El Cajon Housing Element received the 2014 Comprehensive Planning Award for Small Jurisdictions from the San Diego Section of the American Planning Association.

City of Avalon “Dual-Track” Housing Element (2008-2014 and 2013-2021)

The City of Avalon was in the process of updating its General Plan. Due to the schedule of the General Plan update, the City also delayed in preparing its 2008-2014 Housing Element. VTA was retained by the City of Avalon to prepare the 2008-2014 Housing Element as part of the General Plan consultant team. In assessing the timing of this update and the City's budgetary constraints, VTA developed an innovative approach to prepare a “dual-track” Housing Element that met the requirements of two planning cycles – 2008-2014 and 2013-2021. VTA worked with HCD to design the structure for this Housing Element.

City of Tracy 2009-2014 Housing Element

During the 1990s, Tracy experienced significant housing construction as the market responded to a growing San Joaquin Valley region and the eastward movement of Bay Area and Silicon Valley workers in search of affordable housing. Residents reacting to the fast growth and related issues such as traffic congestion and air pollution initiated Measure A, which sought to limit the City's ability to issue building permits. The passage of Measure A has since become the single most significant challenge for the City in complying with the State Housing Element law. The 2009-2014 Housing Element update involved an extensive outreach program to educate the community regarding the need for affordable housing and the impact of growth management measures. The Housing Element included proactive measures to address the community's housing needs and to mitigate the impact of Measure A.

County of Monterey 2009-2014 Housing Element

VTA was retained by the County of Monterey to prepare the Housing Element in two phases. Phase 1 of the Housing Element update addressed the potential AB 1233 penalty the County might face. As part of the 2003 Housing Element, the County committed to rezonings via various specific and community plans to make sites available. However, the specific/ community plans were not imple-

mented as specified in the Housing Element. We conducted a detailed analysis to determine the extent the County was able to meet adequate sites requirements. Phase 2 of the Housing Element update involved the preparation of the 2009-2014 Housing Element, including conducting a number of public meetings with the Housing Advisory Committee. VTA also coordinated an expedited HCD review of the Monterey County Housing Element, to ensure that the County meet CDBG and HOME application deadlines. The County of Monterey Housing Element was certified by HCD.

MIG

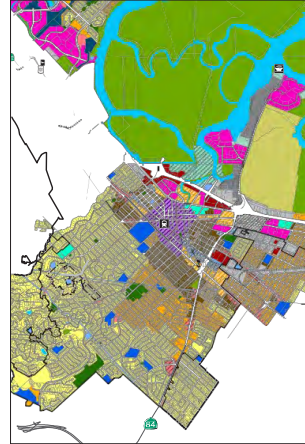
City of Cupertino Housing Element

MIG is leading a collaborative process to update the City's Housing Element to address community housing needs and meet RHNA requirements. The update process is running concurrently with a major General Plan Amendment that is looking at non-residential land use and development changes to key sites within the city. Due to the controversial nature of increasing any development in Cupertino, MIG

is leading an extensive community discussion on housing, mobility, urban design and economic development challenges and ideas, and how the City and community can work together to maintain and enhance Cupertino's great quality of life. This includes extensive engagement and coordination with over two dozen different ownership interests and stakeholder groups. This engagement process is integrated with the Housing Element update since the need for housing and its associated impacts on area schools are key political and policy challenges for Cupertino.

Redwood City General Plan, Housing Element, and EIR

As the San Mateo County seat and one of the oldest communities on the San Francisco Bay peninsula, Redwood City has a wealth of historic civic architecture and diverse residential neighborhoods that reflect the City's history. Given its



location in Silicon Valley, Redwood City is home to many knowledge-based and emerging technology industries. These assets combine with the City's bayfront location to create a place of vibrancy, interest, and opportunity. To ensure that these assets are preserved for future

generations, MIG worked with the community to comprehensively update the General Plan, and to prepare a Housing Element for the 2007-2014 planning cycle that addresses the challenge of providing diverse housing opportunities in one of the most expensive regions of the country.

The General Plan is built around the land use and urban design concepts of neighborhoods, corridors and districts. Residential uses are permitted within the mixed use corridors and districts, and the Housing Element identified the need for the City to prepare zoning regulations that would encourage housing production. As a follow up to element preparation, our staff completed draft zoning code amendments for two mixed-use placetypes: Corridor and Neighborhood. Public engagement was critical to development of the Housing Element and General Plan as a whole, with an active citizenry participating in numerous affinity group workshops and meetings. Several housing-focused meetings were held with the Housing Commission and Planning Commission.

MIG succeeded in obtaining certification for the 2007-2014 Housing Element, with the added challenge resulting from the City not having had a certified element for the prior cycle. We are now engaged with Redwood City to complete the Housing Element update for 2014-2022.

St. Helena Comprehensive Plan Update and EIR

St. Helena is situated in the heart of the Napa Valley among beautiful vineyard properties and stunning open spaces. The City's agricultural and

small-town character has made St. Helena a destination for people across the country. However, the beautiful locale, great quality of life, and special amenities come at a cost. The area's popularity has resulted in increased traffic, greater real estate values, a lack of affordable housing, pressures for new commercial development, and changes in the economic functions of the City.

MIG led a revision of St. Helena's Comprehensive Plan. The City envisioned a plan that is built upon its existing plan, but also addresses current issues and concerns while invoking new planning concepts and directions. The General Plan Update determines appropriate land uses; identifies strategies for managing the complex issues of tourism and economic stability; contains strong, context-sensitive design direction specific to St. Helena; creates a comprehensive circulation plan; and puts forth policies related to understanding and adapting to climate change.

The plan contains the standard required elements, but also several additional elements that address issues unique to St. Helena, such as economic stability, climate change, arts, culture and entertainment, and community design. The project also includes a full EIR, with mitigation measures identified and amendments or new policies suggested as necessary. A series of MIG-led community workshops and General Plan Update Steering Committee (GPUSC) meetings will guide the Comprehensive Plan process to a successful outcome.

References

Mintier Harnish

Greg Sandlund, Associate Planner
City of Sacramento
Phone: (916) 808-8931
Email: GSandlund@cityofsacramento.org

Ben Kimball, Deputy Executive Director
Tulare County Council of Governments
Phone: (559) 623-0455
Email: bkimball@tularecog.org

Scott Johnson, AICP, Planning Manager,
Community Development Department
City of Folsom
Phone: (916) 355-7223
Email: sjohnson@folsom.ca.us

Christopher Schmidt, Senior Planner, Community
Development Resource Agency
Placer County
Phone: (530) 745-3076
Email: CRSchmid@placer.ca.gov

Veronica Tam and Associates

Amy Bodek, Development Services Director
City of Long Beach
Phone: (562) 570-6428
Email: Amy.Bodek@longbeach.gov

Manjeet Ranu, former Planning Manager of El
Cajon (now with City of Encinitas)
City of El Cajon
Phone: (760) 633-2712
Email: mranu@encinitas.ca.gov

Amanda Cook, Planning Director
City of Avalon
Phone: (310) 510-0220
Email: planning@cityofavalon.com

Alan Bell, Senior Planner
City of Tracy
Phone: (209) 831-6426
Email: alanb@ci.tracy.ca.us

Marti Noel, Assistant Director of Redevelopment
and Housing
County of Monterey
Phone: (831) 755-5390
Email: noelm@co.monterey.ca.us

MIG

Aarti Shrivastava, Director of Community
Development
City of Cupertino
Phone: (408) 777-3308
Email: AartiS@cupertino.org

Blake Lyon, Planning Manager
Redwood City
Phone: (650) 780-5934
Email: blyon@redwoodcity.org

Greg Desmond, Senior Planner
City of St. Helena
Phone: (707) 968-2659
Email: gregd@ci.st-helena.ca.us

EDUCATION

Master of City Planning

University of California, Berkeley

Master of Public Administration

University of California, Berkeley

Bachelor of Arts, Political Science

University of California, Los Angeles

CERTIFICATIONS/AFFILIATIONS

- * American Institute of Certified Planners, *Fellow*
- * American Planning Association
- * California Planning Roundtable, *Emeritus*
- * Urban Land Institute

EXPERIENCE

Mintier Harnish

Principal

Governor's Office of Planning and Research

Senior Associate

City of Napa

Associate Planner

United Nations Research Institute for Social Development, Geneva, Switzerland

Consultant

International Labor Organization, Geneva, Switzerland

Consultant

PROJECTS

- * General plans for over 50 cities and counties throughout California
- * Environmental impact reports for over 15 general plans and other projects
- * Zoning and subdivision ordinance revisions for nearly a dozen cities and counties
- * Litigation support in over 25 land use lawsuits



Larry Mintier is a Principal at Mintier Harnish, a planning consulting firm created in 1985. As principal of Mintier Harnish, he has worked for about 100 public agencies and over 60 private clients and law firms. Larry has supervised the firm's work in preparing over 50 general plans, specific plans, and master plans; nearly 50 housing elements; nearly a dozen zoning and subdivision ordinances; and numerous other special studies and projects. Many of these projects involved managing multi-disciplinary teams and the preparation of environmental impact reports.

Larry specializes in land use planning and policy, housing, seismic safety, intergovernmental relations, permit facilitation, and land use litigation support. He has extensive experience in public outreach and consensus building, and is very effective interacting with staff, elected officials, stakeholders, and large groups of people. He relates well to a broad spectrum of people and is an effective problem solver.

Larry is a frequent lecturer and panelist on State law and local planning practice and teaches regularly for various University of California Extension programs. He also has been retained over 25 times as a consultant and expert witness in land use litigation.

Prior to establishing Mintier Harnish in 1985, Larry worked for the California Governor's Office of Planning and Research, specializing in planning, land use, and environmental issues. There he directed the preparation of California's 1980 General Plan Guidelines and 1982 revisions. He also directed other major projects, drafted and reviewed legislation, conducted training programs for local officials, and administered planning grants.

Prior to joining the Governor's Office, Larry worked as a planner for the City of Napa. His international experience includes consulting positions with the International Labor Organization and the United Nations Research Institute for Social Development in Geneva, Switzerland.

EDUCATION

Master of Regional Planning

Cornell University

Bachelor of Arts, Environmental Studies

Oberlin College

CERTIFICATIONS/AFFILIATIONS

- * American Institute of Certified Planners
- * Urban Land Institute
- * American Planning Association

EXPERIENCE

Mintier Harnish

Project Manager

Town of Danby, NY

Planning Intern

Tompkins County, NY

GIS Intern

The Cambridge Community Partnership

Research Assistant

RECENT PROJECTS

- * General plans for the Cities of Folsom, Gilroy, Hayward, West Sacramento, and South Lake Tahoe, and the Counties of Calaveras, Merced, San Joaquin, and San Benito
- * Housing elements for the Cities of Folsom (x2), Galt, Gilroy, Hayward, Healdsburg, Isleton, Manteca, Mt. Shasta, Rohnert Park, Sacramento, South Lake Tahoe, Stockton, Visalia, Union City (x2), Walnut Creek, and the Counties of Calaveras, Placer (x2), Merced, San Joaquin, and Yolo
- * Zoning Ordinance updates for Fresno County and Sierra County
- * Regional Housing Needs Plans for StanCOG and TCAG
- * Miscellaneous plans and studies:
 - City of Fresno Consolidated Plan
 - City of Madera Analysis of Impediments to Fair Housing Choice
 - Picayune Rancheria Tribal Hazard Mitigation Plan
 - Merced County Airport Land Use Compatibility Plan
 - San Joaquin Valley Blueprint Planners Toolkit



Chelsey Norton has nine years of experience as a planner in the public and private sectors. She specializes in the management and preparation of planning documents for public agency clients, with an emphasis on land use planning and policy, affordable housing policy, healthy community planning, and hazard mitigation planning. She has managed and/or prepared over two dozen housing elements and a half-dozen general plans. Chelsey is a versatile planner that provides writing, research, and technical support on a variety of projects, including zoning ordinance updates, hazard mitigation plans, airport land use plans, and HUD-required housing studies.

As a general plan specialist, Chelsey has worked on all aspects of the general plan update, including work program development, designing community engagement strategies, compiling existing conditions, drafting visions and guiding principles, developing land use scenario models, preparing general plan elements, overseeing preparation of environmental impact reports, and presenting to decision-makers. She has extensive experience in public outreach and consensus building, and has designed outreach strategies that incorporate web-based crowd-sourcing tools into the general plan update process. Chelsey has prepared unique general plan elements to meet the needs of individual communities, such as a Healthy Community Element for West Sacramento, and Air Quality and Water Elements for Merced County.

As a housing specialist, Chelsey has worked on the full spectrum of housing studies and plans for local agencies across California. She has managed or contributed to nearly 20 housing elements, all of which have been certified by the State Department of Housing and Community Development. She has prepared Regional Housing Needs Plans for regional councils of government in coordination with Sustainable Community Strategies. Chelsey provides follow-up support on policy implementation, including zoning code and general plan amendments, infill housing strategies, and special housing studies. Chelsey also provides technical assistance to cities and counties that receive assistance from HUD. She has given lectures and organized panel discussions on policy solutions for a sustainable housing market.

Chelsey holds a Master's Degree in Regional Planning from Cornell University and a Bachelor's Degree in Environmental Studies from Oberlin College.

EDUCATION

Bachelor of Arts, Geography

University of California, Los Angeles

CERTIFICATIONS/AFFILIATIONS

- * American Planning Association,
California Chapter Member

EXPERIENCE

Connetics Transportation Group

Research Assistant

Los Angeles Economic Development Corporation

Planning Intern

Urban Planning Travel Study

Program: Geneva, Switzerland

Student

PROJECTS

- * General plans for the Cities of San Luis Obispo, Sacramento, Hayward, and Folsom, and the Counties of Merced, San Joaquin, Fresno, and Sierra
- * Housing elements for the cities of Galt, Gilroy, Hayward, and Rohnert Park, and the Counties of Madera, Yolo, and Placer
- * Regional Transportation Plan/Sustainable Communities Strategies for Stanislaus Council of Governments and San Joaquin Council of Governments
- * RHNA Methodologies for Stanislaus Council of Governments and Tulare County Association of Governments
- * Land Use Legislation Law Review
- * San Joaquin Valley Blueprint Roadmap and Planners Toolkit
- * Broadway Vision Plan



Dov Kadin specializes in geographic information systems, land use modeling, and land use and transportation planning. Dov provides research, writing, design, and GIS support on various projects including the General Plan Updates for the Cities of San Luis Obispo, Sacramento, Hayward, and Folsom and the Counties of San Joaquin, Fresno, and Sierra.

Dov conducts land use modeling and alternatives modeling for regional planning projects including the Regional Transportation

Plan/Sustainable Communities Strategy for the Stanislaus Council of Governments and the San Joaquin Council of Governments. Dov has contributed to several other plans and projects including the San Joaquin Valley Blueprint Planners Toolkit and the Broadway Vision Plan as part of the ULI Technical Assistance Panel Team.

Prior to working for Mintier Harnish, Dov was a GIS Assistant for Connetics Transportation Group, where he conducted quantitative analysis and engaged in extensive GIS mapping of the Tulsa transit system. Dov also worked as an intern for the Los Angeles Economic Development Corporation, where he provided research on AB 32 and its effect on the Los Angeles economy. LAEDC published the research in a paper entitled "The Greening of the Los Angeles Economy."

Dov holds a Bachelor's Degree in Geography with minors in GIS and Urban Planning from the University of California, Los Angeles. While at UCLA, Dov attended the Urban Planning Travel Study program in Geneva, Switzerland, where he explored issues of transportation planning from an international perspective. His cumulative research paper examined the comparative advantages of bus rapid transit in the developing world.

EDUCATION

Bachelor of Science, Environmental Policy, Analysis, and Planning
University of California at Davis

EXPERIENCE

Mintier Harnish

Research Assistant

Center for Regional Change

Research Assistant

Space and Naval Warfare Systems Center Pacific

Center Pacific

Intern

PROJECTS

- * City of Isleton Housing Element
- * Madera County Housing Element
- * City of Gilroy General Plan



Allison Ferrini is a Research Assistant with Mintier Harnish. She specializes in geographic information systems and land use modeling and planning. Allison provides GIS support, research, and editing for a variety of projects including the City of Isleton Housing Element, the Madera County Housing Element, and the Gilroy General Plan Background Report.

Prior to working for Mintier Harnish, Allison was a Research Assistant at the Center for Regional Change at UC Davis, where she worked with GIS to manage and visualize data related to equity. Allison also worked as an intern for Space and Naval Warfare Systems Center Pacific in San Diego using GIS to develop a fire management plan for live-fire exercises at Camp Pendleton.

Allison will complete her Bachelor's Degree in Environmental Policy, Analysis, and Planning at the University of California, Davis in June 2014.

EDUCATION

Bachelor of Science, Environmental Science and Management
University of California at Davis

EXPERIENCE

Mintier Harnish

Research Assistant

Greeniacs

Research Intern

Sustainable Cities of Northern Europe Study Abroad Program

Student

PROJECTS

- * City of Isleton Housing Element
- * City of Gilroy Housing Element
- * City of Rohnert Park Housing Element
- * Madera County Housing Element
- * City of Gilroy General Plan



Grace Son is a Research Assistant with Mintier Harnish. She specializes in environmental policy and city planning. Grace provides research, editing, and design support for a variety of projects including housing elements for the Cities of Isleton, Rohnert Park, Gilroy, and County of Madera as well as the Gilroy General Plan Background Report.

Prior to working for Mintier Harnish, Grace was a Research Intern for Greeniacs, where she composed weekly articles and blog posts on various environmental issues and trends. Through the Honors Program at UC Davis, Grace researched sustainable waste management practices to aid in the construction of Climate Action Plans for the cities of Woodland and Winters, CA. Grace also traveled throughout Northern Europe studying sustainable cities and successfully implemented practices.

Grace holds a Bachelor's Degree in Environmental Science and Management with a minor in Professional Writing from the University of California, Davis.



EDUCATION

MA, Urban Planning, University of California, Los Angeles

BES, Urban and Regional Planning (Economics Minor), University of Waterloo, Canada

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

AWARDS

2009 APACA

Comprehensive Planning, Large Jurisdiction: 2008-2014 Los Angeles County Housing Element

2009 Los Angeles Section, APACA

Comprehensive Planning, Large Jurisdiction: 2008-2014 Los Angeles County Housing Element

2002 Northern Section, APACA

Focused Issues: Contra Costa County Analysis of Impediments to Fair Housing

2001 Northern Section, APACA

Advocacy Planning: East Palo Alto Housing Element

2000 APACA

Outstanding Planning: El Cajon Integrated Housing Element and Consolidated Plan

2000 San Diego Section, APACA

Outstanding Planning: El Cajon Integrated Housing Element and Consolidated Plan

VERONICA TAM, AICP
PRINCIPAL

Ms. Tam has expertise in the areas of housing policy development and community development planning. She has over 20 years of experience preparing a range of housing and community development plans and studies for jurisdictions throughout California.

RELATED PROJECT EXPERIENCE

Housing Elements

Alhambra	Escondido	Redondo Beach
Arcadia	Glendora	Rocklin
Avalon	Hawthorne	San Bernardino
Bell Gardens	Hayward	San Fernando
Buena Park	Hercules	San Marcos
Burbank	Hesperia	San Marino
Camarillo	Imperial Beach	San Ramon
Carlsbad	Irvine	South Gate
Chino	La Canada Flintridge	Seaside
Corona	Lake Forest	Simi Valley
Coronado	La Mesa	Tracy
Costa Mesa	Lawndale	Vista
Del Mar	Lomita	Walnut
Dublin	Modesto	West Hollywood
El Cajon	Porterville	Los Angeles County
El Centro	Port Hueneme	Monterey County
El Segundo	Rancho Santa Margarita	San Diego County

Consolidated Plans

Apple Valley/Victorville	La Mesa	Santa Clarita
El Cajon	Long Beach	Simi Valley
Glendora	San Bernardino	Orange County
Huntington Beach	Santee	Ventura County

Fair Housing Studies

Apple Valley/Victorville	Los Angeles	Santa Clarita
Chino	Palm Springs	Simi Valley
Glendale	Pasadena	San Diego County
Lake Forest	Perris	Ventura County
Long Beach	San Bernardino	

Special Studies

- Regional Housing Needs Allocation Assistance for the cities of Arcadia, Lawndale, and Indian Wells
- Marina Affordable Housing Ordinance
- Zoning revisions to comply with SB2, AB 2634, and SB 520 for the cities of Port Hueneme, South Gate, and San Fernando
- San Jose Just Cause for Eviction

Veronica Tam and Associates

107 S. Fair Oaks Avenue, Suite 212, Pasadena, CA 91105
P (626) 304-0440 F (626) 304-0005



EDUCATION

BA, Humanities, University of California,
Berkeley

PROFESSIONAL AFFILIATIONS

American Planning Association
Los Angeles Region Planning History
Group

BILL TRIMBLE
SENIOR PLANNER

Bill Trimble's professional background includes more than 22 years of local government planning for land use and housing. His work has focused on community-based planning, with an emphasis on public participation. In the City of Pasadena, he was responsible for updates of the City's Housing and Land Use Elements, as well as for various major development projects and housing-related zoning code amendments. Representing both his own and other jurisdictions, he analyzed land use and housing need projections with regional and sub-regional technical advisory committees.

Veronica Tam & Associates

As a Senior Planner with VTA, Mr. Trimble assists in the preparation of local housing elements:

Buena Park	Glendora	Pinole
Camarillo	La Canada Flintridge	South Gate
Chino	Long Beach	Rancho Santa Margarita

Prior Experience

Mr. Trimble served with the City of Pasadena planning staff from 1990 to 2012, including seven years as a senior planner. He managed the two most recent updates of the City's Housing Element and the 2004 update of the Land Use Element. Other housing-related activities included zoning code amendments, demography, and projections. His responsibilities ranged in scale from a fence on a single-family property to the Southern California region as a whole.

Long participation in sub-regional and regional organizations, including the SCAG Plans and Programs Technical Advisory Committee, encouraged appreciation of the relationships between local and regional priorities.

Before becoming a local government planner, Mr. Trimble worked 16 years with college students and faculty in campus ministry at universities in Los Angeles, New Haven, and Albuquerque.

Veronica Tam and Associates

107 S. Fair Oaks Avenue, Suite 212, Pasadena, CA 91105
P (626) 304-0440 F (626) 304-0005



EDUCATION

MA Urban Planning, University of California, Los Angeles

BA Communication Studies,
University of California, Los Angeles

PROFESSIONAL ASSOCIATIONS

American Institute of Certified Planners
American Planning Association, Member

SKILLS

Geographic Information Systems
AutoCAD
Photoshop
Microsoft Office
Windows and MAC

JESSICA SUIMANJAYA, AICP
PLANNER

Ms. Suimanjaya is dedicated to working in the field of affordable housing planning. She graduated with a Masters in Urban Planning from the University of California, Los Angeles. Her coursework focused on physical planning, community development and housing. Her undergraduate background was in Communication Studies.

VERONICA TAM & ASSOCIATES

As a planner, Ms. Suimanjaya has contributed to the preparation of the following reports:

Housing Elements

Arcadia	Escondido	Redondo Beach
Avalon	Glendora	San Fernando
Buena Park	Hayward	Simi Valley
Camarillo	Hesperia	South Gate
Coronado	Irvine	Tracy
Del Mar	La Mesa	Vista
Dublin	Pinole	Walnut
El Segundo	Rancho Santa Margarita	West Hollywood

Fair Housing Studies

Apple Valley	Los Angeles
Long Beach	Glendale
San Diego County	Pasadena
Victorville	Ventura County

Consolidated Plans and Annual Reports

Alhambra	Camarillo
San Bernardino	Ventura County

PRIOR EXPERIENCE

At KWA, Ms. Suimanjaya assisted in the preparation of housing elements for the cities of Agoura Hills, Brea, Burbank, Calabasas, Huntington Beach, Huntington Park, and San Fernando.

Veronica Tam and Associates

107 S. Fair Oaks Avenue, Suite 212, Pasadena, CA 91105
P (626) 304-0440 F (626) 304-0005



EDUCATION

BA Sociology,
Minor Environmental Systems and Society,
University of California, Los Angeles

SKILLS

Geographic Information Systems
Microsoft Office

ANDREW PASILLAS
PLANNER

Mr. Pasillas has an undergraduate background in Sociology with a minor in Environmental Systems and Society.

VERONICA TAM & ASSOCIATES

As a planner, Mr. Pasillas has contributed to the preparation of the following reports:

Housing Elements

Bell Gardens	Camarillo	Dublin
Corona	Cupertino	Pinole
Coronado	Del Mar	Vista

Fair Housing Studies

Apple Valley	Palm Springs	Santa Clarita
Los Angeles	Perris	Victorville

Consolidated Plans and Annual Reports

Apple Valley	Long Beach	Victorville
El Cajon	Santa Clarita	

PRIOR EXPERIENCE

While working as a Research Intern for the Task Force on Homelessness & Mental Health at the City of Fullerton, Mr. Pasillas assisted in the research of best practices as well as participated in multiple public outreach campaigns.

As an intern for the Los Angeles River Project Office at the City of Los Angeles, Mr. Pasillas researched project and funding proposals and mapped the features of the LA River. He also contributed to public outreach efforts.

Veronica Tam and Associates

107 S. Fair Oaks Avenue, Suite 212, Pasadena, CA 91105
P (626) 304-0440 F (626) 304-0005

Laura Stetson, AICP

PRINCIPAL-IN-CHARGE

AREAS OF EXPERTISE

General Plans / Zoning Codes / CEQA Documentation

QUALIFICATIONS

Ms. Stetson has served as project manager on general plans, zoning codes, specific plans, and special planning studies for diverse cities throughout California. In this capacity, she has worked with advisory committees, commissions, and councils to develop long-range goals, policies, and programs, and to craft the regulatory tools to implement those programs.

Laura has conducted background research for planning, written plan elements, coordinated preparation of plans and related environmental documentation, and presented recommendations to decision-making bodies. She also directs preparation of CEQA documents, either as part of planning programs or to address development projects.

AFFILIATIONS

- American Planning Association
- American Institute of Certified Planners
- California Planning Roundtable

EDUCATION

- Bachelor of Science, Environmental Earth Science, Stanford University
- Graduate Coursework in Public Administration, American University

RELEVANT EXPERIENCE

- **Lincoln Avenue Specific Plan, Pasadena, California**
Plan for revitalization of 1.2-mile corridor of key artery serving neighborhoods surrounding the Rose Bowl and Northwest Pasadena. Led outreach and preparation of the Specific Plan.
- **Brea General Plan, Brea, California**

Comprehensive update of city's General Plan, including preparing detailed plans for revitalization of Imperial Highway corridor and north Brea Boulevard. Project manager.

- **Arcadia General Plan, Arcadia, California**
Comprehensive Plan update included focused study and planning for an urban-scale downtown surrounding planned light rail station. Project manager.
- **Garden Grove Mixed Use Zones, Garden Grove, California** Prepared new code regulations to implement five distinct mixed-use land use categories, from urban scale to neighborhood to live-work. Code provisions incorporated form-based provisions.
- Colton General Plan, *Colton, California*
- Manhattan Beach General Plan, *Manhattan Beach, California*
- Montebello General Plan, *Montebello, California*
- Monterey Park General Plan, *Monterey Park, California*
- Rialto General Plan, *Rialto, California*
- Brea Hillside Zoning Codes, *Brea, California*
- Commerce Zoning Codes, *Chino Hills, California*
- La Mirada Zoning Codes, *La Mirada, California*
- Maywood Zoning Codes, *Maywood, California*
- Pasadena Land Use and Mobility Element, *Pasadena, California*



Christopher Brown

DIRECTOR OF ENVIRONMENTAL SERVICES

AREAS OF EXPERTISE

Environmental Planning / Air Quality Analysis
Climate Change Analysis

QUALIFICATIONS

Christopher Brown has over eight years experience in environmental analysis and the preparation of CEQA documents. Mr. Brown has managed and prepared CEQA documents for a variety of development plans and projects, specific plans, comprehensive general plan updates, general plan elements, and transportation improvements and infrastructure plans and projects. Mr. Brown will review all environmental documentation to ensure consistency with the project parameters and that it meets the requirements of CEQA. Mr. Brown is also an air quality specialist and has been modeling and analyzing air pollutant emissions for the past six years.

Mr. Brown has prepared air quality assessments utilizing the latest CalEEMod software for a variety of development and infrastructure projects and is experienced in assessing local and regional emissions impacts, carbon dioxide 'hotspot' screening and analysis using CALINE4 and EMFAC, and toxic air contaminant risks and modeling using AERMOD.

He has prepared GHG emissions models utilizing the methods and practices presented in the California Air Pollution Control Officers Association's CEQA and Climate Change white paper and their Quantifying Greenhouse Gas Mitigation Measures guidelines.

In addition to his environmental experience, Mr. Brown has provided contract land use planning services for public agencies such as the cities of Desert Hot Springs, Palm Springs, and Twenty nine Palms. Mr. Brown also served as the City of Rancho Santa Margarita's code enforcement officer and NPDES Authorized Inspector.

EDUCATION

- B.A., Environmental Planning, California State University, Northridge

RELEVANT EXPERIENCE

- Oro Grande School District junior high, high school and college campus facilities IS/MND, San Bernardino County, California
- Claremont University Consortium East Campus EIR, Claremont, California
- Jeffries Road Affordable Housing project IS/MND, Big Bear Lake, California
- Redlands Pioneer Business Center IS/MND, Redlands, California
- Station Square Transit Village Specific Plan, Phase II IS/MND, Monrovia, California
- Jones Industrial Building, Palm Springs, California
- Desert Hot Springs I-10 Community Annexation IS/ND, Desert Hot Springs, California
- Big Bear Lake Pleasure Point Marina, Big Bear Lake, California
- Garnet Street Bridge, San Bernardino County, California
- San Gabriel Valley Water Company Water Storage Reservoir

Laura Moran

ENVIRONMENTAL PROJECT MANAGER / CEQA REVIEW

AREAS OF EXPERTISE

Climate Change / CEQA and NEPA /
Biology Ecosystems / Wetlands

QUALIFICATIONS

Laura Moran has over 28 years of environmental consulting experience in biology and project management. Her professional specialty comprises multiple aspects of environmental studies and analyses, including climate change adaptation planning, ecosystem services valuation, wetland delineation and restoration and mitigation design. Ms. Moran has directed, managed and conducted a broad range of wetland delineation and resource studies, biological resource inventories, special-status species surveys, environmental impact analyses, multi-agency permitting, multi-parcel mitigation banking, and environmental monitoring plans for mitigation and construction projects for various public- and private- sector clients.

Ms. Moran has a thorough understanding of California's Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), multiple state and federal endangered species acts and state and federal regulations and permits involving biological and water resources. She has managed a wide variety of complex, multi-jurisdictional and environmental compliance projects, involving environmental impact report (EIR) and environmental impact statement (EIS) compliance documentation, as well as multi-agency consultation, reporting and permit application preparation for projects throughout the United States and in Central America.

PROFESSIONAL AFFILIATIONS

- Society of Wetland Scientists
- Association of Environmental Professionals
- California Native Plant Society

- Society for Ecological Restoration
- Ecological Society of America

EDUCATION

- BLA/MUP Degree Program, City University of New York
- Bachelor of Science, Biology, St. Lawrence University

RELEVANT EXPERIENCE

- City of Santa Clarita CAP, *Santa Clarita, California*
- Port of San Diego Climate Mitigation and Adaptation Plan (Climate Plan), *San Diego, California*
- Nature Based Solutions To Climate Change, TNC, *Ventura County, California*
- DTE Potrero Hills PG&E Interconnection IS/MND and Permitting, *Solano County, California*
- City of Palo Alto Recycled Water Facility Plan EIR, EA/FONSI, *Palo Alto, California*
- Chevron Renewal Project Revised EIR, *Richmond, California*
- BKK Landfill IS/MND, *West Covina, California*
- Cotati Downtown Specific Plan EIR, *Cotati, California**
- Green Waste to Energy EIR/EA, *Rialto, California**
- Former Oak Knoll Naval Hospital Site EIR, *Oakland, California**
- Belvedere-Tiburon Library Expansion Project EIR, *Tiburon, California**
- State Route 4 Ramp Relocation Project EIR, *Hercules, California**

*Work completed prior to joining MIG

RECENT PUBLICATIONS

- Messner, S., L. Moran, G. Reub, J. Campbell. 2013. "Climate change and sea level rise impacts at Ports and a consistent methodology to evaluate vulnerability and risk." WIT Transactions on Ecology and the Environment. ISSN: 1743-3541 (in publication)



Savannah S. Richards

PROJECT ASSISTANT

QUALIFICATIONS

Ms. Richards is a project assistant with MIG's Southern California Environmental Planning division. Savannah has a background and education in planning and environmental studies. She is experienced in Phase I and II Environmental Site Assessments, preparation of EPA Quarterly Reports, and submission of Annual Supplemental Funding Requests. Savannah also has experience with National Environmental Policy Act (NEPA) documentation, has developed field skills in wetland delineation and mitigation, and participated in extensive field work involving soil and water sampling.

EDUCATION

- Masters of Regional and City Planning, May 2011, University of Oklahoma, Oklahoma
- Bachelors of Science in Environmental Science, May 2009, Oklahoma State University, Oklahoma

Additional experience includes:

- ASTM Phase I & II Site Assessment Training
- EPA's Introduction to Groundwater Investigations
- DEQ Trimble GeoXT GPS Certification
- EPA's Intro to Risk Assessment
- EPA's Superfund 101

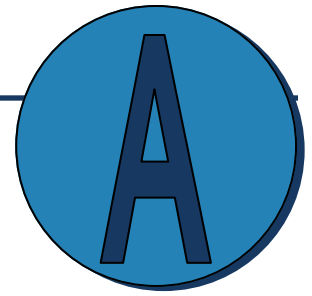
RELEVANT EXPERIENCE

- Oklahoma Department of Environmental Quality- Environmental Programs Specialist II & Revolving Loan Fund Coordinator, *Oklahoma City, Oklahoma*
- City of Enid-Planning & Community Development Intern,
- HNTB Corporation-Planning Intern, *Plano, Texas*
- OSU Department of Plant and Soil Science-Laboratory & Field Technician, *Stillwater, Oklahoma*
- OSU Zoology Department-Greenhouse & Field Technician, *Stillwater/Woodward, Oklahoma*

Fresno County Multi-Jurisdictional Housing Element

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ADDITIONAL INFORMATION



Insurance Requirements

We have reviewed Fresno COG's insurance requirements and can comply throughout the term of the contract.

Mintier Harnish carries the following insurance coverage:

Comprehensive General Liability:

Hartford Casualty Company

Hartford Fire Insurance Company

- \$2 million per occurrence
- \$4 million general aggregate

General Auto Liability:

Hartford Casualty Company

- \$2 million combined single limit (each accident)

Workers Compensation:

Hartford Casualty Company

- \$1 million each accident, each employee per State requirements

Professional Liability:

New Hampshire Insurance Company - Agent: Leatzow Insurance

- \$2 million per occurrence
- \$2 million aggregate

Data and Material Ownership

We have reviewed Fresno COG's data and material ownership policies and fully comply. Any data or material collected or created for the work product of a participating jurisdiction shall become the property of that jurisdiction.

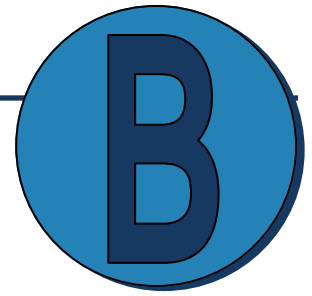
Conflicts of Interest

Mintier Harnish is currently under contract with Fresno County to update their General Plan and Zoning Ordinance. Veronica Tam and Associates is currently working with Fresno County to complete the County's fourth cycle Housing Element. We do not see this having any effect on the selection process. The Consultant does not have any other conflicts of interest with the participating agencies/jurisdictions.

Fresno County Multi-Jurisdictional Housing Element

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COMPLETE FIRM QUALIFICATIONS



This section contains detailed firm qualifications.

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mintierharnish

Planning Tomorrow Today®

General Plans | Housing Elements and Programs | Specific Plans | Zoning and Development Codes | Regional Plans | Climate Action and Sustainability
Boundary Updates and LAFCo Analysis | Community Outreach and Meeting Facilitation | Consensus Building and Conflict Resolution | Legal Support
Research, Analysis, and Legislative Support | Project Management | GIS and Technical Analysis | Document Preparation and Graphic Design



Mintier Harnish is a consulting firm specializing in planning, project management, development, land use, and environmental issues. Since our founding in 1985, we have served over 160 public agencies, law firms, organizations, and companies.

Our mission is to help public agencies, residents, businesses, and other stakeholders plan their communities and improve their quality of life through solid research, community involvement, innovation, and policy leadership.

Address
1415 20th Street
Sacramento, CA 95811

Website/Email
www.mintierharnish.com
mintier@mintierharnish.com

Phone
(916) 446-0522

Fax
(916) 446-7520

HOUSING ELEMENTS AND RELATED PLANS



We have prepared over 50 housing elements and related plans and studies for cities and counties in California. During this time we have emerged as one of the leading experts in the field. In addition to preparing housing elements, we work with jurisdictions to obtain fair regional housing needs allocations through the RHNA process. We assist jurisdictions with housing element implementation, such as zoning ordinance and general plan amendments, infill housing strategies, redevelopment implementation plans, inclusionary housing studies, and other housing plans and projects. We also prepare HUD-required documents, including consolidated plans and analyses of impediments to fair housing choice.

Representative Projects and Clients

Housing Element Updates

City of Alameda
 City of Benicia
 City of Ceres
 City of Clayton (2)
 City of Crescent City
 City of Eureka (2)
 City of Folsom (3)
 City of Hayward
 City of Healdsburg
 City of Lodi
 City of Madera
 City of Manteca
 City of Menlo Park
 City of Newman
 City of Patterson
 City of Placerville
 City of Point Arena
 City of Sacramento
 City of Sonoma
 City of South Lake Tahoe
 City of South San Francisco
 City of Stockton (2)
 City of Sutter Creek
 City of Union City (4)
 City of Visalia
 City of Walnut Creek
 City of West Sacramento
 City of Wheatland

Town of Windsor
 City of Winters
 City of Woodland
 Butte County
 Calaveras County
 Del Norte County
 Lake County
 Madera County
 Merced County
 Placer County (2)
 San Benito County
 San Joaquin County
 Yolo County

Other Housing Projects, Plans, and Studies

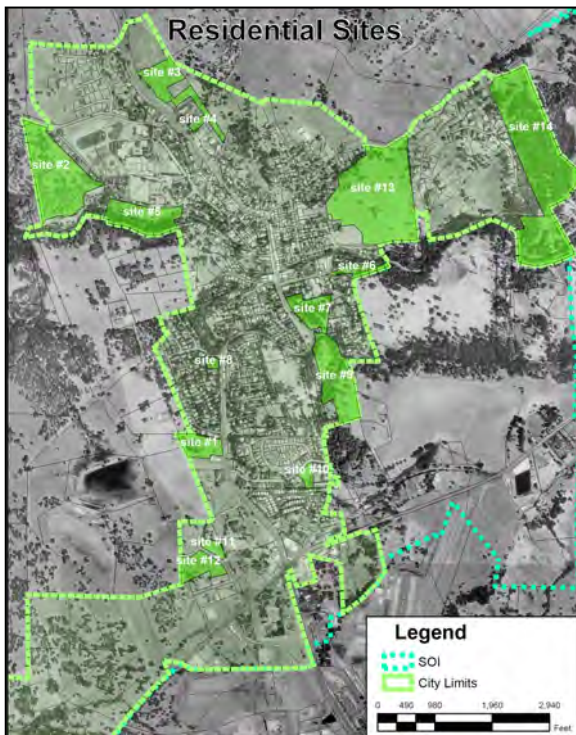
City of Ceres
 City of Dixon
 City of Folsom
 City of Fresno
 City of Madera
 City of Menlo Park
 City of Newman
 City of Stockton
 City of Watsonville
 Town of Windsor
 Placer County
 San Joaquin County
 San Joaquin County





We draw on our broad experience preparing housing elements for diverse communities across California to develop innovative policy solutions for the communities in which we work.

We recognize that the housing element, like other general plan elements, greatly impacts the lives of those who live, work, and own property in a community. It is vital that a housing element meets not only the requirements of State law, but more importantly, the needs of the community.



Our experience as general plan policy specialists helps us prepare housing elements that are consistent with a community's existing general plan. We stay connected to the latest updates concerning housing legislation and planning trends, and continually update our extensive library of resources with current housing policy research.

We organize and facilitate workshops for all of our housing element projects to inform and educate members of the community on the housing element update process and requirements, and provide a forum for community members to discuss housing issues and potential policy solutions. In our workshops we attempt to dispel common myths about affordable housing by presenting examples of successful housing developments that fit well into the fabric of similar communities.

We pride ourselves on preparing housing elements that exceed the minimum standards for HCD certification and serve as a practical guide for day-to-day decision-making. **All of the nearly 50 housing elements we have prepared have been certified by the Department of Housing and Community Development.**



HOUSING RELATED PLANS AND STUDIES



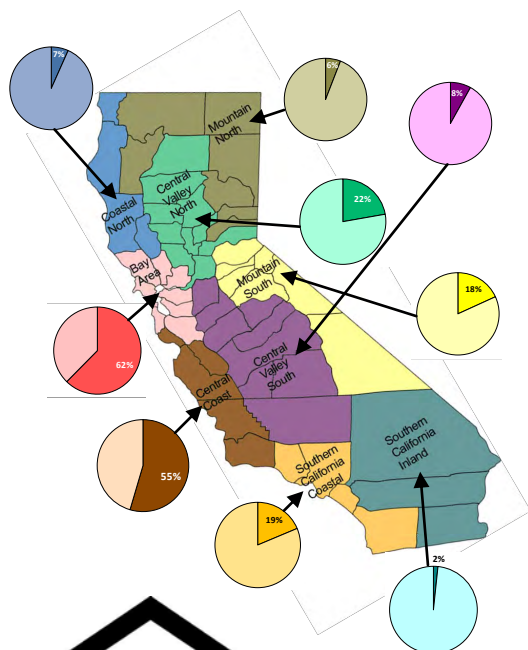
HUD-Required Plans

We provide technical support to cities and counties that receive Community Development Block Grants (CDBG), Home Investment Partnerships (HOME), and Emergency Shelter Grant (ESG) assistance from HUD. We assist cities and counties with the preparation of HUD-required documents, such as the Consolidated Plan and Analysis of Impediments to Fair Housing Choice.

Housing Program Implementation

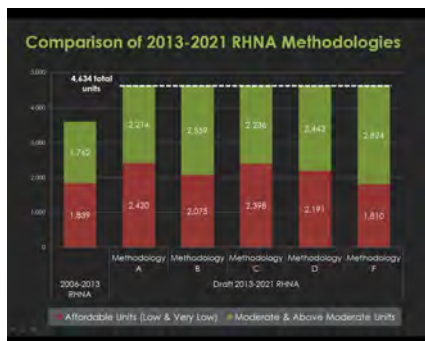
In addition to preparing housing element updates, we help cities and counties implement their housing elements. State requirements regarding housing element implementation have become more stringent in the last several years. This has created a burden for local governments, especially for those with limited staff resources. Failure to carry out many of the housing element's implementation programs may make it more difficult for local governments to obtain a certified element in the next housing element update cycle. Our housing program implementation services include:

- General Plan Amendments
- Rezoning to meet the regional housing needs allocation
- Zoning code updates and amendments to address issues such as reasonable accommodation, density bonus, inclusionary housing, universal design, tenant protection, and blight elimination
- Infill/downtown housing strategies
- Public education workshops on affordable and high-density housing
- Redevelopment implementation plans
- Special housing studies, including inclusionary housing, impediments to fair housing, commercial linkage fee, housing trust fund, parking demand



RHNA Assistance

We work with regional agencies to prepare Regional Housing Needs Allocations and Plans (RHNA/RHNPs), a State requirement to determine the number of housing units that cities and counties must plan for in their housing elements. We prepare RHNA in coordination with the Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS).



We assist jurisdictions in securing a reasonable and fair Regional Housing Needs Allocation (RHNA) prior to updating the housing element. The biggest challenge for many communities is identifying adequate capacity to meet the RHNA. Every community is unique, yet Housing Element law and the RHNA process often fail to recognize local circumstances. State mandates for density, housing types, and development standards are often in conflict with local land use policies and community values. This “one-size-fits-all” approach to Housing Elements is a major source of frustration for planning staff, elected officials, and residents of many communities. We help our clients minimize these conflicts by advocating for a fair RHNA during the RHNA update and adoption process.

A. Qualifications and Experience

Qualifications

Veronica Tam and Associates, Inc. (VTA) is a California corporation with its office in Pasadena, California. VTA was established in November 2005 and has since been providing housing and community development consulting to local jurisdictions throughout California. The person authorized to negotiate contract conditions for the company is:

Veronica Tam, AICP, Principal
Veronica Tam and Associates, Inc.
107 S. Fair Oaks Avenue, Suite 212
Pasadena, CA 91105
P: (626) 304-0440
F: (626) 304-0005
Veronica.Tam@vtaplanning.com

Our services include:

- Housing Element updates
- Zoning revisions for housing-related issues
- Environmental clearance for housing-related plans and projects
- HUD Consolidated Plan, fair housing studies, and related reports
- HUD Grants administration and technical assistance

Our strengths are:

- Excellent reputation in the area of housing policy planning in terms of the quality of our works and our client-oriented attitude. We are often praised by our clients for our prompt and knowledgeable responses.
- Excellent relationship with HCD staff. We collaborate closely with HCD in designing innovative approaches to address specific issues.
- Breadth of experience in our housing services. In addition to Housing Elements, we also have experience in preparing other state and federal housing reports, such as Housing Element annual HCD reports, Consolidated Plans, Fair Housing studies, grants applications, and environmental clearance. We also provide grants administration services and are familiar with the regulations governing various housing funds.
- Diversity and expertise of our staff. We have seasoned housing planners with experience in both the private and public sectors.

Our clients range from small communities (such as the cities of Del Mar and Avalon) to large metropolitan areas (such as the City and County of Los Angeles). Following is a sample list of our projects within the last few years. Many of these updates involved extensive public participation programs.

Housing Elements

- | | | |
|----------------|------------------------|--------------------------|
| ▪ Alhambra | ▪ Escondido | ▪ Porterville |
| ▪ Arcadia | ▪ Glendora | ▪ Rancho Santa Margarita |
| ▪ Bell Gardens | ▪ Hawthorne | ▪ Redondo Beach |
| ▪ Buena Park | ▪ Hayward | ▪ San Bernardino |
| ▪ Burbank | ▪ Hesperia | ▪ San Diego County |
| ▪ Camarillo | ▪ Hercules | ▪ San Marcos |
| ▪ Chino | ▪ Irvine | ▪ San Marino |
| ▪ Corona | ▪ La Canada Flintridge | ▪ San Ramon |
| ▪ Coronado | ▪ Lake Forest | ▪ Santee |
| ▪ Costa Mesa | ▪ La Mesa | ▪ Seaside |
| ▪ Cupertino | ▪ Lawndale | ▪ Simi Valley |
| ▪ Del Mar | ▪ Lomita | ▪ South Gate |
| ▪ Dublin | ▪ Long Beach | ▪ Tracy |
| ▪ El Cajon | ▪ Los Angeles County | ▪ Vista |
| ▪ El Centro | ▪ Modesto | ▪ Walnut |
| ▪ El Segundo | ▪ Monterey County | ▪ West Hollywood |

Housing Ordinances

- Camarillo Zoning Code - Technical Assistance
- Corona Zoning Code - Technical Assistance
- Hayward Zoning Code - Technical Assistance
- Lomita Density Bonus Ordinance
- Marina Inclusionary Housing and Affordable Housing Ordinances
- Port Hueneme Zoning Code Amendments
- San Fernando Density Bonus and Reasonable Accommodation Ordinances
- South Gate Zoning Code - Technical Assistance

Consolidated Plans

- | | | |
|----------------------------|-------------------|---------------------|
| ▪ Alhambra | ▪ Lake Forest | ▪ Sacramento County |
| ▪ Apple Valley/Victorville | ▪ La Mesa | ▪ San Bernardino |
| ▪ Buena Park | ▪ Long Beach | ▪ San Diego |
| ▪ El Cajon | ▪ Monterey County | ▪ Santa Clarita |
| ▪ Garden Grove | ▪ National City | ▪ Simi Valley |
| ▪ Glendora | ▪ Orange County | ▪ Ventura County |
| ▪ Huntington Beach | ▪ Sacramento City | |

Analysis of Impediments to Fair Housing Choice

- | | | |
|----------------------------|-------------------|--------------------|
| ▪ Alhambra | ▪ Long Beach | ▪ San Bernardino |
| ▪ Apple Valley/Victorville | ▪ Monterey County | ▪ San Diego County |
| ▪ Chino | ▪ Palm Springs | ▪ Ventura County |
| ▪ Los Angeles | ▪ Perris | |

Grants Administration Assistance

- Alhambra
- Glendora
- Camarillo
- Huntington Beach

Regional Housing Studies

- San Diego Regional Analysis of Impediments to Fair Housing Choice - 19 participating jurisdictions
- Orange County Consolidated Plan - 15 participating jurisdictions
- Ventura County Regional Analysis of Impediments to Fair Housing Choice and Consolidated Plan - 10 participating jurisdictions
- Monterey County Consolidated Plan - 3 participating jurisdictions
- Apple Valley/Victorville Consolidated Plan and Analysis of Impediments to Fair Housing Choice - 2 participating jurisdictions

Awards

- 2008-2014 Housing Element for Los Angeles County: 2009 APA - California Chapter Comprehensive Planning Award - Large Jurisdiction
- 2013-2021 Housing Element for City of El Cajon - 2014 APA - San Diego Section Comprehensive Planning Award - Small Jurisdiction

Key Personnel

Veronica Tam, AICP, has expertise in the areas of housing policy development and community development planning. She has 20 years of experience preparing a range of housing and community development plans and studies. Specifically, she has prepared more than 100 Housing Elements for communities throughout California. Most recently, she completed the Housing Element for the cities of Camarillo, Corona, Costa Mesa, La Canada Flintridge, Lake Forest, Long Beach, San Fernando, and Walnut.

Bill Trimble has experience as a public sector planner for more than 20 years. His work has focused on community-based planning. In the City of Pasadena, he was responsible for updates of the City's Housing and Land Use Elements, as well as for various major development projects and housing-related zoning code amendments. Since joining VTA in 2012, Mr. Trimble has assisted in several Housing Element updates, including for the City of La Canada Flintridge where the balancing of State requirements and community concerns required significant expertise in Housing Element law and experience in dealing with the public.

Jessica Suimanjaya, AICP has assisted with Housing Element updates for numerous jurisdictions, including Hayward, Hercules, Hesperia, Irvine, Redondo Beach, Simi Valley, and Monterey County, among others. Ms. Suimanjaya has been involved in all aspects of the Housing Element update and has served as project manager for several Housing Element updates.

Andrew Pasillas has participated in numerous housing projects since joining VTA in 2012. He is familiar with the use of data from the Census, American Community Survey, Home Mortgage Disclosure Act, and Comprehensive Housing Affordability Strategy for housing needs analysis.

Fifth Cycle Housing Element Update

Jurisdiction	Population	Jurisdiction	Population	Jurisdiction	Population
Avalon	3,278	El Centro	42,598	Hawthorne	84,293
Del Mar	4,161	Dublin	46,036	Hesperia	90,173
San Marino	13,147	Ranch Santa Margarita	47,853	Vista	93,834
El Segundo	16,654	Glendora	50,073	South Gate	94,396
Pinole	18,390	Santee	53,413	El Cajon	99,478
Coronado	18,912	La Mesa	57,065	Burbank	103,340
La Canada Flintridge	20,246	Cupertino	58,302	Costa Mesa	109,960
Lomita	20,256	Camarillo	65,201	Santa Clara	116,468
San Fernando	23,645	Redondo Beach	66,748	Simi Valley	124,237
Imperial Beach	26,324	Lake Forest	77,264	Escondido	143,911
Walnut	29,172	Chino	77,983	Corona	152,374
Lawndale	32,769	Buena Park	80,530	San Bernardino	209,924
West Hollywood	34,399	Alhambra	83,089	Long Beach	432,257
Bell Gardens	42,072	San Marcos	83,781		

MIG, INC

MIG is a multidisciplinary firm established in 1982 that offers a full range of services, including General Plan preparation, policy planning and development, Housing Element strategy and preparation, site planning, streetscape design, zoning, conceptual design and transit-oriented development planning. Our work is characterized by a dedication to quality, a flexible approach, creativity in planning and design, and a commitment to completing projects on time and within budget. We have worked extensively with public agencies and municipalities nationally and internationally on design and planning for future change. The diversity of our staff provides a base of knowledge that bridges technical expertise and values, and facilitates the exchange of information among all parties engaged in the planning and design process. Staff backgrounds encompass urban and regional planning, urban design, strategic planning, public participation, environmental design and research, landscape architecture, communications, graphic design, and public policy.

MIG's unique combination of planning and design expertise allows us to conduct planning in a highly interactive process involving key constituent groups. This process generates a clear and collective vision of development and growth in a dynamic, yet stable environment.

Through MIG's participatory planning process, client goals, and stakeholder interests work together to frame key issues.

Plans created through this approach enjoy broad-based support and are readily implemented. We embrace inclusivity and encourage community and stakeholder interaction in all of our projects. For each endeavor—in planning, design, management, communications, or technology—our approach is strategic, context-driven, and holistic. For all of our assignments, we look critically at and integrate social, political, economic, and physical factors to ensure our clients achieve the results they want. MIG works extensively with public

agencies and municipalities throughout California on design and planning for future change.

In January of 2013, MIG merged with Hogle-Ireland, Inc., a Southern California planning and environmental firm. With this merger, our team brings to the City of Cupertino the significant capabilities and staff experience of two innovative planning organizations. MIG and Hogle-Ireland are the force behind some of the most successful design, advanced planning, zoning, and environmental planning projects in the western United States. Hogle-Ireland, established in 1988, brings to the partnership significant land use planning and environmental consulting expertise and in particular, the legacy of 25 years of preparing innovative Housing Elements for cities throughout California. Hogle-Ireland's 30 professional planners serve both public and private clients, and are now fully integrated into the MIG organization.

MIG now has 13 offices and 140 professionals to serve our clients. The services we offer include:

- General Plans and Housing Elements
- Zoning Codes, Development Codes, and Subdivision
- Regulations
- Design Guidelines
- Contract Planning Services
- Environmental Analysis and Documentation (CEQA/NEPA)
- Community Engagement
- Landscape Architecture Design Services
- Organizational Management and Strategic Planning Urban and Community Design
- Staff, Commission, and City Council Training
- Specific Plans and Site Plans
- Graphic Design, Web Design, GIS

HOUSING ELEMENT EXPERIENCE

MIG's common sense approach to planning and our comprehensive knowledge of planning and housing law and practices serve our clients well in defining, articulating, and implementing policy changes. It is this common sense approach, our ability to succinctly analyze and report housing issues, and our



ongoing, positive working relationships with HCD review staff that result in nearly all of the housing elements we have prepared being certified by HCD in one or two rounds. For the 2014-2021 cycle for communities in Southern California, we have already helped several jurisdictions achieve compliance with only a single round of HCD review. We have a proven record of successfully managing Housing Element updates, and have participated in a significant amount of Housing Element programs for diverse cities throughout California. A few are:

- Cupertino
- Redwood City
- Arcadia
- Azusa
- Burbank
- Costa Mesa
- Laguna Woods
- Lake Elsinore

Cupertino Housing Element

CUPERTINO, CALIFORNIA



MIG is leading a collaborative process to update the City’s Housing Element to address community housing needs and meet RHNA requirements. The update process is running concurrently with a major General Plan Amendment that is looking at non-residential land use and development changes a key sites within the City. Due to the controversial nature of increasing any development in Cupertino, MIG is leading an extensive community discussion on housing, mobility, urban design and economic development challenges and ideas, and how the City and community can work together to maintain and enhance Cupertino’s great quality of life.

This includes extensive engagement and coordination with over two dozen different ownership interests and stakeholder groups. This engagement process is integrated with the Housing Element update since the need for housing and its associated impacts on area schools are key political and policy challenges for Cupertino.



Redwood City General Plan, Housing Element and EIR

REDWOOD CITY, CALIFORNIA



As the San Mateo County seat and one of the oldest communities on the San Francisco Bay peninsula, Redwood City has a wealth of historic civic architecture and diverse residential neighborhoods that reflect the City's history. Given its location in Silicon Valley, Redwood City is home to many knowledge-based and emerging technology industries. These assets combine with the City's bayfront location to create a place of vibrancy, interest, and opportunity. To ensure that these assets are preserved for future generations, MIG worked with the community to comprehensively update the General Plan, and to prepare a Housing Element for the 2007-2014 planning cycle that addresses the challenge of providing diverse housing opportunities in one of the most expensive regions of the country.

The General Plan is built around the land use and urban design concepts of neighborhoods, corridors and districts. Residential uses are permitted within the mixed use corridors and districts, and the Housing Element identified the need for the City to prepare zoning regulations

that would encourage housing production. As a follow up to element preparation, our staff completed draft zoning code amendments for two mixed-use placetypes: Corridor and Neighborhood.

Public engagement was critical to development of the Housing Element and General Plan as a whole, with an active citizenry participating in numerous affinity group workshops and meetings. Several housing-focused meetings were held with the Housing Commission and Planning Commission.

MIG succeeded in obtaining certification for the 2007-2014 Housing Element, with the added challenge resulting from the City not having had a certified element for the prior cycle. We are now engaged with Redwood City to complete the Housing Element update for 2014-2022.

St. Helena Comprehensive Plan Update and EIR

ST. HELENA, CALIFORNIA



St. Helena is situated in the heart of the Napa Valley among beautiful vineyard properties and stunning open spaces. The City’s agricultural and small-town character has made St. Helena a destination for people across the country. However, the beautiful locale, great quality of life, and special amenities come at a cost. The area’s popularity has resulted in increased traffic, greater real estate values, a lack of affordable housing, pressures for new commercial development, and changes in the economic functions of the City.

MIG led a revision of St. Helena’s Comprehensive Plan. The City envisioned a plan that is built upon its existing plan, but also addresses current issues and concerns while invoking new planning concepts and directions.

The General Plan Update determines appropriate land uses; identifies strategies for managing the complex issues of tourism and economic stability; contains strong, context-sensitive design direction specific to St. Helena; creates a comprehensive circulation plan; and puts forth policies related to understanding and adapting to climate change.

The plan contains the standard required elements, but also several additional elements that address issues unique to St. Helena, such as economic stability, climate change, arts, culture and entertainment, and community design. The project also includes a full EIR, with mitigation measures identified and amendments or new policies suggested as necessary. A series of MIG-led community workshops and General Plan Update Steering Committee (GPUSC) meetings will guide the Comprehensive Plan process to a successful outcome.



DRUG-FREE WORKPLACE CERTIFICATION

STD. 21 (NEW 11-90)

COMPANY/ORGANIZATION NAME

The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
 - (a) The dangers of drug abuse in the workplace,
 - (b) The person's or organization's policy of maintaining a drug-free workplace,
 - (c) Any available counseling, rehabilitation and employee assistance programs, and
 - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355(c), that every employee who works on the proposed contract or grant:
 - (a) Will receive a copy of the company's drug-free policy statement, and
 - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.

CERTIFICATION

I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the above described certification. I am fully aware that this certification, executed on the date and in the county below, is made under penalty of perjury under the laws of the State of California.

OFFICIAL'S NAME

DATE EXECUTED

EXECUTED IN THE COUNTY OF

CONTRACTOR or GRANT RECIPIENT SIGNATURE

TITLE

FEDERAL I.D. NUMBER