



TOWN OF FAIRFAX

STAFF REPORT

March 3, 2021

TO: Mayor and Town Council

FROM: Ben Berto, Planning and Building Services Director
Garrett Toy, Town Manager

SUBJECT: Authorize the Town Manager to contract with EMC Planning Group for services to prepare the state mandated update to the Fairfax General Plan Housing Element, related updates to the Safety Element and Land Use Element, and the required environmental review of the various elements.

RECOMMENDATION

Authorize the Town Manager to contract with EMC Planning Group to update the Town General Plan Housing Element and related elements for an initial total cost of approximately \$160,000, with the ability to authorize an additional expenditure of \$251,000 if an environmental impact report is required.

BACKGROUND

The San Francisco Bay Area and the Town continue to experience an affordable housing crisis. Work has begun on the process of updating the General Plan Housing Element to plan for future housing development consistent with the State-mandated Regional Housing Needs Allocation (RHNA) for the next (6th) housing cycle planning period of 2023-2031. Local adoption of the updated Housing Element (HE) needs to occur by December 2022 to meet deadlines for HE submittal to the State by January 2023. Fairfax's Housing Element update is occurring alongside what all local and county governments in the State are required to perform every 8 years. Staff has begun discussing the Housing Element update with the Planning Commission at their January 21 and February 18 meetings.

DISCUSSION

Although it may not seem long ago, the Town updated and implemented its current Housing Element update in 2015. This current Housing Element runs for the period from 2015-2023, and contains detailed information on purposes, State requirements, housing opportunities, goals, objectives, policies and programs, and progress towards meeting those items.

Link to Housing Element:

<https://storage.googleapis.com/proudcity/fairfaxca/uploads/2018/09/Fairfax-Adopted-2015-2023-HE.pdf>.

Updating a Housing Element is a major undertaking, made particularly so by the State's substantial housing increase in the Regional Housing Needs Assessments Allocation (RHNA) for communities in the Bay Area. The RHNA for Fairfax for Cycle 6 is 490 units. In addition, State law requires the General Plan's Safety Element to be updated along with the HE. The Safety Element will need to reflect the analysis of local hazards (e.g., wildfire, flood) as it relates to housing. The Land Use Element will also need to be updated to reflect the revised Housing

Element policies and programs. Updates to the Land Use Element and Safety Element were not required as part of the 2015 Housing Element update.

Similar to the Town's efforts to update its Housing Element in 2015, staff solicited proposals from qualified environmental consulting firm with expertise in preparing Housing Elements (a total of 8 requests for proposals were sent out). The Town received one proposal from EMC Planning Group of Monterey. Anecdotally, some of the firms who did not respond indicated they were too busy and did not have the resources to perform the work. State HCD confirmed that other municipalities have experienced the similar responses to their RFP's because of the demand for services due to the earlier HE deadlines for the Southern California and the Sacramento areas, and the pending HE deadlines for the San Francisco Bay Area.

The proposal has a cost range of \$159,615 to \$410,804. The reason for this range is the cost of environmental review, with the lower range reflective of an Initial Study/Mitigated Negative Declaration (IS/MND) and the upper range reflective of the cost of an Environmental Impact Report (EIR) should one be required. Specifically, the cost for the updates to Housing, Safety, and Land Use Elements is approximately \$134,000 (see attached fee proposal 8.1 Option A). The range for the environment review is approximately \$25,000 for the IS/MND to \$276,000 for an EIR (see fee proposal 8.2 Option B).

The preparation of the Initial Study will determine the need for an EIR. Before proceeding with an EIR, staff will review the Initial Study findings with the Town Council. The 2015 Housing Element update only required a Mitigated Negative Declaration (MND). Staff believes that the proposed cost range of the Housing Element update including the environmental review is consistent with the costs other communities of our size have or will experience.

With the approval of this agreement, EMC Planning Group will be able to assist staff with preparing materials and information for the Joint Planning Commission and Town Council meeting on the Housing Element update scheduled for March 17th.

FISCAL IMPACT

Staff has received one (1) and anticipates receiving two (2) additional grants for the Housing Element: 1) approximately \$100,000 from the SB2 grant, 2) \$65,000 from a LEAP grant, and 3) \$20,000 for a REAP grant. The combined total grant revenue is \$185,000 which is sufficient to cover the baseline services including the IS/MND.

If an EIR is required for the project, \$226,000 would have to be locally funded. Before proceeding with an EIR, staff will review the Initial Study findings with the Town Council and recommend a funding source at that time.

ATTACHMENTS

- A. RFP
- B. EMC Planning Group Proposal 021921

January 8, 2021

**Subject: Request for Proposals (RFP) for Update of Fairfax
General Plan Housing Element, Safety Element, and Land Use
Element, and Preparation of an Environmental Impact Report.**

The Town of Fairfax (Town) is seeking proposals from qualified respondents to provide consulting services to update the Town's General Plan Housing, Safety, and Land Use Elements. The Town must update its General Plan Housing Element as mandated by State law for the Regional Housing Needs Assessment (RHNA) 2023-2031 planning cycle, with completed certification by the State Department of Housing and Community Development (HCD) by January 15, 2023. The Housing Element Update will also require updating the Safety Element. Because the next RHNA cycle will result in a substantial increase in Fairfax's housing allocation, it is anticipated that the Land Use Element will also be updated. The overall work will require preparation of an Environmental Impact Report (EIR) in compliance with the California Environmental Quality Act (CEQA) and State CEQA Guidelines.

Submission Deadline

In order for your qualifications to be considered, the town must receive three (3) copies (1 unbound) and one (1) electronic copy of your Proposal no later than 4:00 P.M. on February 4, 2021. Proposals should be submitted to:

Town of Fairfax
Department of Planning and Building Services
Attn: Ben Berto, Director
142 Bolinas Road
Fairfax, CA 94930
bberto@townoffairfax.org

The outside of the submittal package shall be clearly marked as "**Proposal: Update of General Plan Housing Element, Safety Element, and Land Use Element, and Preparation of an Environmental Impact Report.**" Submission of a proposal shall constitute acknowledgement and acceptance of all terms and conditions contained in this RFP and all exhibits and attachments hereto.

Project Description

The ideal consultant or consultant team would work collaboratively with staff and community stakeholders to conduct a Housing Element, Safety Element, and Land Use Element, update process that proactively engages the community, complies with all applicable laws and regulations, and results in a state certified Housing Element that address the housing needs of Fairfax. The consultant will also prepare an Environmental Impact Report that addresses the potential impacts of the updates. It is expected that the consultant will:

- Be familiar with the State requirements and HCD directives regarding the Housing and Safety Elements, including, but not limited to, recent legislation and legal changes regarding site inventory and fair housing, and fire risk classifications and assessments
- Effectively utilize technical expertise related to housing
- Actively engage a variety of community stakeholders and communicate ideas

effectively in various forums

- o Use several platforms to engage different groups of residents and encourage public participation (use of webcasting, social media, technology, and in-person meetings)
- Promote and advertise public involvement and participation with a branded public outreach effort
- Formulate realistic and creative solutions to address housing challenges in the community that comply with State law and fit into the Town's General Plan and Zoning Code framework
- Ensure that the project remains on time and within the allocated budget
- Appropriately integrate graphics/maps/infographics as part of a plan document; and
 - o Use innovative graphics to communicate complex ideas and concepts effectively, during the outreach process and within the final products.

General Overview:

The Housing Element will be updated to include the policies, strategies, and actions that the Town will undertake to facilitate the construction of new housing and preservation of existing housing to meet the needs of the population during the planning period (2023-2031) in all economic segments of the community. The implementation of SB 375 requires that the Housing Element Update be submitted to the State for certification no later than January 15, 2023.

The updated Housing Element must address the Town's Regional Housing Needs Assessment (RHNA) allocation. The Association of Bay Area Governments (ABAG), in consultation with HCD, will develop the Draft 2022 Allocation Plan, including the Town's allocation, separated into four income categories. ABAG anticipates that it will adopt the final RHNA allocation at the end of 2021.

The Housing Element update project shall be guided by the following objectives:

- Comply with all Town and State legal and regulatory requirements
 - o A complete analysis of the specific housing needs and an inventory of the resources and constraints relevant to addressing the housing needs;
 - o An inventory of land suitable for residential development to meet the Town's housing needs;
 - o Identification and analysis of potential and actual governmental constraints;
 - o Identification of specific programs to implement the policies and goals; and,
 - o Other analysis, policies, and goals required to comply with applicable State law.
- Produce a document that addresses current and projected housing conditions and needs in the Town
- Ensure residents and stakeholders are engaged and participate in the update process to facilitate community buy-in
- Achieve milestones with sufficient time for Town and state oversight and review
- Effectively coordinate with other consultants and Town staff.

Scope of Work

The Scope of Work that consultants will include as a minimum in their proposal shall consist of, but not be limited to the following tasks. Proposers are encouraged to add to these tasks as deemed necessary.

Task 1. Project Administration

Task 1.1: Project Kick-Off Meeting

Consultant will schedule a kick-off meeting with Town staff and the Town's environmental consultant to discuss project expectations regarding coordination, reporting, deliverables and all relevant project information. Consultant will prepare a meeting summary with project goals, objectives and action items.

Deliverable: Meeting Summary

Task 1.2: Project Schedule Development

Consultant will work with Town staff to finalize a project schedule within ten (10) working days and after the kick-off meeting that includes tasks and milestones for delivery for certification of the Housing Element to State HCD no later than January 15, 2023. The schedule shall:

- Identify project milestones (tasks) with time incorporated for staff review of work products throughout the project
- Include public outreach timeline with public meetings and anticipated commission and council hearings
- Include outreach in compliance with SB 18 and AB 52 regulations
- Include anticipated environmental review timeline
- Include timelines for response to State HCD review and State HCD certification of the Housing Element Update and Town staff review times

The project schedule will be confirmed and/or modified by the consultant and submitted to the Town's project manager on or before the 30th day of each month during the course of the project. In the event project schedule delays are anticipated, consultant shall advise the Town's project manager on the strategies to correct and mitigate.

Deliverable(s): Initial Project Schedule, Monthly Updated Schedules

Task 1.3: Project Coordination

Consultant's project manager will meet with Town staff for a minimum of (10) progress meetings over the course of the project to review status to ensure objectives and milestones are being achieved. At the Town's discretion, these meetings may be conducted as a conference or webcall or in person at the Town's offices. Consultant will prepare a meeting summary, including action items, for each meeting. Consultant will coordinate with staff to create and make presentations to the Town and/or stakeholders as necessary.

Deliverable: Meeting Summaries

Task 1.4: Regional Housing Needs Assessment (RHNA) Support (As Needed)

Consultant will assist Town staff during the RHNA allocation process, if needed. This support will include developing a timeline for the RHNA review and appeal process (if necessary) and assisting the Town throughout the RHNA allocation process.

Task 2. Housing Element Amendment

Task 2.1 Current Housing Element Review

Review and evaluate the current Housing Element to determine the revisions that must be made to comply with current State law and HCD requirements and ensure certification of the completed Housing Element amendment. Identify all obsolete information, tables, exhibits and illustrations. Prepare an analysis of the Town's progress towards meeting the identified goals, policies, and programs since the adoption of the current 2015-2023 Housing Element.

Task 2.2 Housing Assessment and Needs Analysis

Complete a housing assessment and needs analysis pursuant to State housing law. The Consultant will obtain and analyze demographic, economic, infrastructure and housing data needed to complete this task.

Task 2.3 Housing Parcel Identification Analysis

Prepare an "adequate sites analysis" showing the relationship between the Town's RHNA allocation, and the Town's existing dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and General Plan policies, requirements, and limitations. Consultant will also work with staff to identify potential zoning strategies to address the need for additional housing unit capacity.

Task 2.4 Housing Production Constraints Analysis

Identify programmatic, physical, and financial housing resources available in the Town and County of Marin. In addition, Consultant will identify governmental and nongovernmental constraints to housing production. This work will include review of existing Town regulations, codes, and standards related to housing. Where constraints exist, the Consultant will propose strategies to address them.

Task 2.5 General Plan Consistency

Revise the Housing Element to ensure consistency with other General Plan elements, compliance with State law, and submittal for certification by January 2023.

Task 2.6 Revised Maps and Figures

Revise maps and figures in the Housing Element and other elements of the General Plan to ensure consistency throughout the General Plan document.

Task 3: Community Engagement and Public Hearings

Task 3.1 Community Outreach Program

Consultant will propose an appropriate community outreach program that meets State HCD standards and meaningfully engages a broad range of community interests in the Housing Element update process. Consultant is expected to prepare branded outreach materials for distribution and communication/ advertising purposes. The community outreach program may include a focus group consisting of internal and external stakeholders that may meet once per month for the entire project schedule. The Town expects that the public outreach and engagement will include at least ten (10) public meetings/workshops throughout the update process in addition to the Planning Commission and Town Council meetings outlined below. Consultant will include options for webcasting and virtual communication to accommodate potential State shelter-in-place orders throughout some or all of the update work period. Consultant

shall submit the outreach program to the Town for review, comment, and approval within sixty (60) days of contract engagement.

Task 3.2 Presentation Materials

Consultant will prepare or assist in the preparation of draft staff reports, exhibits, and presentations to the Planning Commission and Town Council. Consultant will also be prepared to attend, in total, a minimum of 15 public hearings held by the Planning Commission and/or Town Council.

Deliverable(s): "Community Outreach Program," draft staff reports, and exhibits.

Task 4: Environmental Review

Environmental Impact Report tasks / deliverables include:

- Kickoff meeting and review of available studies and documentation
- Prepare Project description
- Water Supply Assessment (if required)
- Prepare Notice of Preparation and review comments
- Prepare Administrative Draft EIRs (including screenchecks)
- Prepare Public Review Draft EIR (together with Notice of Availability and Notice of Completion)
- Prepare Administrative Draft Final EIR (including Responses to Comments and including screenchecks)
- Prepare Final EIR for publication
- Prepare draft CEQA findings and (if applicable) Statement of Overriding Considerations and conditions of approval associated with mitigation measures
- Prepare Mitigation Monitoring and Reporting Program
- Prepare Notice of Determination
- Attendance at a minimum of ten public meetings/hearings (Scoping Meeting, Planning Commission, Town Council)

In addition to public meetings/hearings, Consultant should anticipate a minimum of four additional meetings with Town staff, or other third parties, as necessary to facilitate preparation of the required CEQA documents. These are in addition to the kick-off meeting (noted above), and will be for purposes of reviewing/discussing the administrative drafts or final documents, preparing for public hearings or addressing other matters that may arise.

Unless otherwise directed by the Town, Consultant should assume the Town will publish/circulate all environmental notice documents. However, Consultant will be responsible for submitting all other environmental documents to the State Clearinghouse and providing a certificate of mailing/delivery to Town. Consultant shall maintain all materials referenced in the EIR and supporting studies and shall promptly provide such materials to Town upon Town's request.

Key issues include: fire hazard, emergency evacuation, water supply, auto dependency, traffic congestion, greenhouse gas generation, parking, flood risk, land use compatibility, cultural and historic resources, and visual and community character.

Deliverables: Administrative Draft EIR, Public Draft EIR, Final EIR, Mitigation Monitoring and Reporting Program, Notice of Determination

Task 5: Facilitation of Review and Approval of General Plan Amendments

Task 5.1 Ongoing Staff Review Draft of Housing, Safety, and Land Use Element Amendments

As work progresses, Consultant will provide drafts of each section of each Element for review. Consultant is expected to coordinate with Town staff to provide adequate time for review and discussion of revisions for each section.

Deliverable(s): Electronic drafts in Microsoft Word format

Task 5.2 First Draft of Housing, Safety, and Land Use Element Amendments

Consultant will work with Town staff to review comments/suggestions on previous versions. Consultant will incorporate revisions and prepare final drafts of the Housing, Safety, and Land Use Element Amendments using Microsoft Word, in the established Town format, for public review and comment and will submit draft to HCD as required for review. Consultant will facilitate ongoing consultations with HCD to ensure compliance with applicable State guidelines and requirements. This will include conducting the proper public outreach and notifying interested parties and agencies.

Deliverable(s): Eight (8) hard copies and one (1) electronic copy in both PDF and Microsoft Word format

Task 5.3 Final Draft of Housing, Safety, and Land Use Element Amendments

Following public review and comment period, consultant will prepare Final Draft Housing, Safety, and Land Use Element Amendments in response to comments from State HCD, responsible agencies, Town staff, the Planning Commission, Town Council, and the public.

Deliverable(s): Eight (8) hard copies and one (1) electronic copy in both PDF and Microsoft Word format, two (2) USB copies

Task 5.4 State Certification and Town Adoption

The Consultant will facilitate state review and certification of the Housing Element. Upon adoption of the Final Draft Housing Element Amendments by the Town Council, the Consultant will prepare a final version of the documents for inclusion in the General Plan document. Prepare and submit required documents to State agencies and County Recorder's Offices.

Task 5.5 Public Noticing

The Consultant will prepare and carry out the appropriate public noticing and required consultations and notifications for General Plan Amendments per local and State regulations. Consultant shall coordinate with Town staff to allow for adequate review and oversight of noticing materials and activities. In addition, the consultant is expected to carry out appropriate tribal noticing and consultation in accordance with statutory timelines.

Project Schedule

The following is a list of tentative project milestones that the consultant will be expected to meet:

Milestone	Date
Award of Contract	March 2021
Kick-off Meeting	March 2021
Update Housing Element Background Data	March – April 2021
Public Outreach (policy and program development, site identification)	May 2021 – Fall 2022
Environmental Review	May 2021 – Winter 2022
Complete Draft Housing, Safety, Land Use Elements	Winter 2021-22
Housing Working Group/Planning Commission meetings	May 2021 – August 2022
Planning Commission Workshop	Fall 2022
Complete Final Housing, Safety, Land Use Elements	Fall - Winter 2022
Complete Final Environmental Impact Report	Fall - Winter 2022
Town Council Meeting(s)	Fall - Winter 2022
Consultation with HCD	Winter 2021-22 – December 2022
Housing Element Submittal to HCD	January 2023

Proposal Requirements

1. **Cover Letter:** Please submit one cover letter and eight (8) copies of the submittal packet formatted to standard letter-sized paper, and one electronic PDF copy (submitted via flash drive).
2. **Scope of Work:** Please provide a detailed proposal completing each milestone of the work as described including the following:
 - a. Synopsis of the project based on the description and your team's experience working on Housing Element / General Plan element updates in the San Francisco Bay Area / Association of Bay Area Governments region.
 - b. Detailed step-by-step break down of tasks with responsible person, anticipated time to complete, cost estimates, and deliverables
3. **Project Schedule:** Please provide a detailed schedule for completion of the entire project
 - a. Provide a flow chart depicting overall project schedule, milestones, community meetings, commission hearings, and Town council hearings.
 - b. Identify focus of each meeting, personnel who will be in attendance, and expected cost.
 - c. List and description of all final products.
4. **Project Team:** Please provide a description of the project team.
 - a. Identify the key staff person responsible for general project management for each phase of the project
 - b. All project team members names, resumes, and professional titles
 - c. Describe the specific responsibility each team member will have on the project
 - d. Describe current workload for each team member
5. **Relevant Experience:** Please provide a description of experience on similar work

- a. Detail previous experience updating and amending General Plan elements (especially Housing Elements) or similar activities
 - b. Include as an appendix, relevant examples of completed work products for each member of the consultant team and all sub-consultants or other experts that the team intends to engage on this project.
6. **Public Outreach Experience:** Please provide a description of previous experience working with the public and decision makers
- a. Provide an overview of public outreach strategies to be used for this project including outreach platforms and activities
7. **References:** Please provide a list of five public sector client references
- a. Provide name, mailing address, and telephone number of the principal contact
 - b. Provide a brief description of the service provided and the dates of the work provided
8. **Fee Schedule:** Please provide a schedule showing estimated costs for each milestone of the project and hourly billing rates for all members of the team. The schedule should also include a 10 percent contingency billing amount of the overall cost for each milestone to accommodate any unanticipated activities or time necessary to achieve the milestone.

Within one month following receipt of the Proposal, notifications will be given to each participant as to the status of their submittal. A selection committee may conduct interviews with consultants whose qualifications and proposal are deemed most desirable for this project.

The Town's General Plan and Housing Element are available on the Town's website: <https://www.townoffairfax.org/general-plan/> and <https://www.townoffairfax.org/housing-element/>

A copy of the Town's standard Professional Service Agreement is attached for your information. Should you have any questions regarding this proposal, please contact Ben Berto, Fairfax Director of Planning and Building Services, bberto@townoffairfax.org ph. (415) 458-2346.

Attachment

1.Example of Professional Service Agreement

Attachment 1:

CONSULTANT SERVICES AGREEMENT

THIS AGREEMENT is made at Fairfax, California, as of _____, 20__, by and between the Town of Fairfax, a municipal corporation (the "TOWN") and _____, a _____ ("CONSULTANT"), who agree as follows:

1. **SERVICES.** Subject to the terms and conditions set forth in this Agreement, CONSULTANT shall provide to the TOWN the services described in Exhibit "A," which consists of the proposal submitted by CONSULTANT. CONSULTANT shall provide said services at the time, place, and in the manner specified in Exhibit "A."

2. **PAYMENT.** TOWN shall pay CONSULTANT for services rendered pursuant to this Agreement at the times and in the manner set forth in Exhibit "B." The payments specified in Exhibit "B" shall be the only payments to be made to CONSULTANT for services rendered pursuant to this Agreement. CONSULTANT shall submit all billings for said services to the TOWN in the manner specified in Exhibit "B."

3. **FACILITIES AND EQUIPMENT.** CONSULTANT shall, at its sole cost and expense, furnish all facilities and equipment which may be required for furnishing services pursuant to this Agreement.

4. **GENERAL PROVISIONS.** The general provisions set forth in Exhibit "C" are part of this Agreement. In the event of any inconsistency between said general provisions and any other terms or conditions of this Agreement, the provisions set forth in Exhibit "C" shall control.

5. **INSURANCE REQUIREMENTS.** The insurance requirements set forth in Exhibit "D" are part of this Agreement. In the event of any inconsistency between said general provisions and any other terms or conditions of this Agreement, the requirements set forth in Exhibit "D" shall control.

6. **EXHIBITS.** All exhibits referred to herein are attached hereto and are by this reference incorporated herein.

EXECUTED as of the day first above-stated.

Town of Fairfax, a municipal corporation

By: _____

CONSULTANT

By: _____

EXHIBIT “A”

SCOPE OF SERVICES

[Include text description of services to be provided and/or attach consultant proposal letter.]

If there are any inconsistencies between CONSULTANT’s proposal and this Agreement, the provisions of this Agreement shall control.

EXHIBIT "B"

PAYMENT

1) The total contract price for services rendered by CONSULTANT under this Agreement shall not exceed \$_____, which shall be paid on a time and materials basis, as specified below:

Personnel

Hourly Rate

\$

Other fees, costs, expenses and rates as described in the PROPOSAL (Exhibit A). In the event of any inconsistency between the terms of this Exhibit "B" and the PROPOSAL, the terms of this Exhibit "B" shall control.

2) Payment shall be made to CONSULTANT on a time and materials basis, and CONSULTANT shall submit monthly invoices to the _____, Attention: _____, for the same.

3) Any additional meetings or work required beyond that set forth in Exhibit "A" shall be mutually agreed to by the TOWN and CONSULTANT, and shall be billed on a time and materials basis to the _____, Attention: _____.

EXHIBIT "C"

GENERAL PROVISIONS

1) INDEPENDENT CONSULTANT. At all times during the term of this Agreement, CONSULTANT shall be an independent contractor and shall not be an employee of TOWN. TOWN shall have the right to control CONSULTANT only insofar as the results of CONSULTANT's services rendered pursuant to this Agreement; however, TOWN shall not have the right to control the means by which CONSULTANT accomplishes services rendered pursuant to this Agreement.

2) LICENSES; PERMITS; ETC. CONSULTANT represents and warrants to TOWN that CONSULTANT has all licenses, permits, qualifications, and approvals of whatsoever nature which are legally required for CONSULTANT to practice CONSULTANT's profession. CONSULTANT represents and warrants to TOWN that CONSULTANT shall, at its sole cost and expense, keep in effect at all times during the term of this Agreement, any licenses, permits, and approvals which are legally required for CONSULTANT to practice his profession.

3) TIME. CONSULTANT shall devote such services pursuant to this Agreement as may be reasonably necessary for satisfactory performance of CONSULTANT's obligations pursuant to this Agreement.

4) CONSULTANT NOT AN AGENT. Except as TOWN may specify in writing, CONSULTANT shall have no authority, express or implied, to act on behalf of TOWN in any capacity whatsoever as an agent. CONSULTANT shall have no authority, express or implied, pursuant to this Agreement, to bind TOWN to any obligation whatsoever.

5) ASSIGNMENT PROHIBITED. No party to this Agreement may assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no effect.

6) PERSONNEL. CONSULTANT shall assign only competent personnel to perform services pursuant to this Agreement. In the event that TOWN, in its sole discretion, at anytime during the term of this Agreement, desires the removal of any person or persons assigned by CONSULTANT to perform services pursuant to this Agreement, CONSULTANT shall remove any such person immediately upon receiving notice from TOWN of the desire of TOWN for the removal of such person or persons.

7) STANDARD OF PERFORMANCE. CONSULTANT shall perform all services required pursuant to this Agreement. Services shall be performed in the manner and according to the standards observed by a competent practitioner of the profession in which CONSULTANT is engaged in the geographical area in which CONSULTANT practices its profession. All products which CONSULTANT delivers to TOWN pursuant to this Agreement shall be prepared in a workmanlike manner, and conform to the standards of quality normally observed by a person practicing in CONSULTANT's profession. TOWN shall be the sole judge as to whether the product of the CONSULTANT is satisfactory.

8) CANCELLATION OF AGREEMENT. This Agreement may be canceled at any time by the TOWN at its discretion upon written notification to CONSULTANT. CONSULTANT is entitled to receive full payment for all services performed and all costs incurred up to and including the date of receipt of written notice to cease work on the project. CONSULTANT shall be entitled to no further compensation for work performed after the date of receipt of written notice to cease work. All completed and incomplete products up to the date of receipt of written notice to cease work shall become the property of TOWN.

9) PRODUCTS OF CONSULTING. All products of the CONSULTANT provided under this Agreement shall be the property of the TOWN.

10) INDEMNIFY AND HOLD HARMLESS.

a) If this AGREEMENT is an agreement for design professional services subject to California Civil Code § 2782.8(a) and CONSULTANT is a design professional, as defined in California Civil Code § 2782.8(b)(2), CONSULTANT shall hold harmless, defend and indemnify the TOWN, its officers, agents, employees, and volunteers from and against all claims, damages, losses, and expenses including attorneys' fees arising out of, or pertaining to, or relating to the negligence, recklessness, or willful misconduct of the CONSULTANT, except where caused by the active negligence, sole negligence, or willful misconduct of the TOWN.

b) If this AGREEMENT is not an agreement for design professional services subject to California Civil Code § 2782.8(a) or CONSULTANT is not a design professional as defined in subsection (a) above, CONSULTANT shall indemnify, defend, and hold harmless the TOWN, its officers, agents, employees and volunteers from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by CONSULTANT or any person directly or indirectly employed by or acting as agent for CONSULTANT in the performance of this Agreement, including the concurrent or successive passive negligence of the TOWN, its officers, agents, employees or volunteers.

c) It is understood that the duty of CONSULTANT to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code.

d) Acceptance of insurance certificates and endorsements required under this Agreement does not relieve CONSULTANT from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies are determined to be applicable to any such damages or claims for damages.

11) PROHIBITED INTERESTS. No employee of the TOWN shall have any direct financial interest in this Agreement. This Agreement shall be voidable at the option of the TOWN if this provision is violated.

12) LOCAL EMPLOYMENT POLICY. The TOWN desires wherever possible, to hire qualified local residents to work on Town projects. Local resident is defined as a person who resides in Marin County. The TOWN encourages an active affirmative action program on the part of its contractors, consultants, and developers. When local projects require, subcontractors, contractors, consultants and developers will solicit proposals from qualified local firms where possible.

13) FEDERAL REQUIREMENTS. If federal funds are involved in this Agreement, CONSULTANT shall comply with the federal requirements in Exhibit "E". As a way of responding to the provisions of the Davis-Bacon Act and this program, contractor, consultants, and developers will be asked, to provide no more frequently than monthly, a report which lists the employee's name, job class, hours worked, salary paid, city of residence, and ethnic origin.

14) CONSULTANT NOT A PUBLIC OFFICIAL. CONSULTANT is not a "public official" for purposes of Government Code §§ 87200 et seq. CONSULTANT conducts research and arrives at his or her conclusions, advice, recommendation, or counsel independent of the control and direction of the

TOWN or any TOWN official, other than normal contract monitoring. In addition, CONSULTANT possesses no authority with respect to any TOWN decision beyond these conclusions, advice, recommendation, or counsel.

EXHIBIT "D"

INSURANCE REQUIREMENTS

CONSULTANT shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, its agents, representatives, or employees.

1) **MINIMUM SCOPE AND LIMITS OF INSURANCE**

a) Commercial General Liability coverage (occurrence Form CG 00 01) with minimum limits of \$1,000,000 per occurrence for bodily injury, personal injury, products and completed operations, and property damage. If Commercial General Liability or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

b) Automobile Liability coverage (Form CA 00 01 with Code 1 – any auto) with minimum limits of \$1,000,000 per accident for bodily injury and property damage.

c) Workers' Compensation insurance as required by the State of California and Employers' Liability insurance, each in the amount of \$1,000,000 per accident for bodily injury or disease.

2) **INDUSTRY SPECIFIC COVERAGES**

If checked below, the following insurance is also required.

- Professional Liability Insurance / Errors and Omissions Liability in the minimum amount of \$1,000,000 per occurrence.
- Pollution Liability Insurance in the minimum amount of \$1,000,000 per occurrence
- Garage Keepers Insurance in the minimum amount of \$1,000,000 per occurrence
- Fidelity / Crime / Dishonesty Bond in the minimum amount of \$ _____
- MCS-90 Endorsement to Business Automobile insurance for transportation of hazardous materials and pollutants
- Builder's Risk / Course of Construction Insurance in the minimum amount of \$ _____.

3) **INSURANCE PROVISIONS**

a) **DEDUCTIBLES AND SELF-INSURED RETENTIONS.** Any deductibles or self-insured retentions must be declared to and approved by the TOWN. At the option of the TOWN, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the TOWN, its officers, officials, employees and volunteers; or the CONSULTANT shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

b) The general and automobile liability policies (and if applicable, pollution liability, garage keepers liability and builder's risk policies) are to contain, or be endorsed to contain, the following provisions:

- i) The TOWN, its officers, officials, employees and volunteers are to be covered as additional insureds as respects: liability arising out of work or operations performed by or on behalf of the CONSULTANT; products and completed operations of the CONSULTANT; premises owned, occupied or used by the CONSULTANT; or automobiles owned, leased, hired or borrowed by the CONSULTANT. The coverage shall contain no special limitations on the scope of protection afforded to the TOWN, its officers, officials, employees or volunteers.
- ii) For any claims related to this project, the CONSULTANT's insurance coverage shall be primary insurance as respects the TOWN, its officers, officials, employees and volunteers. Any insurance or self-insured maintained by the TOWN, its officers, officials, employees or volunteers shall be excess of the CONSULTANT's insurance and shall not contribute with it.
- iii) Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the TOWN, its officers, officials, employees or volunteers.
- iv) The CONSULTANT's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- v) Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the TOWN.
- vi) The policy limits of coverage shall be made available to the full limits of the policy. The minimum limits stated above shall not serve to reduce the CONSULTANT's policy limits of coverage.

c) ACCEPTABILITY OF INSURER. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the TOWN.

d) VERIFICATION OF COVERAGE. CONSULTANT shall furnish the TOWN with original endorsements effecting coverage required by this Exhibit D. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. The endorsements are to be on forms provided by the TOWN or on forms equivalent to CG 20 10 11 85 subject to TOWN approval. All insurance certificates and endorsements are to be received and approved by the TOWN before work commences. At the request of the TOWN, CONSULTANT shall provide complete, certified copies of all required insurance policies, including endorsements effecting the coverage required by these specifications.

SUB-CONTRACTORS. CONSULTANT shall require all subcontractors to procure and maintain insurance policies subject to the requirements of Exhibit D. Failure of CONSULTANT to verify existence of subcontractor's insurance shall not relieve CONSULTANT from any claim arising from sub-contractors work on behalf of CONSULTANT

**PROFESSIONAL SERVICES AGREEMENT
FOR CONSULTANT SERVICES**

(Town of Fairfax *[Company or Individual]*)

Revised Proposal

Update of Fairfax General Plan Housing Element, Safety Element, and Land Use Element, and Preparation of an Environmental Impact Report

6th Housing Element Cycle

February 19, 2021



Prepared by
EMC Planning Group

ATTACHMENT B

TOWN OF FAIRFAX

Update of Fairfax General Plan Housing Element, Safety Element, and Land Use Element, and Preparation of an Environmental Impact Report 6th Housing Element Cycle

Revised Proposal

Prepared for

TOWN OF FAIRFAX
PLANNING SERVICES MANAGER
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Prepared by

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FEBRUARY 19, 2021

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Appendices

Appendix A	EMC Planning Group Resumes
Appendix B	Subconsultant Resumes
Appendix C	Sample Documents (see folder in flashdrive)
	<i>San Juan Bautista Housing Element (2019)</i>
	<i>City of Atwater Housing Element Updates (2017)</i>
	<i>City of Sand City Housing Element (2016)</i>
	<i>Sand City Vibrancy Plan (2019)</i>
	<i>Walnut Avenue Commercial Area Specific Plan and EIR (2013)</i>

INTRODUCTION

EMC Planning Group is pleased to submit this proposal for Town of Fairfax 6th Cycle Housing Element update (2023-2031), along with consistency updates to the Town's Safety Element, Land Use Element, and Preparation of an Environmental Impact Report. EMC Planning Group, located in Monterey, California, is celebrating 42 years in business, providing land use, planning, and environmental consulting services to public agencies throughout California. EMC Planning Group is a California S-Corporation and is a state-certified Small Business Enterprise (#15769), as well as a locally certified Green Business.

Our firm has prepared housing elements for jurisdictions in various parts of California, including several recently completed and certified elements, as well as on-going preparation of element updates. EMC Planning Group customizes public outreach and recognizes innovative opportunities that reflect goals for each unique community.

This scope of work covers preparation of an EIR that thoroughly addresses all CEQA-mandated environmental topics and identifies the cumulative, growth inducing, significant unavoidable, and irreversible significant effects that must be considered for General Plan adoption as well as subsequent, General Plan-consistent, development proposals. Our team's efforts will be responsive to key issues, including: fire hazard, emergency evacuation, water supply, auto dependency, traffic congestion, greenhouse gas generation, parking, flood risk, land use compatibility, cultural and historic resources, and visual and community character.

The final product will achieve the following:

- Comply with all Town and State legal and regulatory requirements;
- Produce a document that addresses current and projected housing conditions and needs in the Town;
- Ensure residents and stakeholders are engaged and participate in the update process to facilitate community buy-in;
- Achieve milestones with sufficient time for Town and state oversight and review; and
- Effectively coordinate with other consultants and Town staff.

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2.1 Proposed Tasks

EMC Planning Group values that the Town of Fairfax welcomes creative approaches. The final scope of work will be subject to refinement and mutual agreement following the project's launch and further discussion.

Task 1 Project Administration

Task 1.1 Project Kick-Off Meeting

Discuss with Town staff project expectations regarding coordination, reporting, deliverables and all relevant project information. EMC Planning Group will prepare a meeting summary with project goals, objectives and action items for the General Plan Updates necessary for compliance with the 6th Housing Element Cycle.

Task 1.2 Project Schedule Development

- Collaborate with Town staff to finalize a project schedule within ten (10) working days after the kick-off meeting that includes tasks and milestones. The schedule shall:
- Identify project milestones (tasks) with time incorporated for staff review of work products throughout the project
- Include public outreach timeline with public meetings and anticipated commission and council hearings
- Include outreach in compliance with SB 18 and AB 52 regulations
- Include anticipated environmental review timeline
- Include timelines for response to State HCD review and State HCD certification of the Housing Element Update and Town staff review times

Confirm and/or modify project schedule and submit to the Town's project manager on or before the 30th day of each month during the course of the project. In the event project schedule delays are anticipated, EMC Planning Group will advise the Town's project manager on the strategies to correct and mitigate.

Task 1.3 Project Coordination

EMC Planning Group project manager will meet with Town staff for a minimum of (10) progress meetings over the course of the project to review status to ensure objectives and milestones are being achieved. At the Town's discretion, these meetings may be conducted as a conference or webcall or in person at the Town's offices. EMC staff will prepare a meeting summary, including action items, for each meeting. Consultant will coordinate with staff to create and make presentations to the Town and/or stakeholders as necessary.

Task 1.4 Regional Housing Needs Assessment (RHNA) Support

Assist Town staff during the RHNA allocation process, if needed. This support will include developing a timeline for the RHNA review and appeal process (if necessary) and assisting the Town throughout the RHNA allocation process.

Task 1.5 HCD Consultation

EMC Planning Group will coordinate with the HCD Analyst to ensure that the housing element draft sent to HCD conforms with State Housing Law to the extent possible, and will work with HCD following their review, to resolve issues that would prevent ultimate HCD certification of the housing element.

Task 2 Housing Element Amendment

Task 2.1 Current Housing Element Review

Review and evaluate the current Housing Element to determine the revisions that must be made to comply with current State law and HCD requirements and ensure certification of the completed Housing Element amendment. Identify all obsolete information, tables, exhibits and illustrations. Prepare an analysis of the Town's progress towards meeting the identified goals, policies, and programs since the adoption of the current 2015-2023 Housing Element.

Task 2.2 Housing Assessment Needs Analysis

Complete a housing assessment and needs analysis pursuant to State housing law. The Consultant will obtain and analyze demographic, economic, infrastructure and housing data needed to complete this task.

Task 2.3 Housing Parcel Identification Analysis

Prepare an "adequate sites analysis" showing the relationship between the Town's RHNA allocation, and the Town's existing dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and General Plan policies, requirements, and limitations. Consultant will also work with staff to identify potential zoning strategies to address the need for additional housing unit capacity.

Task 2.4 Housing Production Constraints Analysis

Identify programmatic, physical, and financial housing resources available in the Town and County of Marin. In addition, Consultant will identify governmental and nongovernmental constraints to housing production. This work will include review of existing Town regulations, codes, and standards related to housing. Where constraints exist, the Consultant will propose strategies to address them.

Task 2.5 Updated Housing Programs

Modify existing programs or develop new programs necessary to comply with State Housing Law and facilitate meeting the Town's RHNA target during the housing element planning period.

Task 2.6 General Plan Consistency

Revise the Housing Element to ensure consistency with other General Plan elements, compliance with State law, and submittal for certification by January 2023.

Task 2.7 Revised Maps and Figures

Revise maps and figures in the Housing Element and other elements of the General Plan to ensure consistency throughout the General Plan document.

Task 2.8 Housing Element Drafts

EMC Planning Group will prepare administrative, proof, HCD, and public draft housing element documents, and provide these to the Town and/or HCD in electronic format. A final certified housing element will be prepared incorporating any final revisions, and will include a copy of the HCD certification letter, to be delivered to the Town in electronic format.

Task 3 Community Engagement and Public Hearings

Task 3.1 Community Outreach Program

Propose an appropriate community outreach program that meets State HCD standards and meaningfully engages a broad range of community interests in the Housing Element update process. Prepare branded outreach materials for distribution and communication/ advertising purposes. Submit the outreach program to the Town for review, comment, and approval within sixty (60) days of contract engagement.

The community outreach program may include a focus group consisting of internal and external stakeholders that may meet once per month for the entire project schedule. Public outreach and engagement will include at least ten (10) public meetings/workshops throughout the update process in addition to the Planning Commission and Town Council meetings. Options for webcasting and virtual communication will be included in order to accommodate potential State shelter-in-place orders throughout some or all of the update work period.

Task 3.2 Presentation Materials

Prepare or assist in the preparation of draft staff reports, exhibits, and presentations to the Planning Commission and Town Council. Consultant will also be prepared to attend, in total, a minimum of 15 public hearings held by the Planning Commission and/or Town Council.

Task 4 Goals, Policies, Programs, and Quantified Objectives

Task 4.1 Identify Opportunities

Identify goals, policies, programs and quantified objectives to include in the housing element to ensure compliance with state law and effective response to the housing needs, constraints and key priorities identified through the update process. Ensure responsiveness to priorities articulated through the community engagement process and ensure internal consistency with other elements of the General Plan. Identify other General Plan policy updates or revisions needed to ensure consistency and to streamline the review of proposals for the construction and development of affordable housing projects.

Task 4.2 Quantified Objectives

Develop a consolidated set of quantified objectives based on the Town's RHNA and consultation with Town staff, policy makers, and community members; develop objectives that account for units produced since adoption of the RHNA, future housing units through housing programs, and future private market housing units.

Task 4.3 Implementation Program

Prepare a concise implementation program that sets forth a five-year schedule of actions the Town intends to undertake to implement the policies and achieve the goals and objectives of the housing element. Note that some programs will be characterized as ongoing, rather than carry specific due dates.

Task 5 Rezoning

Based on the sites analyses, work with Town staff to identify potential areas for rezoning, if necessary. Any proposed changes to the Town of Fairfax zoning will incorporate and be instigated by the state requirement for maintaining an adequate housing sites inventory throughout the eight-year planning period, while also responsive to comments and information from community meetings.

Task 6 Environmental Review

The preparation of an EIR will also be necessary for the Town's approval of General Plan amendments to approve the updated Housing Element and related amendments to the Safety, and Land Use Elements. EMC Planning Group proposes to prepare a program-level Environmental Impact Report in compliance with CEQA. Anticipated key issues based on our review of the RFP include: wildland fire hazards, emergency evacuation plans, water supply, automobile dependency, traffic congestion, greenhouse gas generation, parking, flood risk, land use compatibility, cultural and historic resources, and visual and community character.

The EIR will be prepared in a manner that is concise, clear, and easy to read for the general public. The environmental documents will be prepared in accordance with CEQA and the state CEQA guidelines. The scope to be undertaken toward the completion of the environmental review services involves the tasks outlined below.

Task 6.1 Kick-off Meeting

EMC Planning Group will facilitate and attend a meeting with Town staff to discuss project expectations regarding coordination, reporting, deliverables and all relevant project information. Discussion topics to address include the following items:

- Gather and review all applicable Town documents including, but not limited to, the General Plan, General Plan EIR, recent environmental documents prepared for other projects, and the Town's infrastructure master plans;
- Areas of potential controversy and key environmental issues;
- Review of the project description and refinement of the EIR scope of work;
- Identify appropriate communications protocols; and
- Develop NOP and DEIR distribution list in consultation with County staff.

Task 6.2 Project Description

Preparation of the project description as an initial task is critical, as the project description will form the basis for all of the environmental evaluation under CEQA. EMC Planning Group will prepare the EIR project description in partnership with Town staff based on the draft Housing, Safety, and Land Use element update content. EMC Planning Group will ensure that the project description is prepared in accordance with CEQA Guidelines Section 15124. EMC Planning Group can assist with the detailed summary of the proposed project components using text, tables and graphics as indicated. As required by CEQA Guidelines Section 15124, the project description will include the following:

- A list of objectives of the project summarizing the underlying purpose of the project that can later be used to devise required alternatives;
- A description of the regional and precise location and boundaries of the proposed project;
- A description of proposed construction and long-term operational activities, along with proposed phasing of development;
- A general description of the project's technical, economic, and environmental characteristics, considering the principal engineering proposals if any supporting public service facilities;
- A statement briefly describing the intended uses of the EIR, including a list of permits requested and responsible agencies, and a list of related environmental review and consultation requirements required by federal, state or local laws, regulations or policies; and

- Supporting illustrative graphics showing the regional location and precise boundaries of the project. These graphics may include location and vicinity maps, photographs depicting existing site conditions, and a site plan provided by the applicant.

The project description will be as specific as possible while maintaining an appropriate level of flexibility, should changes be required in response to preliminary environmental analysis.

Assumptions

This task assumes one review round by Town staff. It is assumed that Town staff comments will be consolidated and returned to EMC Planning Group in one memorandum.

Task 6.3 Technical Reports

The following technical reports and/or analyses necessary for the EIR analysis will be prepared either in-house by EMC Planning Group Staff or by EMC Planning Group subconsultants:

- Visual Analysis (EMC Planning Group);
- Air Quality, Greenhouse Gas and Energy Analysis (EMC Planning Group);
- Environmental Hazardous Materials Search (EMC Planning Group);
- Environmental Noise Analysis (WJV Associates);
- (Optional) Water Supply Assessment (Akel Engineers); and
- Transportation Impact Analysis (Hexagon Transportation Consultants).

Task 6.4 Notice of Preparation and Scoping Meeting

- Prepare a draft notice of preparation (NOP) for review and approval by Town staff. Two (2) hard copies and one (1) electronic copy will be provided;
- Obtain written comments from Town staff. Comments will be incorporated into the final NOP. The final NOP will reflect corrections, additions and deletions required by Town staff; and
- Finalize and distribute the NOP to the Clearinghouse and local, regional, and federal agencies.

Assumptions

This task assumes one review round of the NOP by Town staff. It is assumed that Town staff comments will be consolidated and returned to EMC Planning Group in one memorandum.

Task 6.5 Scoping Meeting

- Attend a scoping meeting with Town staff and other interested public agencies and members of the public. The scoping meeting should be held during the 30-day comment period for the NOP.

Task 6.6 Administrative Draft EIR

- Review all responses to the NOP to ensure that all relevant concerns raised are addressed in the administrative draft EIR;
- Correspond with the Town, as well as responsible, trustee, and other affected agencies to ensure that all potentially significant issues are addressed in the administrative draft EIR. The intent of this coordination is to ensure that responsible, trustee, and affected agencies have the opportunity for input prior to the preparation of the administrative draft EIR;
- Prepare the administrative draft EIR. Mitigation measures will be prepared in standard Town format where available and applicable. The EIR will include the following major sections:
 - Executive summary;
 - Introduction;
 - Project description;
 - Environmental setting;
 - Project analysis. significant impacts and mitigation measures will be identified using the CEQA Guidelines Appendix G checklist as a guide, with a focus on key issue areas identified in the RFP;
 - Discussion of growth inducement, cumulative impacts, and irreversible changes in the environment resulting from project implementation;
 - Evaluation of up to two (2) alternatives to the proposed project (including a no project alternative);
 - Identification of the EIR preparers, persons contacted and references consulted; and
 - Technical Appendices will also be included.

Assumption

Town staff will distribute the administrative draft EIR for review by the appropriate Town departments and will coordinate preparation of the Town's comments. A consolidated and comprehensive set of the comments will be provided that identifies specific revisions required to prepare the draft EIR. This task assumes one review round of the administrative draft by Town staff.

Task 6.7 Screencheck Draft EIR, Notice of Completion, Notice of Availability

- Communicate with Town staff to discuss comments and outstanding issues on the administrative draft EIR;
- Revise administrative draft EIR to incorporate Town staff comments;

- Produce a camera-ready screencheck draft EIR with appendices; and
- Prepare notice of completion and notice of availability.

Task 6.8 Public Review Draft EIR

- In consultation with Town staff, finalize draft EIR, notice of completion and notice of availability;
- Produce draft EIR with appendices;
- Distribute draft EIR and notice of completion to the State Clearinghouse; and
- Distribute draft EIR to local, regional, and federal agencies.

Assumptions

Town staff will be responsible for publication in a local newspaper, filing the notice of availability with the County Clerk, and the payment of related fees.

Task 6.9 Administrative Final EIR and Mitigation Monitoring Program

- Obtain and evaluate comments received during the public review period;
- Prepare administrative final EIR as a separate document (from the draft EIR) including a revised summary section, a list of all agencies and individuals commenting on the draft EIR, comments received during the public review period for the draft EIR, responses to those comments, changes to the draft EIR, and a mitigation monitoring program; and
- The mitigation monitoring program will identify each mitigation measure from the DEIR, mitigation responsibility, timing, and reporting procedures, in order to help monitor mitigation progress and successful implementation.

Assumptions

- It is assumed that the proposed project will not be highly controversial. The level of effort for this task assumes that no more than 15 comment letters will be received and that no new technical analyses will be required to respond to comments. If additional technical analysis is required, a contract amendment may be necessary; and
- Town staff will distribute the administrative final EIR and monitoring program for review by the appropriate Town departments if needed and will coordinate preparation of one set of consolidated Town staff comments for delivery to EMC Planning Group.

Task 6.10 Final EIR and Mitigation Monitoring Program

- Revise administrative final EIR and mitigation monitoring program to incorporate Town staff comments;

- Prepare final EIR as a separate document (from the draft EIR) including a revised summary section, a list of all agencies and individuals commenting on the draft EIR, comments received during the public review period for the draft EIR, and responses to those comments; and
- Prepare final mitigation monitoring program.

Task 6.11 CEQA Findings

EMC Planning Group will prepare draft and final CEQA findings, and if requested, a statement of overriding considerations.

Task 6.12 Meetings and Telephone/Video Conferences

- Attendance at four (4) additional meetings with Town staff, or other third parties, as necessary to facilitate preparation of the required CEQA documents. EMC Planning Group has budgeted to attend up to 12 meetings with town staff in addition to the project kick-off meeting and a public scoping meeting. The other eight (8) meetings can be “floating” meetings to be utilized at the discretion of Town staff and as may be needed to communicate with responsible/trustee agencies or other interests; and
- In addition, EMC Planning Group has budgeted for up to 24 hours of phone conference time associated with preparation of the EIR.

Task 6.13 Public Hearings

EMC Planning Group has budgeted to attend ten (10) public hearings for certification of the final EIR. EMC Planning Group will be prepared to support Town staff with responses to questions from the public and decision makers, prepare CEQA related inputs to Town staff’s project presentation, etc.

Task 6.14 Notice of Determination

Prepare a notice of determination and forward the notice to Town staff for filing with the County clerk.

Assumption

Town staff will be responsible for filing the notice with the County Clerk and the payment of related fees, including the California Department of Fish and Wildlife fee.

Task 6.15 Project Administration/Management

- Project management, project team coordination, and administration. Provide ongoing CEQA consultation and management services for the Town. Conduct routine internal team meetings; and
- Initiate and manage subconsultants. EMC Planning Group CEQA Project Manager will work with each subconsultant relative to their focus and coordinate efforts for the Town to have a single contact for communication.

Task 7 General Plan Amendments

Task 7.1 Ongoing Staff Review Draft General Plan Amendments

Review the existing housing element site inventory and preliminarily confirm the status of previously identified sites via online aerial mapping and site reconnaissance. Determine development status of potential housing sites. Summarize land suitable for residential development, including sites that are vacant or have redevelopment potential, based on inventory data from the Town, the general plan land use map, and field reconnaissance information.

As part of the land use capacity analysis, EMC Planning Group will seek to identify a range of land use scenarios to increase housing potential to meet the RHNA. Regulatory strategies will be initiated as a consequence of data immersion and community feedback. Additionally, EMC Planning Group will investigate the Town's mixed-use zones, discuss with HCD as needed, to determine if those zones will require some type of housing priority language to satisfy HCD as to their suitability for meeting RHNA requirements.

Provide drafts of each section of each Element for review. Consultant is expected to coordinate with Town staff to provide adequate time for review and discussion of revisions for each section.

Task 7.2 First Draft of General Plan Amendments

Work with Town staff to review comments/suggestions on previous versions. Consultant will incorporate revisions and prepare final drafts of the Housing, Safety, and Land Use Element Amendments using Microsoft Word, in the established Town format, for public review and comment and will submit draft to HCD as required for review. Consultant will facilitate ongoing consultations with HCD to ensure compliance with applicable State guidelines and requirements. This will include conducting the proper public outreach and notifying interested parties and agencies.

Task 7.3 Final Draft of General Plan Amendments

Following public review and comment period, consultant will prepare Final Draft Housing, Safety, and Land Use Element Amendments in response to comments from State HCD, responsible agencies, Town staff, the Planning Commission, Town Council, and the public.

Task 7.4 State Certification and Town Adoption

The Consultant will facilitate state review and certification of the Housing Element. Upon adoption of the Final Draft Housing Element Amendments by the Town Council, the Consultant will prepare a final version of the documents for inclusion in the General Plan document. Prepare and submit required documents to State agencies and County Recorder's Offices.

Task 7.5 Public Noticing

Prepare and carry out the appropriate public noticing and required consultations and notifications for General Plan Amendments per local and State regulations. Consultant shall coordinate with Town staff to allow for adequate review and oversight of noticing materials and activities. EMC Planning Group will carry out appropriate tribal noticing for Coast Miwok and consultation in accordance with statutory timelines.

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PROJECT SCHEDULE

3.1 Schedule and Flow of Tasks

EMC Planning Group proposes to commence work on the housing element immediately upon execution of a contract and would work to complete the scope of services by January 2023. Knowledge gained from outreach efforts will be folded into the Draft regulations for further iterative public participation.

The proposed schedule follows:

Task		Critical Dates
Task 1	Project Administration	Ongoing through completion
Task 2	Housing Element	Ongoing through completion
Task 3	Community Engagement	February 2021 – January 2023
Task 4	Goals, Policies, Programs, and Quantified Objectives	May 2021 – Winter 2022
Task 5	Rezoning	Complete January 2023
Task 6	Environmental Review	Complete January 2023
Task 7	General Plan Amendment Approval & Housing Element Certification Process	Complete January 2023

Flow charts depicting overall project schedule, milestones, community meetings, commission hearings, and Town council hearings are provided on the following pages, and include:

- A. Inputs and Outputs Timeline;
- B. Meeting Schedule Diagram; and
- C. Meeting Cost Schedule.

Figure A. Inputs and Outputs Flow Chart

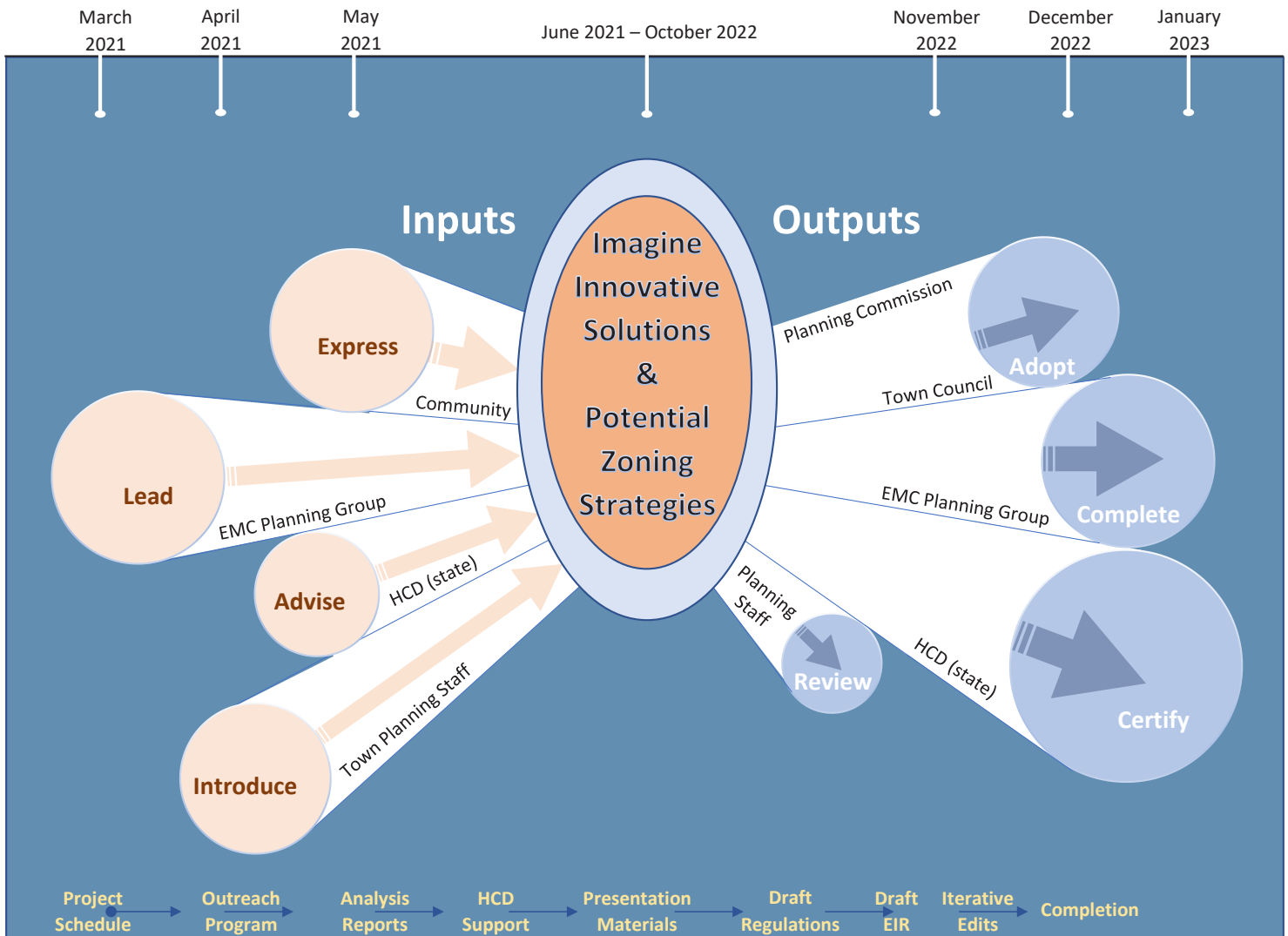


Figure B. Meeting Schedule Diagram

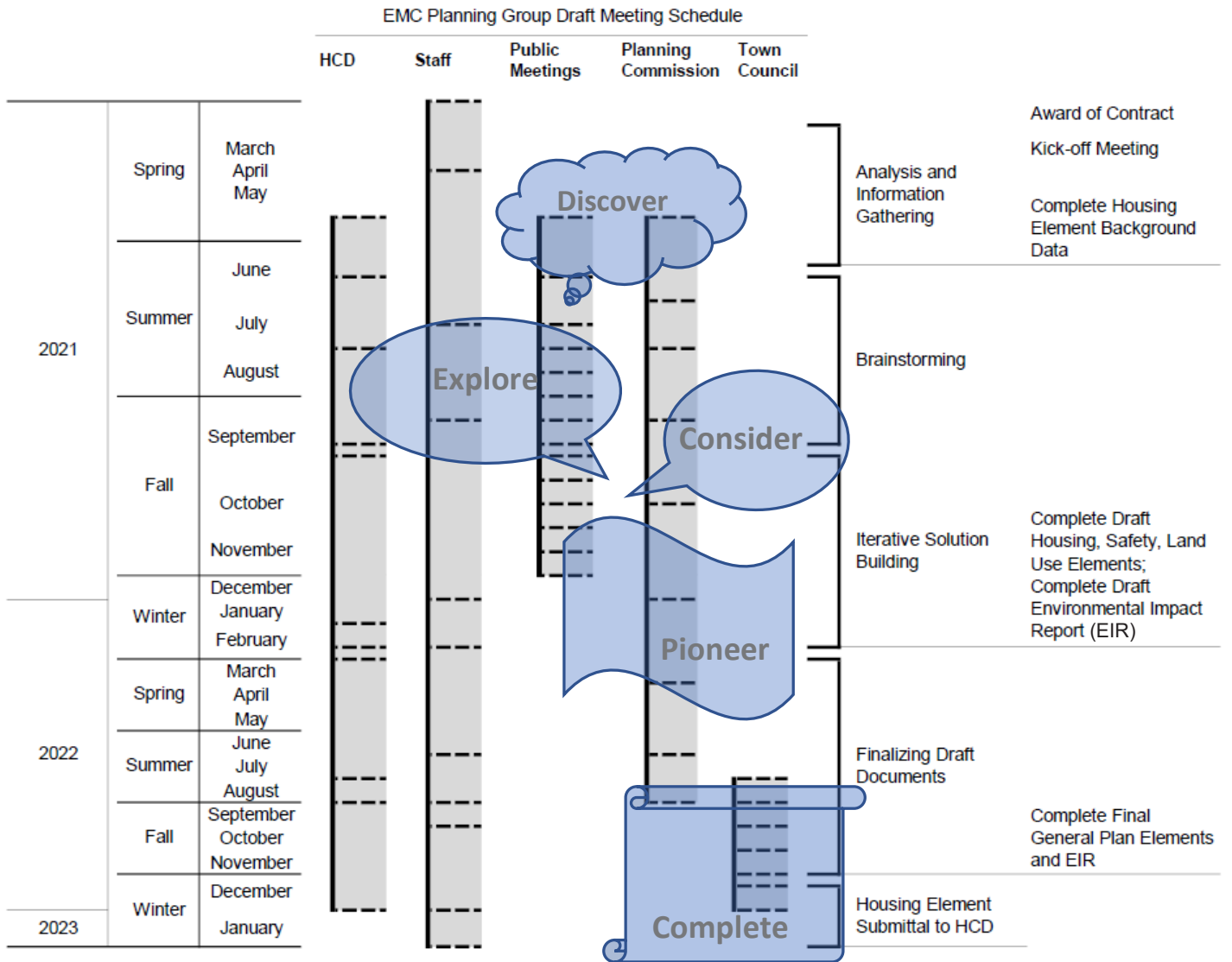


Figure C. Meeting Cost Schedule

EMC Planning Group	General Plan Meeting Attendance			Totals
General Plan EMC staff:	Town staff	Community	Public Hearings	
Richard James Ande Flower	1 Kick-Off Meeting 10 Progress Meetings (min)	10 Community Meetings	15 Planning Commission & Town Council	General Plan
Hours:	50 hours	148 hours	106 hours	304 Hours
Cost:	\$10,375	\$25,100	\$19,850	\$55,325
Additional EMC staff: Shoshana Wangerin Elizabeth King E.J. Kim	Specific roles, as required			
	EIR Meeting Attendance			Totals
CEQA EIR EMC staff:	Town staff	Community	Public Hearings	
Sally Rideout Polaris Kinson Brown	1 EIR Kick-Off Meeting	1 Scoping Meeting/ 12 Meetings	10 (subset of 15) Planning Commission & Town Council	EIR
Hours:	10 hours	10 hours/ 48 hours	57 hours	125 Hours
Cost:	\$2,200	\$2,000/ \$10,560	\$11,253	\$26,013
Subconsultants:	Subconsultant participation as needed			
Walter Van Groningen Tony A. Akel Gary Black Shikha Jain				
Total Meetings	12	23	15	50 Meetings
Total Hours	60	206	163	429 Hours
Total Cost	\$12,575	\$37,660	\$31,103	\$81,338

3.2 Final Products

Meeting Agendas and Summary Reports

- Meeting Summary for Project Kick-Off meeting;
- Initial Project Schedule;
- Monthly Updated Schedules;
- Meeting Summaries (minimum of 10); and
- Provide and maintain an Internet-based folder (or other agreed to platform) for all project materials and make them promptly accessible to Town staff.

Public Engagement Strategy

- Submit public engagement strategy memo to Town staff for review within sixty (60) days of contract engagement; and
- “Community Outreach Program,” draft staff reports, and exhibits.

Administrative Draft Housing Element

- Prepare and submit one (1) electronic copy in Microsoft Word copy of each draft General Plan Element update and other regulatory amendments (if applicable) for Town staff to review and comment upon in accordance with the project’s schedule;
- Design of the draft (text, font, graphics, tables, figures, and picture placement) to match the General Plan document format and quality; and
- Submit Eight (8) hard copies and one (1) electronic copy in both PDF and Microsoft Word format.

Public Review Draft Housing Element

- Revise HCD draft housing element and identified General Plan amendments and other regulatory amendments to incorporate HCD comments and submit eight (8) hard copies and one (1) electronic copy in both PDF and Microsoft Word format copy of the public draft housing element and proposed General Plan amendments and other regulatory amendments to the Town Council, the Planning Commission, and the general public for review and comment. CEQA review will be based on this version.

CEQA Documentation

- Kick-off meeting summary with project goals, objectives and action items for preparation of the Environmental Impact Report;

- Project Description: Draft project description delivered electronically via email or DropBox. Eight (8) hard copies and one (1) electronic copy of the final project description will be provided once Town staff comments are incorporated;
- Technical Reports: One (1) electronic copy of each draft report will be provided to Town staff for review and comment, if desired;
- Notice of Preparation: One (1) draft NOP will be delivered electronically via email or DropBox; Eight (8) hard copies and one (1) electronic copy of the NOP suitable for upload to the Town's website by Town staff. One (1) hard copy and one (1) electronic copy of a summary of comments from the scoping meeting;
- Administrative Draft Environmental Impact Report (EIR): Eight (8) hard copies and one (1) electronic copy of the administrative draft EIR;
- Screencheck Draft EIR: The Screencheck EIR and notices will be delivered electronically via email or DropBox;
- Draft EIR, Notice of Completion: Eight (8) hard copies and one (1) electronic copy of the draft Notice of Completion and draft Notice of Availability. All documents submitted in electronic for suitable for upload to the Town's website by Town staff;
- Administrative Final EIR: Eight (8) hard copies and one (1) electronic copy via email will be provided to the Town;
- Final EIR with Mitigation Monitoring Program: Eight (8) hard copies and one (1) electronic copy suitable for upload to the Town's website by Town staff;
- CEQA Findings: Eight (8) hard copies and one (1) electronic copy of the draft CEQA findings for Town staff review and comment. Eight (8) hard copies and one (1) electronic copy of the final CEQA findings for the planning commission and Town Council packages; and
- Notice of Determination: One (1) electronic version of the draft NOD and eight (8) hard copies of the final NOD.

Final Draft Housing Element and General Plan Amendments

- EMC Planning Group will work closely with HCD and jurisdiction staff to respond to any comments, and produce a final draft housing element for adoption. Present to the Planning Commission and Town Council at public hearings. Prepare all General Plan Elements, including any changes from the public hearings, and submit to HCD for final certification as well as the water/sewer district and the California Office of Planning and Research;
- Eight (8) hard copies and one (1) electronic copy in both PDF and Microsoft Word format, two (2) flash-drives with electronic copy; and

- PowerPoint electronic document to be presented by EMC Planning Group staff for up to six (6) public hearings for both the Planning Commission and Town Council.

Adopted Housing Element and General Plan Amendments

- Upon adoption of the final draft housing element and Final General Plan amendments and other regulatory amendments by the Town Council, prepare a final adopted and certified version with the date of adoption prominently displayed on the front cover and throughout the document to distinguish it as the official document from other versions of the housing element; and
- The budget includes one (1) electronic copy in Microsoft Word, and one (1) PDF of the adopted housing element for distribution to HCD, Town departments, and other stakeholders.

Adopted Housing Element

One (1) electronic copy of the Town Council adopted Housing Element and signed resolution to HCD for certification.

Certified Housing Element

Upon adoption of the Final Draft Housing Element and any other Final General Plan amendments and other regulatory amendments by the Town Council, EMC Planning Group will prepare one (1) PDF final adopted and certified version with the date of adoption prominently displayed on the front cover and throughout the document to distinguish it as the official document from other versions of the Housing Element.

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4.1 EMC Planning Group Staff

EMC Planning staff have demonstrated knowledge and experience in urban design, state housing law, urban and regional planning, policy and regulatory drafting, public outreach and engagement, demographic analysis, geographic information systems (GIS), environmental review, information management and desktop publishing are part of the firm's interdisciplinary expertise. We build teams whose members' technical expertise and experience is tailored to the planning task at hand, as well as the critical assessment issues in an environmental review process. The following staff are anticipated to be assigned to this project. Full resumes are present in Appendix A.

Michael J. Groves, AICP, President and Senior Principal

Mr. Groves will act as the principal-in-charge. He is actively involved in the management of all the firm's largest planning efforts, including preparation of general plans, specific plans, economic development plans, and local coastal programs. Mr. Groves' workload includes oversight of all planning and design workload for the firm. Mr. Groves will oversee the project work effort and ensure client satisfaction, as well as providing an alternate point of contact to the project manager.

Teri Wissler Adam, Vice-President and Senior Principal

Ms. Wissler Adam joined the firm in 1991 and has been a principal since 2001. Her area of expertise is in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance. Ms. Wissler Adam's workload includes oversight of all CEQA-focused workload for the firm. Ms. Wissler Adam will provide direction and quality control to the team associated with CEQA compliance.

Richard K. James, AICP, MUP, Principal

Mr. James has been with the firm for 22 years and has significant experience in preparing housing elements. He recently prepared the housing element updates for the cities of Sand City, San Juan Bautista, Greenfield, and Atwater, and has prepared several other housing elements in the past. Richard prepared design guidelines for the City of Los Baños, the Sand City Vibrancy Plan, and has contributed zoning and design sections for several specific plans. Mr. James has also prepared numerous zoning code amendments.

Richard also has experience with Merced, Monterey, San Benito and Santa Clara County LAFCOs, as well as extensive experience preparing CEQA review documents, economic planning documents, and in managing complex projects. Mr. James' workload for the next two years will focus on management of housing element updates throughout California. Mr. James will be the project manager.

Ande Flower, AICP, MUP, Principal Planner

Mr. Flower recently joined our firm and has been working in the planning field since 2005. His professional experience includes project management in the municipal and private sectors. Ande is skilled in the analysis of complex development requests, ordinance updates, and the delivery of compelling presentations to commissions, councils, agencies, the business community, residents, and the community at large. The primary volume and intensity of the housing element update workload will be exercised by Mr. Flower. Mr. Flower will be the assistant project manager, assisting Mr. James with preparation of the housing, safety, and land use elements update.

Sally Rideout, EMPA, Principal Planner

Ms. Rideout joined EMC Planning Group in October 2006, and has been working in the planning field since 1996. Ms. Rideout prepares environmental and public policy documents, regulatory plans, ordinances, and has managed Fire Defense Plan CEQA review. Ms. Rideout performs air quality and greenhouse gas modeling and emissions assessments using CalEEMod, RoadMod, and EMFAC, and has prepared NEPA documentation for projects funded by the US Department of Veterans Affairs, the US Department of Housing and Urban Development, the US Department of Agriculture, the US Department of Fish and Wildlife Service, and the Federal Highway Administration (Caltrans). The CEQA management workload will rest with Ms. Rideout, as she will be leading preparation of CEQA documentation and assisting with development of fire protection policy.

Polaris Kinison Brown, MS, Principal Planner

Ms. Kinison Brown manages a variety of planning and environmental projects and her responsibilities include client communication, agency and stakeholder outreach, work plan development, team member and subconsultant coordination, budget and schedule maintenance, document preparation, editing, and public meeting representation. Ms. Kinison Brown has prepared several local coastal programs for clients throughout the central coast and she is well versed in drafting environmental documents in compliance with the California Environmental Quality Act (CEQA), preparing public presentations, conducting public workshops, and presenting projects at public hearings. Ms. Kinison Brown will significantly contribute to high-quality EIR products, as she will assist Ms. Rideout in managing the environmental review of General Plan amendments.

David Craft, Senior Planner/Air Quality and Greenhouse Gas Emissions Specialist

Mr. Craft joined the firm in 2020. He is responsible for air quality and greenhouse gas emissions analysis, preparing health risk assessments, and assisting with preparation of initial studies and

environmental impact reports in compliance with the California Environmental Quality Act (CEQA). Mr. Craft will assist with preparation of CEQA documentation.

Elizabeth King, Principal Planner/ Designer

Ms. King has been with the firm for more than five years. Her experience includes land use planning and landscape design, including conceptual project design, due diligence, land analysis, and planting design. Prior to joining the firm, Ms. King was employed at The Design Response, a land planning and urban design firm specializing in collaborative strategic thinking, pragmatic placemaking site design, and effective management of development projects through complex review processes. With strong design skills, her graphics are explicit and responsive to the physical and social environment. Ms. King is highly proficient in AutoCAD and freehand sketching, which she utilizes to prepare high quality site plans, presentation graphics, and other design products. Ms. King will be the primary designer, collaborating with Mr. Flower for public engagement, Commission and Council material preparation, and Implementation Program materials.

Shoshana Wangerin, Associate Planner

Ms. Wangerin has been with the firm for three years and assisted with the preparation of the housing element update for the City of San Juan Bautista. She also assists the City of Sand City with its annual progress reports as required by the Department of Housing and Community Development. Shoshana will assist with preparation of the housing element update and the associated CEQA documentation.

E.J. Kim, Production & Graphics

Mr. Kim has been with the firm since 2002. His expertise is in the area of graphic design, desktop publishing, web site development, and visual communications. Mr. Kim will oversee graphics and document production.

4.2 EMC Subconsultants

Joining EMC Planning Group in this effort are Bang the Table, WJV Acoustics, Hexagon Transportation Consultants, and Akel Engineering Group. Staff are presented below, and full resumes are included in Appendix B.

Bang the Table

Michelle Stephens, AICP, Engagement Manager

Bang the Table understands that a robust democracy requires real public participation. Their mission is to enable this participation as a fundamental pillar of well-functioning 21st century democracies by forging constructive relationships between communities and the institutions of government. Bang the Table provides a complete suite of listening, information, analysis, reporting and relationship management features for their online platform responsive and customized to meet community engagement objectives.

Bang the Table's EngagementHQ platform drives inclusive, transparent, and measurable community engagement processes that empower collaborative learning, discussion, and debate. EMC Planning Group will facilitate this online platform to maximize engagement opportunities.

Example community website: <https://www.cottonwoodheightstomorrow.org/>

Hexagon Transportation Consultants, Inc.

Gary Black, AICP, President

Since 1982, Mr. Black has directed a number of transportation planning, traffic engineering, parking, and transit studies. Mr. Black has prepared traffic studies for new development in most cities within the Bay Area. Mr. Black will provide transportation analysis for CEQA review.

WJV Acoustics, Inc.

Walter J Van Groningen, Principal

WJV Acoustics, Inc. (WJVA) is an acoustical consulting firm offering comprehensive services in environmental noise assessment and control, and in architectural acoustics. The firm's capabilities include a complete range of acoustical services, with special emphasis on community and environmental noise issues and project compliance. Founded in 1981 as Brown-Buntin Associates, and now operating as WJVA, the firm has worked throughout the state of California, as well as nationally.

(Optional) Akel Engineering Group, Inc.

Tony A. Akel, P.E., Principal

Akel Engineering Group, Inc is a specialty engineering firm providing consulting services in infrastructure modeling and master planning. Based in Fresno, California, we have proudly served clients in multiple states in the western United States, and continually strive to bring industry leading products and expertise to each of our projects. We utilize state-of-the-art technology and advise clients on efficiently managing, maintaining, and improving sustainable infrastructure systems to meet their existing and future needs. The need for Mr. Akel's expertise will be understood once the path forward for meeting RHNA is understood because a Water Supply Assessment may not be necessary.

4.3 Management Plan

EMC Planning Group holds leadership, proactive management, and problem solving as the vanguard of its cultural identity. EMC Planning Group has an internal structure that consists of overlapping project management and quality control procedures. Day-to-day project management for the Town of Fairfax Housing Element will be handled by Richard James, AICP, who has completed many housing element updates.

Richard James takes a hands-on approach to project management and has a team of support staff at his disposal to maintain schedules, monitor budgets, facilitate communications, and generally keep projects on track. In addition, senior principals Michael Groves, AICP, and Teri Wissler Adam will check in on progress at weekly staff meetings, and will provide quality control. Mr. Groves will oversee the General Plan amendments and Ms. Wissler Adam will oversee the CEQA process. Sally Rideout will be CEQA project manager and Polaris Kinison Brown will be the assistant CEQA project manager. Principal Planner Ande Flower, AICP, has been assigned as assistant project manager to co-manage the project and serve as Town contact in the event Richard James is not immediately available.

In preparing the housing element update, EMC Planning Group will rely on Town staff to provide resource documents, share their knowledge of the community's geography, assist in identifying key stakeholders in the process, make the necessary arrangements for public meetings (e.g., noticing, agendas, etc.), and inform EMC Planning Group's planners about community sensitivities.

We are confident that with the EMC Planning Group team and Town staff working together, the Town will be ensured of on-time deliverables that will be user-friendly, easy to implement, and fulfill Town goals, objectives, and housing element policies.

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RELEVANT EXPERIENCE

EMC Planning Group recently completed housing element updates for the cities of San Juan Bautista, Atwater, and Sand City. Our team has also engaged communities through development of a Vibrancy Plan in Sand City and a Specific Plan in Greenfield. These are only a few recent examples summarized below. To review full documents, please follow imbedded links, or Appendix C (digital version only).

San Juan Bautista Housing Element (2019)

EMC Planning Group completed the City of San Juan Bautista's 5th cycle housing element update in compliance with all of the statutory requirements for housing elements, including public participation and adequate environmental review. The update process consisted of community outreach programs; consultation with the HCD, obtaining data from appropriate sources; mapping and quantifying appropriate housing sites; and establishing policies, programs, and quantified objectives to guide housing development in San Juan Bautista.

The City had missed the due date for its 4th cycle housing element, and was required to prepare two four-year elements. With HCD approval, EMC Planning Group developed a schedule to complete the first four-year housing element in the summer of 2019, concurrent with the City's adoption of several critical implementation ordinances. The second four-year housing element was certified by HCD in January 2020, and the City of San Juan Bautista is now in compliance.

Link to Element: http://www.emcplanning.com/projects/pdf/San_Juan_Bautista_HE.pdf

City of Atwater Housing Element Updates (2017)

EMC Planning Group prepared 2007-2014 and 2015-2023 updates to the Atwater Housing Element to bring the element into compliance with state requirements. EMC Planning Group worked with HCD and the City to review 5th cycle RHNA numbers for Merced County and the unaccommodated share of fourth cycle RHNA numbers, and together determined to bypass the 4th cycle housing element and instead focus on preparation of the 5th cycle element. EMC Planning Group prepared a comprehensive database and map of vacant and underutilized parcels and added programs to reach the City's goals for affordable housing. EMC Planning Group achieved state certification of the 5th cycle Housing Element.

Link to Element: <https://www.atwater.org/docs/2014-2023%205th%20Cycle%20Housing%20Element.pdf>

City of Sand City Housing Element (2016)

EMC Planning Group prepared the 5th cycle housing element for Sand City. The city has only 300 residents, but needed to provide room for about 45 additional housing units during the planning period. EMC Planning Group also prepared a CEQA negative declaration for the project. The housing element was approved by the City Council and certified by HCD within the state deadline. EMC Planning Group has assisted with zoning changes to implement housing element policy, and assists the City with its annual progress reports as required by the Department of Housing and Community Development.

Link to Element: http://www.emcplanning.com/projects/pdf/Sand_City_Housing_Element_FINAL_Adoption_2016.pdf

Sand City Vibrancy Plan (2019)

EMC Planning Group prepared a vibrancy plan to investigate how the City of Sand City can encourage a transition in the City's West End District from warehouse and service commercial businesses to mixed use with restaurants and similar establishments that would provide a more vibrant street life, while showcasing the district's existing artist community. The plan looks at a large range of issues from parking, walkability, streetscape, building design, and affordability for artists. Issues will be addressed through zoning amendments, inclusion of residential units in mixed use buildings, street improvements, encouraging building upgrades or replacement, and catalyst projects. The plan studies land use, economic development, displacement and affordability, circulation and parking, streetscape and aesthetics, and how to attract visitors and new businesses.

Link to Plan: http://www.emcplanning.com/projects/pdf/SC_Vibrancy_Plan.pdf

Walnut Avenue Commercial Area Specific Plan and EIR, City of Greenfield (2013)

EMC Planning Group prepared a specific plan for the City of Greenfield for a 60-acre site that was zoned for regional commercial development. The project site is located at the Walnut Avenue/U.S. Highway 101 interchange. The project planning and entitlement work was funded by the City's Redevelopment Agency with the intention to attract development interests. EMC Planning Group was the prime consultant managing a team of seven firms with specializations ranging from market analysis to value engineering to public relations. The challenge was to craft a specific plan that encompasses a mix of uses that creates both a local and regional destination, provides development guidance flexibility for a range of potential uses, generates revenue for the City, is financially feasible, and attracts development interests through streamlined, turn-key project approval processes and low financial barriers to entry.

Link to Environmental Impact Report: <https://ci.greenfield.ca.us/DocumentCenter/View/188/Final-Environmental-Impact-Report---Walnut-Avenue-PDF>

PUBLIC OUTREACH EXPERIENCE

6.1 Innovative Ways Forward

There is no status quo for how to respond to 6th Cycle RHNA numbers, much less in an era of Covid-19. Engagement must be robust, inclusive, and meaningful. Today's approach must be digital first, while also respectful of participants' household flows. Our engagement tools will include short vignettes of information combined with bite-sized feedback opportunities that enable community members to engage on their own time. For instance, Open Houses will span days and include customizable discussion forums. Because we're partnering with Bang the Table, all input will be available in multiple languages, and moderated to weed out any personal attacks, profanity, or off-topic comments.

EMC Planning Group will collaborate with Town staff to design an iterative engagement plan that maximizes our opportunities for new ideas to sprout from seeds of wisdom among the community. Following are a sample of tools we will bring to the table and facilitate. Each element represents a widget available as part of our palette:

- **Forums.** A safe and interactive space for Fairfax community-members to discuss and debate pertinent issues. This site is moderated to assure safety.
- **Ideas.** These “virtual post-it notes” are a way for Fairfax community-members to share what inspires them. EMC Planning Group staff can then assist in creating virtual stakeholder groups to help the community “grow” their ideas.
- **Places.** Gather feedback and photos directly on a map with a simple “pin” drop.
- **Stories.** Help your community better understand, empathize, and relate to others and to all that contributes to contemplating additional housing in the community.
- **Guestbook.** Simple, streamlined, and moderated space for Fairfax community-members to upload comments.
- **Q&A.** Receive questions in a managed space that accommodates messages through the iterative brainstorming process.
- **Polls.** Ask a single question and get immediate insight with this quick and targeted tool.

- **Surveys.** Encourage Fairfax community-members to voice their opinions in a convenient way that can also help us understand what areas of town need more encouragement to participate. Aggregate data can help the town understand generally who is participating with the outreach tools.

EMC Planning Group will pair these tools with best practices information across the region for reaching out and connecting with the community. We want to encourage as much buy-in as possible for meeting RHNA numbers specific to the Town of Fairfax. Community engagement is the foundation for building decision-maker trust in staff recommendations. EMC Planning Group is prepared with a robust, diverse set of tools to innovate solutions from the community to council, and through certification with HCD.

6.2 Previous Experience

EMC Planning Group engages with community through a variety of methods for every plan that includes it as part of the scope of work, particularly with General Plan amendments. We have included descriptions of two award-winning projects as examples of previous experience working with the public and decision makers.

Sand City Vibrancy Plan (2019)

EMC Planning Group completed the Sand City Vibrancy Plan to enable a gradual transformation of the built environment, with both public and private investment. Preparation of the plan, managed by Richard James, included extensive outreach and community involvement. A technical advisory committee helped steer the iterative process, which included land and business owners, residents, artists, and two City Council members. For three years the City staffed a booth at the popular West End Celebration outdoor festival to publicize the effort and solicit public opinions. EMC Planning Group also led a design workshop with a variety of hands-on activities included a design-a-street exercise, preference surveys, and a backdrop on which to visualize gateway signs. The public was kept informed with a dedicated web page and City newsletter articles. This plan earned the Economic and Planning Development APA CA Northern California Award of Merit

Fort Ord Reuse Plan (2012)

EMC Planning Group completed reassessment of the 1997 Fort Ord Reuse Plan, which stemmed from a settlement agreement between the Sierra Club and the Fort Ord Reuse Authority. The Fort Ord Reuse Plan sets the framework for redevelopment of the 28,000-acre former Army base near Monterey. Five local jurisdictions (Monterey County and the cities of Seaside, Marina, Monterey, and Del Rey Oaks) have land use authority within the former base. In addition, the U.S. Army, Bureau of Land Management, State Department of Parks and Recreation, University of California, California State University, Monterey Peninsula College, and the Monterey Peninsula Unified School District all control land within the boundaries of the former Fort Ord.

The reassessment involved public input workshops, analysis of past Fort Ord Reuse Authority board of directors' actions, review of the implementation status of each policy and program in the Fort Ord Reuse Plan, a market study, review of Fort Ord Reuse Plan consistency with regional plans, and a survey-level investigation into progress on a large number of topics, including munitions clean-up, water supply, traffic conditions, job creation, and housing development.

Five public input workshops were held, co-sponsored with member jurisdictions and the Sierra Club, and an attendance of several hundred persons. Over 400 comments were received and cataloged during the process. The majority of comments revolved around preservation of open space and oak woodlands, integration of the National Monument into the Fort Ord Reuse Plan, establishment of the Central Coast Veterans Cemetery, economic development, and demolition of the remaining derelict Army structures.

EMC Planning Group prepared a scoping report that presented the background research, and a final report that addressed more than 50 topic areas, with a range of potential actions for each, for the Fort Ord Reuse Authority board of directors' future consideration. Michael Groves was the principal-in-charge and Richard James and Ron Sisseem were co-project managers. This plan earned the Best Practices Award of Merit-American Planning Association, California Chapter, Northern Section, 2013.

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7.0 REFERENCES

EMC Planning Group has extensive experience working with jurisdictions preparing general plans, general plan elements (including housing elements), area plans, and specific plans. EMC Planning Group understands the public planning process and agency needs, having worked for many cities, counties, school districts, and utility districts.

City of San Juan Bautista

Work performed: 2018 to Present. EMC Planning Group prepared two four-year housing elements, has assisted in securing grants, and has provided staff planning assistance.

Reference: Don Reynolds, City of San Juan Bautista City Manager
(831) 623-4661 citymanager@san-juan-bautista.ca.us

City of Gilroy

Work performed: 1980 to Present. EMC Planning Group has prepared numerous CEQA documents, including many major Environmental Impact Reports (EIRs), vacant land inventories for LAFCO policy compliance, and planning staff support.

Reference: Melissa Durkin, City of Gilroy, Planner II
(408) 846-0440 Melissa.Durkin@cityofgilroy.org

City of Sand City

Work performed: 2015 to Present. EMC Planning Group prepared the City's current Housing Element, an economic development plan (Vibrancy Plan), zoning text amendments, and CEQA documents, as well as providing ongoing staff support. Currently in progress are a parking plan and sustainable transportation plan.

Reference: Charles Pooler, City of Sand City Planner
(831) 394-3054 Chuck@SandCityCA.org

City of Los Gatos

Work performed: 2011 to Present. EMC Planning Group has prepared numerous CEQA documents, including several major Environmental Impact Reports (EIRs).

Reference: Joel Paulson, City of Los Gatos Community Development Director
(408) 354-6879 jpaulson@losgatosca.gov

City of Soledad

Work performed: 2016 to Present. EMC Planning Group prepared a major specific plan to guide future city expansion, several CEQA documents, and LAFCO documentation.

Reference: Brent Slama, City of Soledad Community Development Director
(831) 674-559 bslama@Cityofsoledad.com

FEE PROPOSAL

Two fee proposal options are presented on the following pages.

Option A Fee Proposal assumes that the environmental review will consist of only an Initial Study. The total fees proposed for delivering the scope of services detailed within this option is \$159,615.

Option B Fee Proposal assumes that a full Environmental Impact Report will be necessary for zoning and/or General Plan updates. The total fees proposed for delivering the scope of services detailed within this option is \$410,804. This total fee proposal includes a not-to-exceed dollar amount for EIR completion and optional hydrological engineering consultation maximum fee \$276,364 and a full scope to update the Town of Fairfax's General Plan Housing Element, Safety Element, and Land Use Element fee proposal of \$134,440.

8.1 OPTION A: INITIAL STUDY ONLY

Option A Update of Fairfax General Plan Housing Element, Safety Element, and Land Use Element, and Preparation of an Initial Study									
EMC Planning Group Inc.									
Task	Senior Principal	Principal	Principal Planner	Associate Planner	Graphics	Admin/ Production	Total Hours	Total Cost	
Staff									
Billing Rate (Per Hour)	\$250.00	\$225.00	\$200.00	\$150.00	\$150.00	\$115.00			
Task 1: Project Administration	0.0	6.0	14.0	2.0	1.0	1.0	24.0	\$4,715.00	
Task 2: Housing Element Amendment	1.0	12.0	30.0	80.0	25.0	4.0	152.0	\$25,160.00	
Task 3: Community Engagement	0.0	38.0	155.0	50.0	36.0	25.0	304.0	\$55,325.00	
Task 4: Goals, Policies, Programs, and Quantified Objectives	0.0	8.0	20.0	6.0	4.0	3.0	41.0	\$7,645.00	
Task 5: Rezoning	1.0	8.0	20.0	20.0	2.0	2.0	53.0	\$9,580.00	
Task 6: CEQA Documentation (IS/ND or MND only)	4.0	15.0	40.0	55.0	15.0	20.0	149.0	\$25,175.00	
Task 7: General Plan Amendments	1.0	6.0	25.0	75.0	25.0	4.0	136.0	\$22,060.00	
Subtotal (Hours)	7.0	93.0	304.0	288.0	108.0	59.0	Total Hours	Total Cost	
Subtotal (Cost)	\$1,750.00	\$20,925.00	\$60,800.00	\$43,200.00	\$16,200.00	\$6,785.00	859.0	\$149,660.00	

Additional Costs	
Production Costs	\$300.00
Travel Costs	\$250.00
Administrative Overhead 10%	\$55.00
Total	\$605.00

Subconsultant Fees	
Bang the Table	\$8,500.00
Subconsultant Overhead 10%	\$850.00
Total	\$9,350.00

Total Costs	\$159,615.00
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8.2 OPTION B: PROPOSAL WITH EIR

Option B- 1 (Environmental Review is presented separately) Update of Fairfax General Plan Housing Element, Safety Element, and Land Use Element

EMC Planning Group Inc.										
Task	Senior Principal	Principal	Principal Planner	Associate Planner	Graphics	Admin/ Production	Total Hours	Total Cost		
Staff										
Billing Rate (Per Hour)	\$250.00	\$225.00	\$200.00	\$150.00	\$150.00	\$115.00				
Task 1: Project Administration	0.0	6.0	14.0	2.0	1.0	1.0	24.0	\$4,715.00		
Task 2: Housing Element Amendment	1.0	12.0	30.0	80.0	25.0	4.0	152.0	\$25,160.00		
Task 3: Community Engagement	0.0	38.0	155.0	50.0	36.0	25.0	304.0	\$55,325.00		
Task 4: Goals, Policies, Programs, and Quantified Objectives	0.0	8.0	20.0	6.0	4.0	3.0	41.0	\$7,645.00		
Task 5: Rezoning	1.0	8.0	20.0	20.0	2.0	2.0	53.0	\$9,580.00		
Task 6: Environmental Review (see note 1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00		
Task 7: General Plan Amendments	1.0	6.0	25.0	75.0	25.0	4.0	136.0	\$22,060.00		
Subtotal (Hours)	3.0	78.0	264.0	233.0	93.0	39.0	710.0	Total Hours		
Subtotal (Cost)	\$750.00	\$17,550.00	\$52,800.00	\$34,950.00	\$13,950.00	\$4,485.00	710.0	Total Cost		\$124,485.00

Additional Costs	
Production Costs	\$300.00
Travel Costs	\$250.00
Administrative Overhead 10%	\$55.00
Total	\$605.00

Subconsultant Fees	
Bang the Table	\$8,500.00
Subconsultant Overhead 10%	\$850.00
Total	\$9,350.00

Costs not inclusive of Task 6	\$134,440.00
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Note 1: Task 6 budget is presented on a separate spreadsheet

Option B-2: TASK 6 EIR Budget Only

EMC Planning Group Inc.												
Task	Senior Principal	Principal	Principal Planner	Senior Planner	Associate Planner	Principal Biologist	Graphics	Production Manager	Total Hours	Initial Estimate	10% Contingency	Total Cost
Billing Rate (Per Hour)	\$250.00	\$225.00	\$200.00	\$175.00	\$150.00	\$190.00	\$125.00	\$125.00				
Task 6.1: Kick-Off Meeting	0	0	10	0	0	0	0	0	10	\$2,000.00	\$200.00	\$2,200.00
Task 6.2: Project Description	0	0	5	2	0	0	0	0	7	\$1,350.00	\$135.00	\$1,485.00
Task 6.3: Technical Reports	6	12	48	54	2	0	16	8	146	\$26,550.00	\$2,655.00	\$29,205.00
Task 6.4: NOP	0	0	4	12	0	0	8	2	30	\$4,910.00	\$491.00	\$5,401.00
Task 6.5: Scoping Meeting	0	0	6	0	4	0	0	0	10	\$1,800.00	\$180.00	\$1,980.00
Task 6.6: Administrative Draft EIR	30	26	80	30	140	12	20	12	350	\$61,880.00	\$6,188.00	\$68,068.00
Task 6.7: Screen Check Draft EIR, NOC, NOA	0	6	10	0	20	0	2	2	40	\$6,850.00	\$685.00	\$7,535.00
Task 6.8: Public Review Draft EIR	0	0	5	0	0	0	10	4	19	\$2,750.00	\$275.00	\$3,025.00
Task 6.9: Administrative Final EIR and Mitigation Monitoring Program	20	10	40	0	20	0	0	6	96	\$19,000.00	\$1,900.00	\$20,900.00
Task 6.10: Final EIR and Mitigation Monitoring Program	0	2	20	0	10	0	0	3	35	\$6,325.00	\$632.50	\$6,957.50
Task 6.11: CEQA Findings	4	0	8	0	24	0	0	0	36	\$6,200.00	\$620.00	\$6,820.00
Task 6.12: Meetings and Telephone/Video Conferences	0	0	48	0	0	0	0	0	48	\$9,600.00	\$960.00	\$10,560.00
Task 6.13: Public Hearings (10)	0	0	40	0	5	0	10	2	57	\$10,250.00	\$1,025.00	\$11,275.00
Task 6.14: Notice of Determination	0	0	2	0	0	0	0	1	3	\$525.00	\$52.50	\$577.50
Task 6.15: Project Administration/Management	12	56	48	0	0	0	0	0	60	\$12,600.00	\$1,260.00	\$13,860.00
Subtotal (Hours)	72	56	374	98	225	16	66	40	947	\$172,590.00	\$17,259.00	\$189,849.00
Subtotal (Cost)	\$18,000.00	\$12,600.00	\$74,800.00	\$17,150.00	\$33,750.00	\$3,040.00	\$8,250.00	\$5,000.00				

Additional Costs	
Production Costs	\$2,500.00
Travel Costs	\$4,000.00
Postal/Deliverables	\$300.00
Miscellaneous	\$400.00
Administrative Overhead 10%	\$720.00
Total	\$7,920.00

Subconsultant Fees	
Hexagon Transportation Consultants, Inc.	\$49,000.00
WJV Acoustics, Inc.	\$12,450.00
Subconsultant Overhead 10%	\$6,145.00
Total	\$67,595.00

Total Costs	\$265,364.00
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OPTIONAL TASK	
Alkel Engineering Group, Inc.	\$10,000.00
Subconsultant Overhead 10%	\$1,000.00
Total	\$11,000.00

Total Costs with Optional Task	\$276,364.00
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NOTE: This proposed budget is valid for 90 days

EMC Planning Group Resumes

A

APPENDIX



Michael J. Groves, AICP

PRESIDENT/SENIOR PRINCIPAL

PROFESSIONAL EXPERIENCE

Mr. Groves founded EMC Planning Group in 1978. Through his leadership and commitment to excellence in client service and the hiring of highly qualified personnel, Mr. Groves has successfully established the firm as one of the leading land use and environmental planning firms in California.

Mr. Groves is involved in project management and coordination of a full range of planning projects completed by the firm. From 1995—1997, he served as project manager for the Fort Ord Reuse Plan, a national, award-winning policy document. His focus within the firm is on client representation for urban and regional planning projects; coastal planning efforts; conceptual design; real estate due diligence and site evaluation studies; land use planning and permitting efforts; and city, county, school district and special district planning and permitting. With his experience as a land use and policy planner, Mr. Groves has provided project management for over 750 planning projects, within more than 150 California cities, counties, and special districts.

EDUCATION

- B.A. University of California at Santa Barbara, Environmental Studies, 1977
- B.A. University of California at Santa Barbara, Geography, 1977

PROFESSIONAL CERTIFICATION

AICP - American Institute of Certified Planners, Professional Certification, 1990-Present

PROFESSIONAL ACHIEVEMENTS AND AWARDS

- Professional Certification, American Institute of Certified Planners, 1990-Present
- Initiative Author, Initiative Measure to Allow For a Recreational Vehicle Park and other Recreational Oriented Uses in the Vicinity of the Fort Ord National Monument, Laguna Seca Raceway and Recreation Area, and the Monterey Peninsula and Monterey Bay Region.
- Awards, *City of Salinas Economic Development Element*, 2014
 - Outstanding Planning Document-Association of Environmental Professional (2016)
 - Economic Planning and Development Award of Excellence-American Planning Association, California Chapter, Northern Section (2015)
 - Economic Planning and Development Award of Merit-American Planning Association California Chapter (2015)
- Award, *Fort Ord Reuse Plan Reassessment*, 2012
 - Best Practices Award of Merit-American Planning Association, California Chapter, Northern Section, 2013
- Award, *Fort Ord Reuse Plan and EIR*, 1997
 - Comprehensive Planning in a Small Jurisdiction - National Planning Award for Outstanding Planning, American Planning Association National Chapter

PROFESSIONAL ASSOCIATIONS AND COMMUNITY INVOLVEMENT

- Member, American Planning Association
- Former Member, Monterey Peninsula Water Management District, Policy and Technical Advisory Committees
- Former Member, Sand City Habitat Conservation Task Force
- Member, Ventana Chapter, Sierra Club
- Head Coach, Monterey High School Baseball Program, 1980-Present
- President, Save Our Sports (SOS), Local Non-profit Supporting High School Baseball and Softball
- President, Foster Parent Association, Santa Cruz County
- Member, Child Welfare Services Systems Improvement Steering Committee
- Community Leadership Council - Ending Oppression Worldwide



Teri Wissler Adam

VICE PRESIDENT/SENIOR PRINCIPAL

PROFESSIONAL EXPERIENCE

Ms. Wissler Adam joined the firm in 1991 and has been a principal since 2001. Her area of expertise is in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance.

Ms. Wissler Adam directs the CEQA and NEPA compliance projects for the firm. She has been responsible for a large variety of private projects, including residential, commercial, industrial, mixed-use, and large specific plan and general plan projects. She has also managed several projects for public facilities, such as recycled water projects, roadway projects, bikeway projects, bridge projects, elementary schools, high schools, and college campuses, and other public facilities, such as health clinics, landfills, child development centers, and federal research facilities. She has represented public clients throughout Monterey County, San Benito County, Santa Clara County, Merced County, San Luis Obispo County, San Mateo County, Santa Cruz County, and as far south as Los Angeles County.

EDUCATION

B.S. California Polytechnic State University at San Luis Obispo, Business Administration, Concentration in Environmental Management, 1991

PROFESSIONAL ACHIEVEMENTS

- Presenter, CEQA Seminar, Lorman Education Services
- Presenter, CEQA Workshop, Association of Environmental Professionals
- Member, Association of Environmental Professionals
- Contributor, *Environmental Mitigation Handbook*, California's Coalition for Adequate School Housing, February 2009
- Past Director/President/Newsletter Editor, Monterey Bay Area Chapter, Association of Environmental Professionals

PROFESSIONAL ASSOCIATION

- Member, Association of Environmental Professionals



Richard K. James, AICP, MUP

PRINCIPAL

PROFESSIONAL EXPERIENCE

Mr. James has been with the firm since 1998 and has been a principal since 2016. He manages planning, design, and environmental projects. His experience includes preparation of zoning and coastal implementation codes, housing elements, environmental documents in compliance with the California Environmental Quality Act (CEQA), policy documents, fee and economic development studies, and community design standards, as well as municipal project management. Mr. James manages project budgets, work flow, schedules, and sub-consultants. He provides ongoing client and stakeholder contact as project manager, conducts research, writes and edits documents, and presents project reports at public hearings.

Mr. James's specific expertise includes air quality, housing, landscaping, alternative transportation, land use, water supply, and water quality. His environmental documents have analyzed a wide variety of projects and issues, including residential, commercial, and mixed use developments; annexations and area plans; golf courses; park and school facilities; and public works improvements, among others. Mr. James has represented private development projects and overseen the municipal end of processing land development projects.

EDUCATION

M.U.P. San Jose State University,
Urban Planning, 1997

B.S. California Polytechnic State University at
San Luis Obispo, Ornamental
Horticulture, 1980

PROFESSIONAL CERTIFICATION

AICP - American Institute of Certified Planners,
Professional Certification, 2002-Present

PROFESSIONAL ACHIEVEMENT AND AWARD

- Award, *Fort Ord Reuse Plan Reassessment*, 2012
 - Best Practices Award of Merit-American Planning Association, California Chapter, Northern Section, 2013

PROFESSIONAL ASSOCIATIONS

- Member, American Institute of Certified Planners
- Member, American Planning Association
- Member, Association of Pedestrian and Bicycle Professionals



Ande Flower, AICP, MUP

PRINCIPAL PLANNER

PROFESSIONAL EXPERIENCE

Mr. Flower joined EMC Planning Group in 2021, and has been working in the planning field since 2005. His professional experience includes project management in the municipal and private sectors. Ande is skilled in the analysis of complex development requests, ordinance updates, and the delivery of compelling presentations to Commissions, City Council, agencies, the business community, and residents.

Prior to joining the company, Ande was principal planner for the cities of Monterey, CA and Lake Forest Park, WA where he gained extensive hands-on experience in processing review for mixed-use housing developments. In each City, reviews resulted in well-regarded design with evolved community support.

While working with the City of Monterey, he created opportunities for affordable housing in Monterey with new Overlay districts, access to water through advocacy, and relationship-building with developers and community leaders. During his tenure at City of Lake Forest Park, he managed both long range and current planning activities to effectively encourage infill development proposals while respecting ecological habitat. In the private sector of Seattle (MAKERS), Ande spearheaded creation of objective design standards for Vancouver, WA.

EDUCATION

- M.U.P. University of Washington at Seattle, WA, Urban Planning, 2006
- B.A. University of Washington at Tacoma, WA (Graduated Magna Cum Laude), Urban Studies, 2004
University of Florida at Gainesville, FL, Architecture Coursework, 1989 - 1993

PROFESSIONAL ACHIEVEMENTS

- HUD-sponsored Design-Build for Yakama Nation, led by architect Michael Pyatok

CERTIFICATES AND TRAINING

- Urban Design Certificate, University of Washington – Seattle
- Historic Preservation Certificate, University of Washington – Seattle
- GIS Certificate, University of Washington – Tacoma
- AICP - American Institute of Certified Planners, Professional Certification, since 2015



Sally Rideout, EMPA

PRINCIPAL PLANNER

PROFESSIONAL EXPERIENCE

Ms. Rideout joined EMC Planning Group in October 2006, and has been working in the planning field since 1996. Ms Rideout's professional experience includes project management in both municipal and private sectors, and she also prepares environmental and public policy documents, regulatory plans, and ordinances. Sally is a past President and former Director of the Monterey Bay-Silicon Valley Chapter of the Association of Environmental Professionals. Prior to joining the company, Sally was a planner for the City of Pacific Grove, California.

With 23 years of municipal and private sector planning and project management experience, Ms. Rideout has successfully coordinated CEQA and NEPA review and documentation for a variety of projects and programs.. Ms. Rideout is experienced in providing senior staff support to public agency commissions, boards and committees. She prepares, reviews and presents staff reports, findings and conditions of approval, prepares and manages agendas and meeting minutes, and is experienced in providing administrative oversight and management duties at all levels of public administration.

With EMC Planning Group, Ms. Rideout prepares and manages CEQA and NEPA documentation and provides current and long range planning assistance for large and small planning projects including general plans, public facility construction, subdivisions, public works management plans and programs, site acquisition, private development, and public infrastructure projects. Her responsibilities include preparing and monitoring budgets and schedules, coordinating team members and subconsultants, municipal planning assistance, document preparation, editing, and representation at public meetings. She also performs air quality and greenhouse gas modeling and emissions assessments using CalEEMod, RoadMod, and EMFAC. She has prepared NEPA documentation for projects funded by the US Department of Veterans Affairs, the US Department of Housing and Urban Development, the US Department of Agriculture, the US Department of Fish and Wildlife Service, and the Federal Highway Administration (Caltrans). Ms. Rideout manages projects and represents, or has represented, many of the firm's public sector clients including the City of Gilroy, City of East Palo Alto, City of Soledad, City of Hollister, City of Los Banos, City of Patterson, City of Carmel, City of Pacific Grove, City of King City, Soledad Unified School District, County of Monterey Public Works Department, and other agencies in Monterey County, San Benito County, Santa Clara County, Merced County and Santa Cruz County, San Mateo County, , the County of Monterey Department of Public Works, and the City and County of San Francisco.

EDUCATION

E.M.P.A. Golden Gate University at Monterey, Executive Master of Public Administration, 2012

B.S. San Jose State University, Environmental Studies - Economics Emphasis, 1996

PROFESSIONAL ASSOCIATIONS

- Past President, Monterey Bay-Silicon Valley Chapter, Association of Environmental Professionals (Past Chapter Director: 2012-2013, Past Secretary: 2010-2012; 2016-2017).
- Member: American Public Works Association, Monterey Bay Chapter



Polaris Kinison Brown, MS

PRINCIPAL PLANNER

PROFESSIONAL EXPERIENCE

Ms. Kinison Brown joined EMC Planning Group in 2012 and has been working in the environmental planning field since 1998. She has worked on a wide range of projects including the preparation of general plans, local coastal programs, specific plans, coastal permitting projects, climate change vulnerability assessment, environmental impact reports, initial studies, and environmental assessments. She specializes in coastal projects, and her responsibilities include preparing documents; preparing public presentations; conducting public workshops; presenting projects at public hearings; developing public works plans, budgets, and schedules; and establishing and supervising project teams.

EDUCATION

- M.S. Humboldt State University at Arcata, Natural Resources Planning and Interpretation, 1997
- B.A. University of California at Irvine; Cum Laude, Environmental Analysis and Design, 1994

PROFESSIONAL ACHIEVEMENT

- Author, Using GIS to Model Northern Spotted Owl Habitat in Relation to Vegetation Patterns, 1998

PROFESSIONAL ASSOCIATION

- Former Member: American Planning Association
- Former Member: Association of Environmental Professional

David Craft

AIR QUALITY AND GREENHOUSE GAS EMISSIONS SPECIALIST/
SENIOR PLANNER

PROFESSIONAL EXPERIENCE

Mr. Craft joined the firm in 2020. He is responsible for air quality and greenhouse gas emissions analysis, preparing and reviewing health risk assessments for proposed projects, and assist with the preparation of initial studies and environmental impact reports in compliance with the California Environmental Quality Act (CEQA).

His previous work experience includes working as an engineer/planner for the Monterey Bay Air Resources District (MBARD) for more than 30 years, where he was responsible for reviewing and issuing air pollution permits for all types of emission sources for the district and preparing CEQA documents. Mr. Craft developed policies and procedures for facilities within the MBARD to help them comply with emission inventory reporting requirements associated with the toxic, criteria pollutant, and greenhouse gas emission inventory reporting programs. Also, while working for MBARD, he managed Placer County APCD's Toxic Emission Inventory and Risk Assessment Program.

EDUCATION

B.S. Oregon State University; Chemical Engineering, 1980

PROFESSIONAL ACHIEVEMENTS

- Participant in CAPCOA effort to provide guidelines on how greenhouse gas emissions should be administered in accordance with the California Environmental Quality Act (2008).
- Proficiency in the California mandatory reporting requirements for greenhouse gas emissions.
- Active participant in the CAPCOA Toxic Emissions and Risk Assessment Committee from 1988 to 2017. Active contributor to many guideline documents relating to how toxic emissions and risks should be evaluated, and how these risks should be communicated to the public.
- Lead author of CAPCOA guidance document describing how to determine the emissions and cancer risks from gas stations (1997).
- Lead author of CAPCOA guidance document describing how to determine the emissions and cancer risks from sources of toxic emissions effected by CEQA (2009).
- Stack and ambient air emissions testing experience for criteria and toxic substances.

TRAINING

- HARP (California's toxic emissions inventory and risk assessment software)
- ISCST3, AERMOD, & AERSCREEN (dispersion models)
- CALEEMOD
- Google Earth
- EMFAC (traffic model)



Elizabeth King

PRINCIPAL PLANNER/DESIGNER

PROFESSIONAL EXPERIENCE

Ms. King joined the firm in 2015 and has been working in the planning and design field since 1981. Her responsibilities include managing projects, project application and entitlement processing, land use feasibility analysis, and environmental documentation. Ms. King's experience includes land use planning and landscape design, including conceptual project design; due diligence; land analysis; and planting design.

Prior to joining the firm, Ms. King was employed at The Design Response, a land planning and urban design firm specializing in collaborative strategic thinking, pragmatic placemaking site design, and effective management of development projects through complex review processes. With strong design skills, her designs are explicit and responsive to the physical and social environment.

Ms. King is highly proficient in AutoCAD and freehand sketching, which she utilizes to prepare high quality site plans, presentation graphics, and other design products.

EDUCATION

A.A.S. Harcum College at Philadelphia, PA,
Interior Design, 1981

TRAINING

- AutoCAD Course



Shoshana Wangerin

ASSOCIATE PLANNER

PROFESSIONAL EXPERIENCE

Ms. Wangerin joined the firm in 2017. Her responsibilities include writing initial studies and environmental impact reports in compliance with the California Environmental Quality Act (CEQA), providing contract staff support to governmental agencies, assisting with public outreach programs, and providing private clients with permit processing and entitlement assistance, constraints analysis, land use assessments, and feasibility analyses.

Prior to joining EMC Planning Group, Ms. Wangerin worked for the City of Carmel-by-the-Sea in the Community Planning and Building Department. Her responsibilities included assisting with preliminary plan check review for building and planning applications, conducting preliminary site assessments on residential properties, and conducting preliminary design reviews in residential and commercial areas. Ms. Wangerin's experience also includes completing an internship with BuildingWise, LLC, a private consulting firm that assists organizations with commercial structures' LEED certification.

EDUCATION

B.S. California State University Monterey Bay, Environmental Science Technology and Policy, Emphasis in Ecology and Natural Resources, 2014

TRAINING

- ESRI ArcGIS Map Making and Spatial Analysis Course

PROFESSIONAL ASSOCIATION

- Member, Association of Environmental Professionals

E. J. Kim

DESKTOP PUBLISHING SPECIALIST

PROFESSIONAL EXPERIENCE

Mr. Kim joined the firm in 2002. His expertise is in the area of graphic design, desktop publishing, web site development, and visual communications.

He has over 25 years of experience, which includes the preparation of visual presentation materials for public hearings, the development of collateral materials for community outreach events, the construction of web pages as part of a community outreach program, and the design of planning documents like specific plans.

Prior to joining EMC Planning Group, Mr. Kim worked in the real estate and high-tech industries. His responsibilities included managing marketing departments, designing corporate advertisements and marketing collateral pieces, maintaining corporate web sites, and spearheading corporate marketing efforts.

Mr. Kim has expert knowledge in many graphic design and web development software including WordPress, Adobe Suites (Illustrator, PhotoShop, and InDesign), and Quark XPress.

EDUCATION

B.S. California Polytechnic State University at San Luis Obispo, Business Administration, Concentration in Marketing, 1994

TRAINING

- ArcGIS
- SketchUp
- WordPress

PROFESSIONAL CERTIFICATION

Realtor California Licensed Real Estate Salesperson, 1999-2003

Subconsultant Resumes

B

APPENDIX



Michelle Stephens, AICP
Engagement Manager
www.bangthetable.com
303-525-5155 michelle@bangthetable.com

The EngagementHQ Marketplace offers a variety of integrations that make it easy to connect with your current systems and create a seamless user experience for participants and administrators. Following are links to opportunities for learning more about the platform:

Participant Relationship Management gathers and integrates data and information so you can better understand and engage with the people who are engaged with the topic.

[LEARN MORE](#)

Our analytical framework lets you benchmark your project to assure diverse participation is occurring. Automated weekly email reports identify project interest, critical issues, and important community stakeholders. Analyze or export the results of single feedback process, discover the geographic distribution of comments and document engagement timelines.

[LEARN MORE](#)

Information security is a critical element of e-participation systems. We take these threats seriously by implementing moderating content in real time and enabling content in several languages, including Spanish support in real time.

[LEARN MORE](#)

Within the platform, the following details describe an example user experience:

Lifecycle

Outlines the stages of your project to your community and communicate project progress.

Who's Listening

Identifies the people working on your project, including their role, contact details and image.

Key Dates

Displays and promotes key dates associated with the offline engagement process.

Related Project

Displays a list of the projects on your site that are related to the current campaign.

FAQ

Displays a short list of FAQ's about your project with a link through to the FAQ page.

Important Links

Lets you display a list of links important to your project.

Gary K. Black, AICP, President

Education

Master of City Planning in Urban Transportation, University of California at Berkeley

Bachelor of Arts in Geography, University of California at Los Angeles

Professional Associations

American Institute of Certified Planners

Institute of Transportation Engineers

Experience

Since 1982, Mr. Black has directed a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared transportation plans for the Cities of San Jose, Palo Alto, San Mateo, and San Carlos, and areawide plans for reuse of the Bay Meadows racetrack site in San Mateo, the Cargill salt ponds site in Redwood City, and many parts of San Jose (North San Jose, Downtown, Edenvale, and Evergreen). He has prepared traffic studies for new development in most cities within the Bay Area. He also has prepared numerous parking studies, including downtown parking studies for San Carlos, San Mateo, Gilroy, and San Jose.

Representative Projects

• Areawide Transportation Plans:

Circulation Elements for General Plans in San Mateo, Sunnyvale, Cupertino, Gilroy, and Palo Alto.

Bay Meadows – Hexagon prepared the transportation plan for redevelopment of the Bay Meadows Race Track in San Mateo into a mixed-use, transit orientated development.

Sunnyvale – Hexagon prepared specific plans for the Peery Park, Lawrence Station, and El Camino Real areas of Sunnyvale. The plans were developed to support increased density of development, more diverse land uses, and buildout of the bicycle and pedestrian networks. The studies included travel demand model forecasts and estimates of vehicle miles traveled.

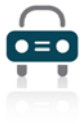
North San Jose – Hexagon developed a revised development policy for North San Jose that included a long-range forecast of traffic conditions and development of a long list of necessary transportation improvements – both roads and transit. The policy resulted in the adoption of an impact fee to fund transportation improvements.

Santa Clara – Hexagon has done transportation planning for two specific plan areas. These were developed to support housing development in industrial areas to create a better jobs-housing balance. The studies were completed with travel demand models and calculated the change in vehicle miles traveled.

• Campus Studies:

Foothill College –The campus is served by one ring road that is accessed through a single intersection. Hexagon staff recommended that the ring road be made one-way. Other recommendations were also made for better signage and lighting around the ring road.

City College – Hexagon staff was hired to measure parking demand and to determine the amount of new parking needed. Hexagon staff conducted parking occupancy surveys. Student parking in neighborhoods was estimated by comparing overnight occupancy to occupancy at typical student peak times.





IBM Campus - Hexagon staff was hired to address various problems occurring on the internal roads. Many recommendations came out of the study, including modifying speed limits, narrowing streets, channelizing pedestrian crossings, adding signals, and modifying intersection geometries to improve sight distance.

- **Site Traffic Analyses:**

For offices, hotels, restaurants, residential subdivisions, apartments, schools, warehouses, industrial complexes, and mixed-use developments in San Jose, Santa Clara, Sunnyvale, Milpitas, Los Gatos, Fremont, Monterey, Palo Alto, Menlo Park, Redwood City, San Carlos, San Mateo, Los Altos, Santa Rosa, Napa, Hayward, Bakersfield, Richmond, Concord, and Cupertino, California. These included estimation of future trip generation, impacts on adjacent intersections, and site-specific pedestrian and auto circulation issues such as driveway and crosswalk locations.



- **Impact Fee Studies:**

Mr. Black has directed numerous transportation impact fee studies. The purpose of the studies is to identify future transportation deficiencies, improvements to address the deficiencies, and costs to implement the improvements. Impact fee studies were completed for San Mateo, Palo Alto, Sunnyvale, San Jose, Santa Clara, and Gilroy.



- **Parking Studies:**

San Carlos – Staff believed that the available parking spaces were utilized to such an extent that any future development could not be accommodated. It was determined that future development could be accommodated only by planning a parking structure. A suitable site was identified, and a three-level parking structure was designed (one level underground and two levels above). To help the financial feasibility of the parking structure, it was designed to have two levels of housing above.

San Mateo – Due to recent and projected growth, many downtown merchants believed that more parking facilities were needed. Surveys revealed that the existing parking situation was adequate, although during peak times customers sometimes had to settle for less desirable spaces because the prime spaces were taken by employees. The study was able to show that a relatively modest increase in downtown parking meter rates combined with a small property assessment could finance an additional parking structure.



- **Major Developments:**

Valley Fair – Valley Fair is a 1.2 million square foot regional mall that was proposed for enlargement by approximately 300,000 square feet.

Santana Row – This project transformed a 1960's era shopping center into a mixed-use "Main Street" style shopping, entertainment and residential center.

Oakridge Mall – The proposed expansion consisted of the addition of 85,000 square feet of movie theater space plus additional retail and restaurant space.

Evergreen Specific Plan - The plan called for the construction of over 4,000 dwelling units on about 600 acres. Hexagon staff analyzed both on-site and off-site traffic impacts of the plan and developed the circulation element of the EIR.



WALTER J. VAN GRONINGEN
President
WJV Acoustics, Inc.

Experience:

Mr. Van Groningen is the founding consultant of WJV Acoustics, Inc. His technical skills include the prediction and analysis of aircraft, traffic, railroad and construction noise and the evaluation of community noise problems and litigation support. He has prepared technical noise studies for a variety of projects requiring CEQA or NEPA documentation and has developed noise level criteria and implementation programs for addressing noise-related conflicts and long-range noise compatibility planning. Mr. Van Groningen has particular expertise in preparing traffic noise assessments for federally funded roadway improvement projects using the Caltrans Protocol. Mr. Van Groningen has also prepared general plan noise elements and noise element updates for several California jurisdictions.

Mr. Van Groningen became involved in community noise control in 2005, when he joined the consulting staff at Brown-Buntin Associates, Inc. Since that time, he has conducted short- and long-term aircraft noise monitoring and acoustical testing for federally funded aircraft sound insulation programs and conducted and/or managed numerous environmental noise analyses, including the following:

- Environmental noise assessments addressing aircraft, traffic, rail, commercial, industrial and construction sources for projects requiring CEQA/NEPA documentation. Many of these studies have involved controversial projects and significant public interest in the agency review process.
- Aircraft noise analysis and preparation of noise exposure maps and summary reports for Las Vegas McCarran and Reno-Tahoe International Airports.
- Federally funded school and/or residential sound insulation programs for Los Angeles, Reno-Tahoe, Phoenix Sky Harbor and Anchorage Ted Stevens International Airports.
- General Plan Noise Elements for numerous California jurisdictions.
- Acoustical analyses and noise monitoring for numerous mining operations and construction projects.

Professional Affiliations:

- Member, Institute of Noise Control Engineering.
- Member, Acoustical Society of America.

Software Skills and Certifications:

- FHWA Traffic Noise Model Certified
- FAA Integrated Noise Model (INM)
- Aviation Environmental Design Tool (AEDT2B)
- Larson Davis Laboratories, AutoCAD, Microsoft Word, Microsoft Excel, SoundPLAN
- SoundPLAN Software & Noise Modeling Seminar

Education:

- B.A. Physical/Environmental Geography, Humboldt State University, 1999.
- Post Graduate studies in Hydrology, California State University Chico, 1999-2002.

Kevin Tuttle, PE



Contact

7433 N First Street, Suite 103
Fresno, California 93720
Phone: 559-436-0600
Fax: 559-436-0622
www.akeleng.com

Education

Civil Engineering Undergraduate, California State University, Fresno 2011

Employment History

2008–Present. Akel Engineering Group, Inc.

Professional Affiliations

American Society of Civil Engineers (ASCE)

Professional Certifications

Professional Engineer (CA) C-85524
NASSCO PACP U-816-07004890

Experience Summary

Integrated Master Planning

- Senior Engineer for the Water, Sewer, and Storm Drainage Master Plans and Urban Water Management Plan of the **City of Morgan Hill**, California (population 42,000). Leads a team that developed land use planning assumptions and customized demand and flow factors for hydraulic modeling of each of the three systems. A long-term capital improvement plan was developed for each system.
- Senior Engineer for the Water, Sewer, Storm Drainage, and Recycled Water Master Plans and Urban Water Management Plan of the **City of Gilroy**, California (population 54,000). Leads a team that developed land use planning assumptions and customized demand and

flow factors for hydraulic modeling of each of the three systems. A long-term capital improvement plan was developed for each system.

- Senior Engineer for the Water, Sewer, and Recycled Water Master Plans of the **Marina Coast Water District**, California (population 35,000). Leads a team that developed land use planning assumptions and customized demand and flow factors for hydraulic modeling of each of the three systems. A long-term capital improvement plan was developed for each system.
- Project Task Lead for the Water, Sewer, and Storm Drainage Master Plans of the **City of Hanford**, California (population 55,000). Leads a team that developed land use planning assumptions and customized demand and flow factors for hydraulic modeling of each of the three systems. A long-term capital improvement plan was developed for each system.
- Project Task Lead for the Water, Sewer, and Storm Drainage Master Plans and Recycled Water Feasibility Study of the **City of Madera**, California (population 61,000). Leads a team that developed land use planning assumptions and customized demand and flow factors for hydraulic modeling of each of the three systems. Also performed a recycled water feasibility study intended to document the potential for a new system offsetting potable water use. A long-term capital improvement plan was developed for each system.

Wastewater Collection

- Senior Engineer for the Sanitation System Collection Master Plan of **Coachella Valley Water District**, California (population 260,000). Leads a team that developed land use planning assumptions and customized flow factors for an “all pipe” hydraulic model. The model is used for the intermediate and long-term planning of the sanitation collection system, and the implementation of a large-scale manifolded force main decommissioning project.
- Project Analysis Lead for the Sanitary Sewer Model of **Coachella Valley Water District**, California (population 260,000). Part of a team that develops and

analyzes project scenarios with the use of H₂OMap SWMM, which facilitates in the development of viable statistics in which the Water District is capable of evaluating their sewer system. This project consists of maintaining a 4,000+ pipe model, with 3 WRP's, and over 20 Lift Stations. User modeling has been developed to calculate different emergency scenarios as well as design flow diversion scenarios.

- Project Engineer for the Wastewater Collection System Master Plan of the **City of Shasta Lake**, California (population 10,000). Part of a team that developed and calibrated the hydraulic model and performed various capacity assessments on the existing system. This project also included a phased planning and financial approach to funding the various recommended improvements.
- Task Assistant in the **City of South San Francisco** (population 67,000) Water Quality Control Plant Updates and Upgrades. Responsibilities included updating hydraulic models of South San Francisco and San Bruno, and developing combined hydrographs at the Water Quality Control Plant. The analysis consisted of evaluating the hydrographs for two separate pumping rate scenarios, and developing storage volumes for each pumping rate scenario for three individual storm scenarios.
- Project Analysis Lead for the **City of Morgan Hill** (population 42,000) and **City of Gilroy** (population 54,000) Joint Trunk Sewer System Analysis. Responsibilities include the integration of two separate city models from Hydra to one conjoined model in H₂OMap SWMM Model, while incorporating updated Morgan Hill sewer flows. The analysis consists of evaluating the Joint Trunk Sewer, and proposing a secondary alignment alternative and resizing of the sewer main.
- Task Assistant in the **City of Yakima** (population 91,100) Wastewater Collection System Master Plan. Responsibilities included updating the city sewer flows to the wastewater treatment plant, including surrounding communities whose sewer flows converge at the WWTP. Additionally, sewer unit factors were developed based on existing land use, and future

wastewater flows were projected based on updated General Plan land use.

Water Distribution

- Senior Engineer of the **West Valley Water District**, California (population 82,000) Water Facilities Master Plan. Lead a team that evaluated the supply availability and capacity of a large integrated water network including wells, treatment plants, and regional transmission facility under various water quality and quantity constraints. This plan included a near term 5-year CIP and a long range CIP intended to aid in the planning of future facilities.
- Task Assistant in the **City of Gilroy** (population 48,800) Urban Service Area Water Supply Assessment Supplement. Responsibilities included analyzing City water use coefficients, verifying demand analysis methodologies, and legitimizing supply necessities. The analysis consisted of 9 separate tables, and a project horizon of 20 years.
- Project Analysis Lead in the **City of Gilroy** (population 48,800) North Central Gilroy Water Supply Assessment and Infrastructure Evaluation. Responsibilities include analyzing City water use coefficients, verifying demand analysis methodologies, and legitimizing supply necessities. The analysis consists of several tables documenting demand comparisons, as well as exhibits to evaluate the infrastructure requirements needed to service the project. The project horizon is 20 years.
- Project Engineer in the **City of Pittsburg** (population 60,000) 2015 and 2015 Water System Master Plans. The current master plan incorporates City planning with hydraulic design to maximize the effect of the master plan. The master plan provides analysis for water demands, major transmission mains, storage capacities, and booster station capacity analysis. The master plan is currently under review by the City.
- Project Development Assistant of the **City of Pittsburg**, California (population 60,000) hydraulic model. Part of a team that redeveloped the hydraulic model for the City. With only pipes, the hydraulic model was created using H₂OMap Water, to include elevations,

demands, and then was calibrated to the City field data provided. Overall, the model includes 5 Pressures Zones, 211 Miles of Pipe, and 4 PRV's. Data Analysis included updating demands by pressure zone and by developer, as well as a storage analysis for the City-Wide developments by Pressure Zone.

- Task assistant in **Palmdale Water District**, California (population 105,000) Capital Improvement Plan (CIP) development, and Urban Water Management Plan (UWMP) development. Part of a team to develop a CIP to allow the District to assess the cost of updating the District-Wide infrastructure and updating the UWMP as an analysis of future water supply scenarios. The development of the UWMP required knowledge of how the Department of Water Resources is structured as well as research into Delivery Reliability Reports issued by the Department of Water Resources.

Non-Potable Distribution

- Senior Engineer in the **Coachella Valley Water District**, California (population 260,000) non-potable water hydraulic evaluation. Part of a team that analyzed usage data for each user, evaluated existing facilities within the District, and helped develop a hydraulic model from As-Built and AutoCAD drawings.
- Senior Engineer in the **Coachella Valley Water District**, California (population 260,000) non-potable water master plan. Part of a team that analyzed usage data for each user, evaluated existing facilities within the District, and planned future facilities to maximize the use of non-potable canal and recycled water throughout the year.

Storm Water Drainage

- Project development assistant in the **City of Yakima**, Washington (population 91,100) Stormwater Collection System Master Plan. Part of a team that developed hydrology models in HEC-1, and a dynamic stormwater model in Innovyze's InfoSWMM to evaluate system hydraulics. Existing collection facilities were evaluated based on design criteria established through effective communication with the city. Future improvements were delineated for long term capital improvement projects, and included coordination for

feasibility of construction and water quality project implementation.

Condition and Risk Assessment

- Senior Engineer in the **City of Madera**, California (population 61,000) City-Wide Water and Sewer Condition and Risk Assessment. Leads a team that is performing CCTV and Risk and Condition Assessment of 160 miles of sewer pipeline and 180 miles of water pipeline. This includes leak detection and CCTV of water mains. The condition assessment will feed into a risk-based rehabilitation and replacement program to aid in capital planning projects for the City.
- Senior Engineer in the **City of Shasta Lake**, California (population 62,200) Condition and Risk Assessment. This project involved reviewing City-Wide CCTV information and prioritizing capital projects based on the priority structural failures and I/I reduction projects noted in the CCTV. This also included a decision chart to aid in the development of rehabilitation projects.
- Senior Engineer in the **City of South San Francisco**, California (population 67,000) Condition and Risk Assessment. This project involved reviewing City-Wide CCTV information and prioritizing capital projects based on the risk of the asset. This also included a decision chart to aid in the development of rehabilitation projects.

Project Engineer in the **County of Madera / City of Madera** Condition and Risk Assessment project for local County Service Areas. This project involved reviewing the CCTV of local sewer systems. This evaluation included a risk-based decision mechanism to prioritize improvements and a capacity evaluation for future planning opportunities.

Sample Documents

(see folder in flashdrive)



APPENDIX

San Juan Bautista Housing Element (2019)

City of Atwater Housing Element Updates (2017)

City of Sand City Housing Element (2016)

Sand City Vibrancy Plan (2019)

Walnut Avenue Commercial Area Specific Plan and EIR (2013)



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To: Ben Berto, Director of Planning and Building Services, Town of Fairfax;
Garrett Toy, Town Manager, Town of Fairfax

From: Ande Flower, AICP

Cc: Richard James, AICP; Sally Rideout, EMPA

Date: February 25, 2021

Re: Safety and Land Use Element Update in Tandem with Housing Element Cycle 6

EMC Planning Group will provide updates to the Safety Element as required with SB 379. We will incorporate with our General Plan update process, the fire evacuation planning work that Marin Wildfire Prevention Authority (MWPA) is currently undertaking to improve regional organized disaster evacuation.

Evacuation route planning will be considered in tandem with inventory evaluation of all sites that may enable opportunities for developing affordable housing. Following are General Plan element update task examples that will also incorporate MWPA evacuation plans:

- Coordination with the in-process development of Objective Design and Development Standards (ODDS) to be used by project applicants to preserve and enhance the existing character of the Town's neighborhoods in diversity, architectural character, size and mass.
- Zoning change considerations to support Transit-Oriented Development (TOD) and discover affordable housing opportunities along transit corridors.
- Policy development to preserve historic structures using the in-process inventory of significant historic buildings, features, important eras, and sites.

MEMORANDUM

- Compatibility analysis for any potential new residential development outside of the Town Center Area in regard to topography, wildlife corridors and habitat, natural vegetation pattern, hydrology, evacuation routes, and geotechnical characteristics of the area.
- Zoning implementation of existing Housing Element policy suggestions, such as increasing density standards beyond the maximum permitted where units significantly smaller than the market norm would not cause impact to neighborhood character because structures would be required to meet the ODDS.

EMC Planning Group understands the need to coordinate our approach to updating the General Plan Housing Element and Land Use Element so that these chapters coincide with updates to goals, policies, and programs within the Safety Element for concurrent implementation to improve disaster preparation and evacuation.

We recognize the dedicated efforts over time that have resulted with the MWPA 2020 Work Plan and we intend to work with MWPA through development of the Town of Fairfax's General Plan updates. Upon project start, we will reach out to Marin Wildfire Prevention Authority, and intend to meet with representatives of this group regularly through this update process. MWPA's expert information and collaboration will be instrumental in drafting cohesive General Plan updates.

If you have any questions regarding this memo, please email me at flower@emcplanning.com, or phone me at my home office (206) 697-6009.

Sincerely,



Ande Flower, AICP, MUP
Principal Planner