



# TOWN OF FAIRFAX

## STAFF REPORT

### April 7, 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.

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*Note: At its March 3, 2021 meeting, the Town Council continued this item to the April 7<sup>th</sup> meeting; requested a presentation on new state housing laws, an overview of the Housing Element, and key Housing Element requirements including Regional Housing Needs Allocations (RHNA) for the March 17<sup>th</sup> special meeting; and rescheduled the joint special study session regarding the Housing Element with the Planning Commission to April 21<sup>st</sup>.*

*Specifically, the Council wanted the community to first receive a primer/introduction on the Housing Element (HE) before retaining a firm to assist in the process and conducting the joint study session with the Planning Commission. The Council continued the HE presentation from March 17<sup>th</sup> to this evening's meeting.*

### **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 \$250,000 which includes an initial study/mitigated negative declaration (IS/MND), with the ability to authorize the preparation of an environmental impact report, if required, for a total not-to-exceed contract amount \$413,000.

### **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 (6<sup>th</sup>) 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 began discussing the Housing Element update with the Planning Commission at their January 21 and February 18 meetings.

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 current 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 firms 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 RFPs 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.

## **DISCUSSION**

The attached proposal has been revised from the previous version attached to the March 3rd staff report. Staff requested EMC to revise their proposal to better reflect two environmental processes: A) initial study/mitigated negative declaration (IS/MND) and B) environmental impact report (EIR).

Option A is the update of the Housing Element and related General Plan (GP) elements with the preparation of an IS/MND. The cost is approximately \$250,000. This includes the costs for studies such as traffic and noise that would be required for both the IS/MND and EIR. 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. It should be noted that the 2015 Housing Element update only required a Mitigated Negative Declaration (MND).

Option B is the update of the Housing Element (HE) and related General Plan elements with the preparation of an EIR. The HE component along with the studies required for the initial study is approximately \$214,000. The HE estimate under Option B is lower than Option A because we would not be preparing the MND (approx. \$24,000 for MND). The EIR portion is approximately \$199,000 for a combined total of approximately \$413,000.

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 April 21st.

**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. The total cost ranges from approximately \$250,000 to \$413,000. Depending on the chosen environmental approach, approximately \$65,000 to \$228,000 will be used from current or future Planning and Building Revenues (Fund 04) to cover the cost.

**ATTACHMENT**

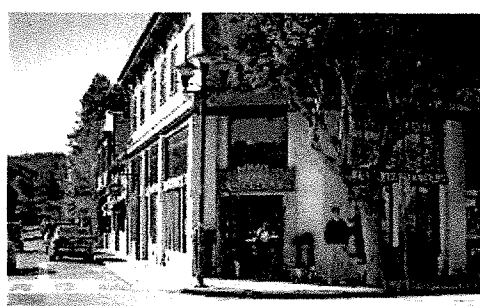
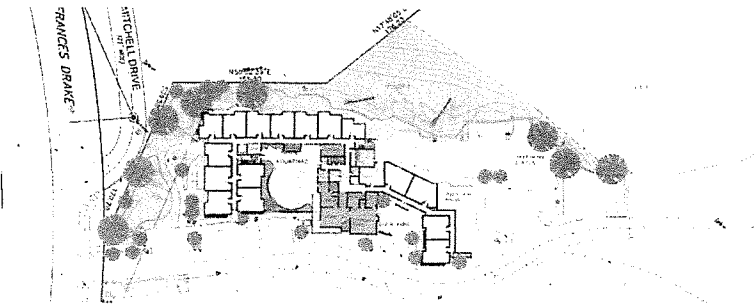
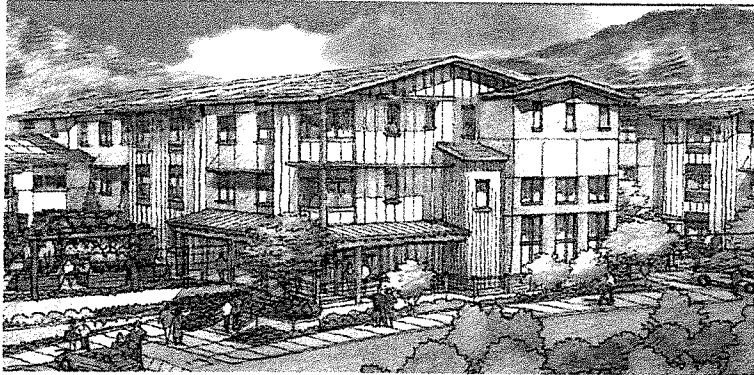
EMC Planning Group Proposal

Revised Proposal

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

6<sup>th</sup> Housing Element Cycle

March 18, 2021



Prepared by  
EMC Planning Group



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**

*Proposal*

**Prepared for**

TOWN OF FAIRFAX  
PLANNING SERVICES MANAGER  
ATTN: BEN BERTO, AICP  
142 BOLINAS ROAD  
FAIRFAX, CA 94930  
BBERTO@TOWNOFFAIRFAX.ORG

**Prepared by**

EMC PLANNING GROUP INC.  
301 LIGHTHOUSE AVENUE, SUITE C  
MONTEREY, CA 93940  
TEL 831.649.1799  
FAX 831.649.8399  
RICHARD JAMES, AICP, MUP - PRINCIPAL  
JAMES@EMCPLANNING.COM  
WWW.EMCPLANNING.COM

MARCH 18, 2021



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## 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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## SCOPE OF WORK

### 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 6A CEQA Documentation for IS/MND (Option A)**

### **Task 6.1A Initiation, Management, and Administration**

- Prepare project files and general project administration.
- Manage the CEQA process for the client.
- Provide CEQA consultation to the client.

- Manage subconsultants Hexagon Transportation Consultants and WJV Acoustics.
- In addition to the kick-off meeting and the public hearing, attend up to two additional meetings.

### ***Assumptions***

Any of the following may require an amendment to this scope of work:

- Excessive delays not under the control of EMC Planning Group;
- Significant environmental issues or public controversy that EMC Planning Group is not aware of at the time of preparation of this proposal;
- Biological and cultural resource assessment if necessary; or
- Green house gas and air quality assessment, if necessary.

### **Task 6.2A Research and Development**

Any of the following may require an amendment to this scope of work, if costs exceed budgeted contingency:

- Excessive delays not under the control of EMC Planning Group; or
- Excessive delays not under the control of EMC Planning Group; or
- Biological and cultural resource assessment if necessary; or
- Greenhouse gas and air quality assessment, if necessary; or
- CalEEMod assessment, if necessary.

### **Task 6.3A Prepare Draft Initial Study**

Prepare the draft initial study and make a recommendation to Town staff whether or not the project should qualify for a negative declaration. Provide (1) electronic copy to Town staff for review and comment. Revise initial study based upon comments and consultation with Town staff.

*If a negative declaration is appropriate, the following tasks will be accomplished. If a negative declaration or mitigated negative declaration (MND) is not appropriate, i.e., the project would result in significant adverse environmental effects that cannot be mitigated to a less than significant level, an Environmental Impact Report (EIR) will be required. The Initial Study will be tailored to present the EIR scope of work. See Task 6B for more information about the process for an EIR.*

### **Task 6.4A Prepare Public Review Initial Study/ Negative Declaration or MND**

- Prepare the negative declaration and provide one (1) electronic copy.
- Prepare notice of intent to adopt a negative declaration; file the notice of intent (NOI) with the Marin County Clerk Recorder, either in person or via certified mail.



- Arrange with Town staff for the notice of intent to be published in the local newspaper. The newspaper will invoice the Town of Fairfax directly.

*Note: Filing costs and publication costs are not included in the budget*

- Prepare notice of completion for submission to State Clearinghouse along with the documents.
- Distribute documents to State Clearinghouse and appropriate local, regional, and federal agencies.

#### Task 6.5A Prepare Response to Comments and Mitigation Monitoring Program

- Prepare draft response to comments and mitigation monitoring program for review and comment by Town staff.
- Prepare final response to comments and final mitigation monitoring program. This scope assumes that no more than ten (10) comment letters would be received and that responses to the comment letters would not require additional analysis.

#### Task 6.6A Attend Public Hearing

Attend one Planning Commission public hearing and one Town Council public hearing for adoption of the negative declaration and approval of the proposed project.

#### Task 6.7A Prepare and File Notice of Determination (NOD)

Prepare notice of determination and file with Marin County Clerk Recorder either in person or via certified mail. When filing the notice of determination, the county clerk collects a fee, which is currently approximately \$2,530.25. EMC Planning Group will obtain a check from the Town of Fairfax for this fee prior to filing.

### **Task 6B Environmental Review EIR (Option B)**

The preparation of an EIR may 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 on the following page.

### **Task 6.1B 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 Draft EIR distribution list in consultation with Town staff.

### **Task 6.2B 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 6.3B 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 boundaries of the proposed project;
- A description of anticipated development of housing.
- 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

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 6.4B Technical Reports**

The following technical reports and/or analyses necessary will be prepared or utilized in preparation of the EIR:

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

#### **Task 6.5B Notice of Preparation and Scoping Meeting**

- Prepare a draft notice of preparation (NOP), including an attached Initial Study, 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 6.6B 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 6.7B 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 6.8B 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 6.9B 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 6.10B 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 6.11B 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 6.12B CEQA Findings**

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

### **Task 6.13B 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 6.14B Public Hearings**

EMC Planning Group has budgeted to attend 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 6.15B Notice of Determination**

Prepare a notice of determination and forward the notice to Town staff for filing with Marin County Clerk Recorder. When filing the notice of determination, the county clerk collects a fee, which is currently approximately \$3,495.25.

#### ***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 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. Updates to the General Plan Land Use chapter may be proposed, as necessary, to achieve appropriate housing capacity in light of research and evaluation. Any proposed updates will incorporate Marin Wildfire Prevention Authority (MWPA) evacuation plans.

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. We will incorporate with our General Plan update process, the fire evacuation planning work that MWPA is currently undertaking to improve regional organized disaster evacuation.

#### **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.

## 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:

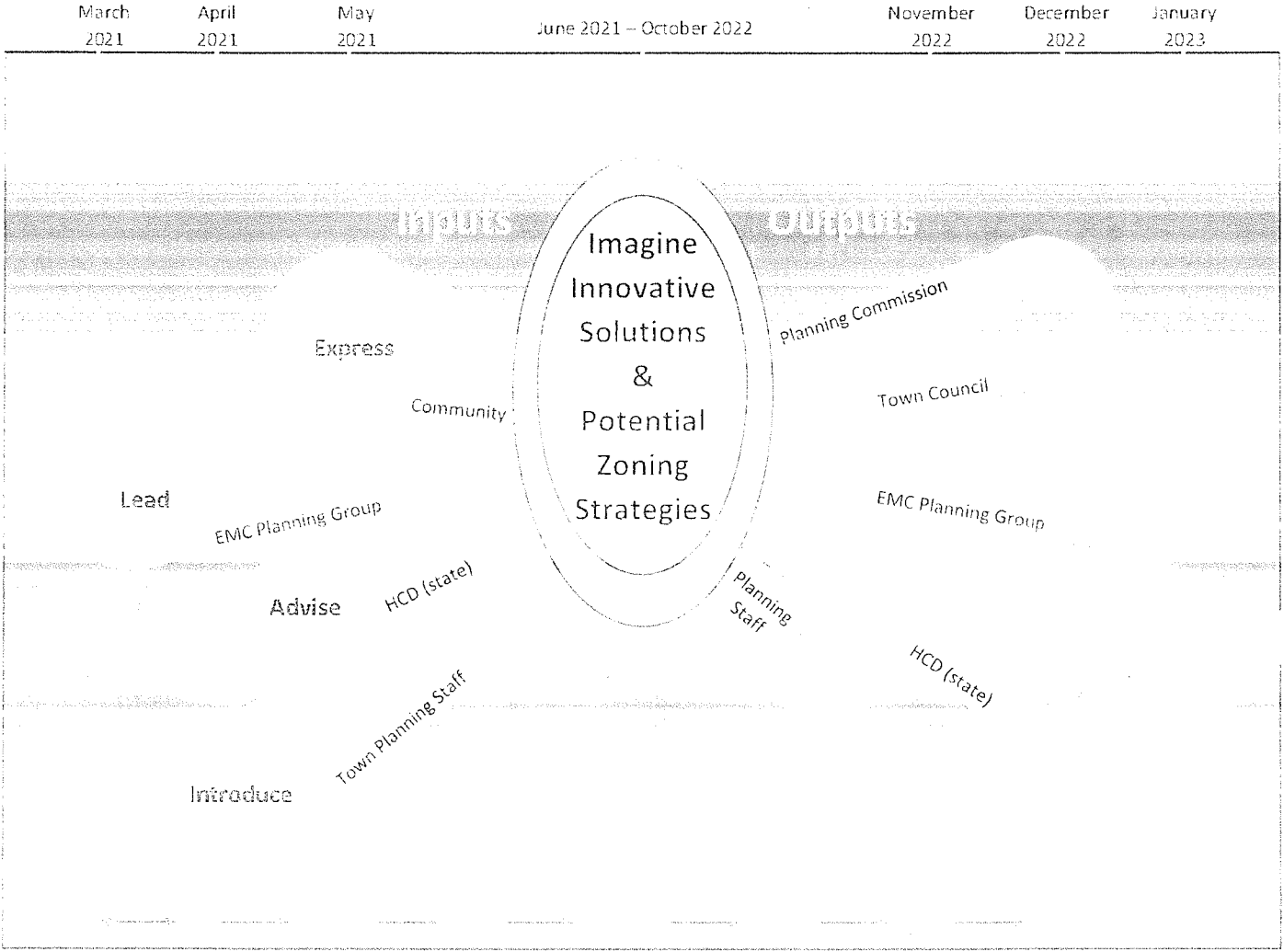
Task		Critical Dates
Task 1	Project Administration	Ongoing through completion
Task 2	Housing Element	Ongoing through completion
Task 3	Community Engagement	February 2021 – January 2023
Task 4	Goals, Policies, Programs, and Quantified Objectives	May 2021 – Winter 2022
Task 5	Rezoning	Complete January 2023, if Council chooses to incorporate task
Task 6	Environmental Review (Negative Declaration, MND, EIR)	Complete Fall 2022
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:

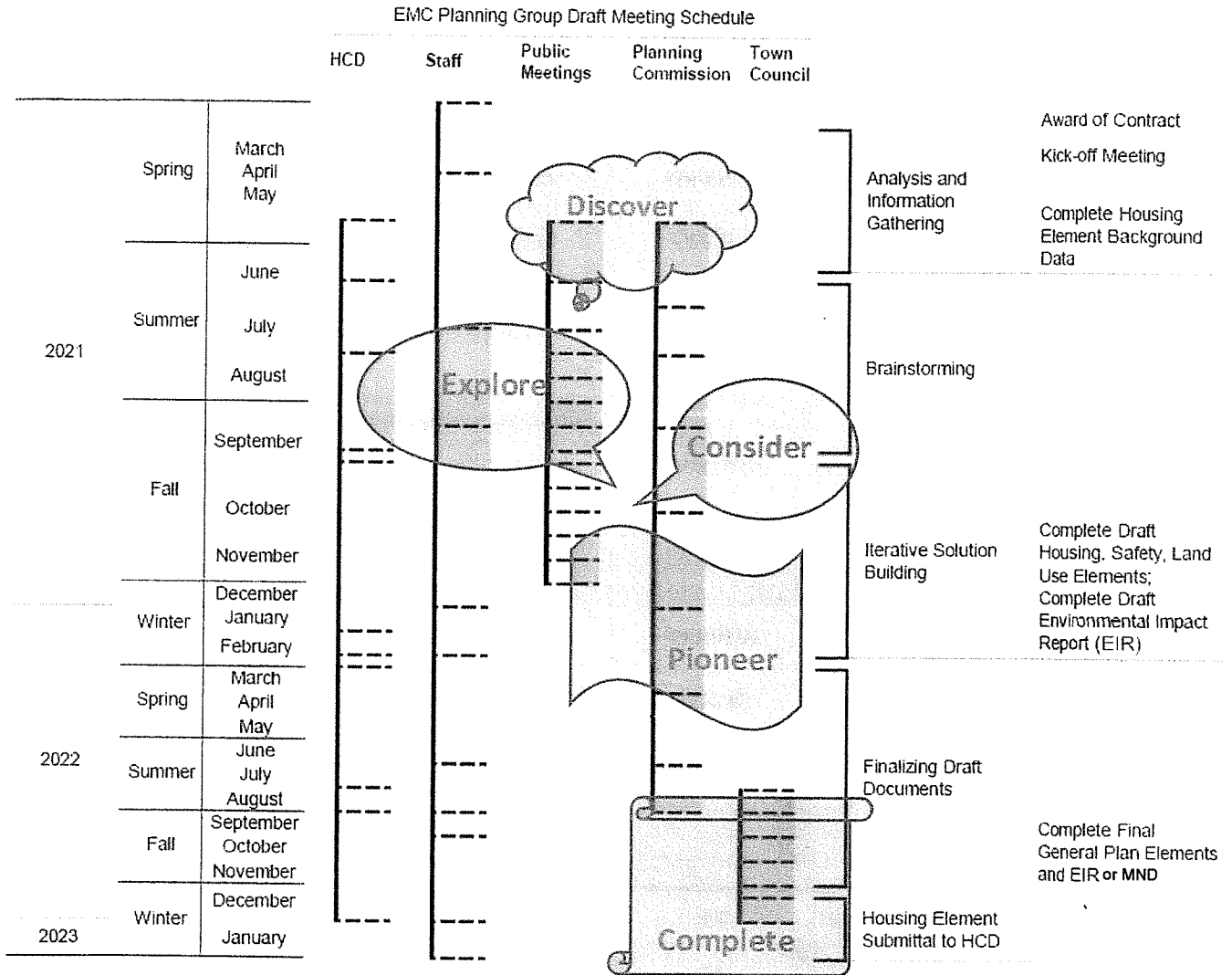
- A. Inputs and Outputs Timeline;
- B. Meeting Schedule Diagram; and
- C. Meeting Cost Schedule.



**Figure A. Inputs and Outputs Flow Chart**



**Figure B. Meeting Schedule Diagram**



**Figure C. Meeting Cost Schedule**

	General Plan Meeting Attendance			Totals
<i>General Plan EMC staff:</i>	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	<b>General Plan</b>
<b>Hours:</b>	<b>50 hours</b>	<b>148 hours</b>	<b>106 hours</b>	<b>304 Hours</b>
<b>Cost:</b>	<b>\$10,375</b>	<b>\$25,100</b>	<b>\$19,850</b>	<b>\$55,325</b>
<i>Additional EMC staff:</i> Shoshana Wangerin Elizabeth King E.J. Kim	Specific roles, as required			
	EIR Meeting Attendance			Totals
<i>CEQA EIR EMC staff:</i>	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	<b>EIR</b>
<b>Hours:</b>	<b>10 hours</b>	<b>10 hours/ 48 hours</b>	<b>57 hours</b>	<b>125 Hours</b>
<b>Cost:</b>	<b>\$2,200</b>	<b>\$2,000/ \$10,560</b>	<b>\$11,253</b>	<b>\$26,013</b>
<i>Subconsultants:</i> Walter Van Groningen Tony A. Akel Gary Black Shikha Jain	Subconsultant participation as needed			
Total Meetings	12	23	15	<b>50 Meetings</b>
Total Hours	60	206	163	<b>429 Hours</b>
Total Cost	\$12,575	\$37,660	\$31,103	<b>\$81,338</b>

## **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 (Option A: Initial Study/ Negative Declaration or MND)**

- CEQA-specific kick-off meeting summary with project goals, objectives and action items for preparation of the Initial Study;

- Prepare and file the appropriate environmental documents for compliance with the California Environmental Quality Act (CEQA), including the Initial Study, Notice of Intent to Adopt a Mitigated Negative Declaration or other CEQA determinations as applicable, Response to Comments, Mitigation Measures, Mitigation Monitoring Program, and Notice of Completion.
- Technical Reports: One (1) electronic copy of each draft report will be provided to Town staff for review and comment, if desired;
- Notice of Determination: One (1) draft NOD will be delivered electronically via email or DropBox; suitable for upload to the Town's website by Town staff.
- The budget includes a) two (2) review and comment cycles of the administrative draft Mitigated Negative Declarations; and b) one (1) draft Mitigated Negative Declaration for public review.

#### *CEQA Documentation (Option B: Environmental Impact Report)*

- CEQA-specific 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. 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; and one (1) electronic copy of the NOP suitable for upload to the Town's website by Town staff. One (1) electronic copy of a summary of comments from the scoping meeting;
- Administrative Draft Environmental Impact Report (EIR): 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: 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: One (1) electronic copy via email will be provided to the Town;
- Final EIR with Mitigation Monitoring Program: One (1) electronic copy suitable for upload to the Town's website by Town staff;

- CEQA Findings: One (1) electronic copy of the draft CEQA findings for Town staff review and comment. 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 One (1) electronic version 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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## PROJECT TEAM

### 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.greenwoodheightstomorrow.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 Ande Flower, AICP, and project-level decisions will be led by Richard James, AICP, who has completed many housing element updates. Together, Mr. James and Mr. Flower will co-manage this project.

Richard James and Ande Flower share a hands-on approach to project management and have a team of support staff at their 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, will co-manage the project and serve as Town contact. Principal Planner Ande Flower, AICP, will serve as Town contact.

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.

### **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](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](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/Sand\\_City\\_Vibrancy\\_Plan.pdf](http://www.emcplanning.com/projects/pdf/Sand_City_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: [http://www.emcplanning.com/projects/pdf/Walnut\\_Avenue\\_Specific\\_Plan\\_and\\_EIR.pdf](http://www.emcplanning.com/projects/pdf/Walnut_Avenue_Specific_Plan_and_EIR.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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## 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](mailto: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](mailto: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](mailto: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 [joel.paulson@cityoflosgatos.com](mailto:joel.paulson@cityoflosgatos.com)

## **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 [brent.slama@cityofsoledad.com](mailto:brent.slama@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 and Negative Declaration or Mitigated Negative Declaration. The total fees proposed for delivering the scope of services detailed within this option is \$249,997. In the event that an EIR is prepared, Initial Study Tasks 6.1A – 6.3A have been incorporated with the EIR Option B-2 budget.

Option B Fee Proposal assumes that a full Environmental Impact Report will be necessary for zoning and/or General Plan updates. This scope includes relevant Tasks 6.1A – 6.3A leading up to preparation of the EIR. This fee proposal includes a not-to-exceed dollar amount for EIR completion and optional hydrological engineering consultation maximum fee \$199,458 and a full scope to update the Town of Fairfax's General Plan Housing Element, Safety Element, and Land Use Element fee proposal of \$213,538.50. Total fees proposed for delivering the scope of services detailed within Option B-1 and B-2 is \$412,996.50.

EMC Planning Group Inc.									
Task	Senior Principal	Principal	Principal Planner	Associate Planner	Graphics	Admin/ Production	Total Hours	Total Cost	
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	40.0	70.0	25.0	4.0	152.0	\$25,660.00	
Task 3: Community Engagement	0.0	45.0	155.0	50.0	36.0	25.0	311.0	\$56,900.00	
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	6.0	20.0	10.0	2.0	2.0	41.0	\$7,630.00	
Task 6: CEQA Documentation (IS/ND or MND only)	5.0	2.0	47.0	55.0	15.0	20.0	144.0	\$23,900.00	
Task 7: General Plan Amendments	1.0	6.0	25.0	75.0	25.0	4.0	136.0	\$22,060.00	
<b>Subtotal (Hours)</b>	<b>8.0</b>	<b>85.0</b>	<b>321.0</b>	<b>268.0</b>	<b>108.0</b>	<b>59.0</b>	<b>Total Hours</b>	<b>Total Cost</b>	
<b>Subtotal (Cost)</b>	<b>\$2,000.00</b>	<b>\$19,125.00</b>	<b>\$64,200.00</b>	<b>\$40,200.00</b>	<b>\$16,200.00</b>	<b>\$6,785.00</b>	<b>849.0</b>	<b>\$148,510.00</b>	

Production Costs	\$300.00
Travel Costs	\$3,000.00
Administrative Overhead 10%	\$330.00
<b>Total</b>	<b>\$3,630.00</b>

Bang the Table	\$8,500.00
Hexagon Transportation Consultants, Inc.	\$49,000.00
WJV Acoustics, Inc.	\$10,800.00
Subconsultant Overhead 10%	\$6,830.00
<b>Total</b>	<b>\$75,130.00</b>

Subtotal	\$227,270.00
10% Contingency (can be applied to Tasks 1-7)	\$22,727.00
<b>Total Costs</b>	<b>\$249,997.00</b>

**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	Initial Estimate	
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	40.0	70.0	25.0	4.0	152.0	\$25,660.00	
Task 3: Community Engagement	0.0	45.0	155.0	50.0	36.0	25.0	311.0	\$56,900.00	
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	6.0	20.0	10.0	2.0	2.0	41.0	\$7,630.00	
Task 6: Environmental Review (see note 1)	Task 6 budget is itemized on a separate spreadsheet (Option B-2)								
Task 7: General Plan Amendments	1.0	6.0	25.0	75.0	25.0	4.0	136.0	\$22,060.00	
<b>Subtotal (Hours)</b>	3.0	83.0	274.0	213.0	93.0	39.0	<b>Total Hours</b>	<b>Estimate</b>	
<b>Subtotal (Cost)</b>	\$750.00	\$18,675.00	\$54,800.00	\$31,950.00	\$13,950.00	\$4,485.00	<b>705.0</b>	<b>\$124,610.00</b>	

**Additional Costs**

Production Costs	\$300.00
Travel Costs	\$3,000.00
Administrative Overhead 10%	\$330.00
<b>Total</b>	<b>\$3,630.00</b>

**Subconsultant Fees for Outreach and CEQA Review**

Bang the Table	\$8,500.00
Hexagon Transportation Consultants, Inc.	\$49,000.00
WJV Acoustics, Inc.	\$10,800.00
Subconsultant Overhead 10%	\$6,830.00
<b>Total</b>	<b>\$75,130.00</b>

**Sub Total**

\$203,370.00

5% Contingency (can be applied to Tasks 1-7)

\$10,168.50

**Sub Total, not including EIR Budget**

**\$213,538.50**



EMC Planning Group Inc.										
Task	Senior Principal	Principal	Principal Planner	Senior Planner	Associate Planner	Principal Biologist	Graphics	Production Manager	Total Hours	Total Cost
<b>Billing Rate (Per Hour)</b>	\$250.00	\$225.00	\$200.00	\$175.00	\$150.00	\$190.00	\$125.00	\$125.00	10	\$2,000.00
Task 6.1: Kick-Off Meeting	0	0	10	0	0	0	0	0	10	\$2,000.00
Task 6.2: Project Description	0	0	5	2	0	0	0	0	7	\$1,350.00
Task 6.3: Technical Reports	6	9	48	54	2	0	16	8	143	\$25,875.00
Task 6.4: NCP	0	0	4	12	0	4	8	2	30	\$4,910.00
Task 6.5: Scoping Meeting	0	0	6	0	4	0	0	0	10	\$1,800.00
Task 6.6: Administrative Draft EIR	30	25	80	30	140	12	20	11	349	\$61,755.00
Task 6.7: Screen Check Draft EIR, NOC, NOA	0	6	10	0	20	0	2	2	40	\$6,850.00
Task 6.8: Public Review Draft EIR	0	0	5	0	0	0	10	4	19	\$2,750.00
Task 6.9: Administrative Final EIR and Mitigation Monitoring Program	16	10	40	0	25	0	0	6	97	\$18,750.00
Task 6.10: Final EIR and Mitigation Monitoring Program	0	2	20	0	10	0	0	3	35	\$6,325.00
Task 6.11: CEQA Findings	4	0	8	0	24	0	0	0	36	\$6,200.00
Task 6.12: Meetings and Telephone/Video Conferences	0	0	48	0	0	0	0	0	48	\$9,600.00
Task 6.13: Public Hearings (10)	0	0	40	0	5	0	10	2	57	\$10,250.00
Task 6.14: Notice of Determination	0	0	2	0	0	0	0	1	3	\$525.00
Task 6.15: Project Administration/Management	12	48	48	0	0	0	0	0	60	\$12,600.00
<b>Subtotal (Hours)</b>	58	53	374	98	230	16	66	39	944	
<b>Subtotal (Cost)</b>	\$17,000.00	\$11,925.00	\$74,800.00	\$17,150.00	\$34,500.00	\$3,040.00	\$8,250.00	\$4,875.00		\$171,540.00

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

<b>Total</b>	<b>\$179,460.00</b>
5% Contingency	\$8,973.00
<b>Total Costs</b>	<b>\$188,433.00</b>

Akel Engineering Group, Inc.	\$10,000.00
Subconsultant Overhead 5%	\$500.00
<b>Total</b>	<b>\$10,500.00</b>

<b>Total</b>	<b>\$189,960.00</b>
5% Contingency (can be applied to Tasks 1-4)	\$9,488.00
<b>Total Costs with Optional Task</b>	<b>\$199,458.00</b>

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 PLANNING 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

STAFF RESUME | EMC PLANNING GROUP

## 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](mailto: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.

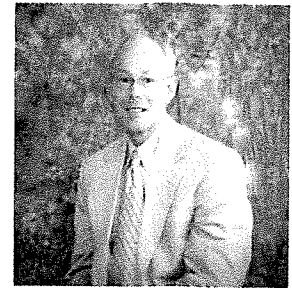
**North San Jose** – Hexagon developed a revised development policy for North San Jose that included a long-range forecast of traffic conditions and development of a long list of necessary transportation improvements – both roads and transit. The policy resulted in the adoption of an impact fee to fund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

7493 N First Street, Suite 103  
Fresno, California 93720  
Phone: 559-436-0600  
Fax: 559-436-0622  
[www.akeleng.com](http://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-S16-07094890

## 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 H<sub>2</sub>OMap 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 H<sub>2</sub>OMap 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 Yuba City (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 H<sub>2</sub>OMap Water, to include elevations.

demands, and then was calibrated to the City field data provided. Overall, the model includes 5 Pressure 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 Innowyze'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.



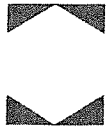


Subconsultant Proposals

C

APPENDIX





# HEXAGON TRANSPORTATION CONSULTANTS, INC.

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January 28, 2021

Ms. Ande Flower  
EMC Planning Group  
301 Lighthouse Avenue, Suite C  
Monterey, CA 93940

**Re: *Proposal to Prepare a Transportation Analysis for the Update of the Fairfax General Plan Housing Element for the Town of Fairfax, California***

Dear Ms. Flower:

Hexagon Transportation Consultants, Inc. is pleased to submit this proposal to prepare a Transportation Analysis (TA) for the proposed update to the Fairfax General Plan Housing Element for the Town of Fairfax in Marin County, California. The Town is updating its General Plan Housing Element as mandated by State law for the Regional Housing Needs Assessment (RHNA) 2023-2031 planning cycle. The housing element update would result in a substantial increase in Fairfax's housing allocation requiring the preparation of a transportation analysis study as part of an Environmental Impact Report (EIR) in compliance with the California Environmental Quality Act (CEQA) and State CEQA Guidelines.

This scope of services was developed by Hexagon staff based on our knowledge of the Town of Fairfax and the Transportation Authority of Marin (TAM) Congestion Management Plan (CMP) requirements. The scope must be reviewed and approved by the Town's staff prior to our commencement of the study. The scope of services provided below is therefore subject to change.

## **Scope of Services**

Updated CEQA Guidelines state that automobile delay, as measured by level of service (LOS), will no longer constitute a significant environmental impact under CEQA, and that vehicle miles traveled (VMT) is considered the most appropriate metric to evaluate a project's transportation impacts. Therefore, the study will identify CEQA transportation impacts based on VMT according to the Town's adopted VMT policy or the OPR guidelines in analyzing VMT. Although no longer required by CEQA, the study will also include an analysis of local transportation operational effects of increased housing based on LOS due to local concerns about traffic congestion.

### **A. CEQA VMT Impact Analysis**

In accordance with Senate Bill (SB) 743, an analysis of the proposed increase in housing's potential impacts on vehicle miles traveled (VMT) will be conducted as part of the environmental analysis for the project. Because the Town of Fairfax has not yet adopted any analysis methodology or significance thresholds related to VMT, the VMT thresholds for this project will be based on Governor's Office of Planning and Research (OPR)'s recommendations. Hexagon will report the average VMT per capita for the project's zones and compare to the Bay Area averages and Marin County Averages. The data will come from the TAM's Travel Demand Monitoring and Traffic Monitoring website.

Housing allocations planned for high VMT zones may result in significant VMT impacts. In that case Transportation Demand Management (TDM) measures that are appropriate for multifamily residential developments to reduce auto usage would be recommended to mitigate the VMT impact.



## B. Local Transportation Analysis

For the local transportation analysis, the study will determine the transportation operational effects of the proposed project on up to 15 key intersections in the town during the weekday AM and PM peak hours of commute traffic. The study intersections will be primarily located on Sir Francis Drake Boulevard, Center Boulevard, Broadway, and Bolinas Road, which are the major roads to and through the town. All other streets in Fairfax are local streets providing access to residences and neighborhood functions. The list of study intersections will be determined in consultation with Town staff.

The intersections will be evaluated for the following study scenarios:

- Existing Conditions
- Existing Plus Project Conditions
- Cumulative (2040) No Project Conditions
- Cumulative (2040) Plus Project Conditions

The work tasks to be included in the traffic study are:

1. **Data Collection and Data Requirements.** Hexagon will collect the following data:
  - The physical characteristics of the roadway network will be reviewed to identify existing roadway cross-sections, intersection lane configurations, traffic control devices, and surrounding land uses.
  - Existing weekday AM (7:00 to 9:00 AM) and PM (4:00 to 6:00 PM) peak-hour traffic volumes at the study intersections will be obtained from the Town and traffic reports recently prepared for other nearby projects. Due to Covid-19 and Shelter-in place orders, the scope assumes no new intersection counts will be conducted, and the study will be based on the current available counts. Counts that are more than two years old may be adjusted as directed by the Town.
  - All relevant background studies (such as the Bike and Pedestrian Master Plan, 2030 General Plan, etc.) will be obtained and reviewed.
2. **Existing Conditions.** The existing operations of the study intersections will be evaluated with a level of service analysis using weekday peak-hour volumes. Consistent with Town standards, the intersection will be evaluated using Synchro software and HCM methodologies.
3. **Project Trip Generation, Distribution, and Access.** Based on the proposed location and size of potential new housing developments, site-generated traffic will be estimated using the vehicular trip generation rates contained in the Institute of Transportation Engineers' (ITE) Trip Generation Manual, 10th Edition (2017). The project trips will be assigned to the surrounding roadway network based on existing travel patterns in the study area, freeway access points, and the relative locations of complementary land uses.
4. **Existing Plus Project Conditions.** Intersection level of service calculations will be conducted to estimate the operating levels of the study intersections during the weekday AM and PM peak hours with the addition of traffic from the new housing developments. Project impacts will be evaluated relative to existing conditions. Impacts to multi-modal transportation including pedestrian, bicycle and transit systems will be identified, where appropriate.
5. **Cumulative Conditions.** Cumulative no project traffic volume forecasts will be provided by TAM, or will be taken from previous studies, if available. Planned and funded improvements will be included in the cumulative analysis, as required. Project traffic will be added to the no



- project cumulative traffic volumes. If an adverse effect occurs at any of the study intersections, Hexagon will identify potential improvements. Effects could also be reduced through transportation demand management (TDM) measures.
6. **Parking.** An assessment of parking demand ratios for the new housing will be provided based on Urban Land Institute (ULI) parking studies, ITE Parking Generation Manual, 5<sup>th</sup> Edition, parking studies for similar residential developments conducted across the Bay Area, and parking requirements for similar cities in Marin County.
  7. **Bicycle, Pedestrian and Transit Facilities.** A qualitative analysis of the effect of new housing on bicycle and pedestrian infrastructure and circulation will be prepared. The transportation analysis will identify any deficiencies and will recommend improvements if necessary. The transportation analysis will include an assessment of transit facilities and service, including access to transit and transit operations in the study area.
  8. **Collision Analysis.** Review of collisions from the most recently available 5-years of Transportation Injury Mapping System (TIMS) data will be conducted and a discussion of the findings will be presented in the report.
  9. **Description of Deficiencies and Recommendations.** Based on the intersection level of service analysis and the multi-modal transportation system assessment of potential bike/pedestrian and transit impacts, recommendations will be formulated that identify the types of improvements or modifications necessary to address any deficiencies. Improvements could include changes in lane usage, addition of traffic signals, or modifying existing traffic signals. Improvements could also include improvements to transit, bicycle and pedestrian infrastructure, as well as the development of measures that promote multi-modal travel and reduce the use of single-occupant automobile travel.
  10. **Reports and Meeting.** Hexagon's findings and recommendations will be summarized in an administrative draft report. Following review and comment (on the administrative draft) by EMC Planning Group, a draft report will be submitted for review to the Town of Fairfax. Hexagon will prepare a final report that addresses all of the comments received from EMC Planning Group and Town of Fairfax staff. This final report will be included in the Draft EIR made available for public circulation. Following public review and comment, Hexagon will respond to comments as required of up to 20 hours in completion of the Final EIR. The fee estimate includes Hexagon staff attendance at one meeting and two public hearings in connection with the project.

## Time of Performance

Barring any unforeseen delays, an administrative draft transportation analysis report will be submitted approximately eight weeks after receipt of project description that shows the location and size of potential future housing projects. Hexagon will respond to editorial comments on the draft report within 7 working days.

This schedule is subject to the responsiveness of Town staff to our requests for information. The final report will be delivered two weeks after receipt of all review comments.



### Cost of Services

The cost for the Transportation Analysis will be based on staff time plus expenses not to exceed \$49,000.

We appreciate your consideration of Hexagon Transportation Consultants for this assignment. If you have any questions, please do not hesitate to call.

Sincerely,  
**HEXAGON TRANSPORTATION CONSULTANTS, INC.**

Gary K. Black, AICP  
President

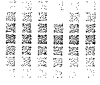
Shikha Jain, AICP  
Associate

### Hexagon 2021 Billing Rates

<b>Professional Classification</b>	<b>Rate per Hour</b>
President	\$290
Principal	\$250
Senior Associate II	\$230
Senior Associate I	\$215
Associate II	\$195
Associate I	\$175
Planner/Engineer II	\$155
Planner/Engineer I	\$125
Admin/Graphics	\$110
Senior CAD Tech	\$95
Technician	\$75

Direct expenses are billed at actual costs, with the exception of mileage, which is reimbursed at the current rate per mile set by the IRS.

Billing rates shown are effective January 1, 2021 and subject to change January 1, 2022.



wjv acoustics

February 2, 2021

Ms. Ande Flower  
Principal Planner  
EMC PLANNING GROUP INC.  
301 Lighthouse Avenue, Suite C  
Monterey, California 93940

**RE: CITY OF GOLETA GENERAL PLAN UPDATE, NOISE ELEMENT**

Dear Ms. Flower:

Based upon our discussion and the information you have provided, WJV Acoustics, Inc. (WJVA) is pleased to submit the following proposal to prepare a noise study for an updated Noise Element of the City of Goleta General Plan. Following is a summary of our proposed scope of services, fee and schedule for completion.

**Scope of Services:**

1. Prepare an assessment of existing and future noise levels in the plan area as required by Government Code Section 65302(f). This will include state highways and major local streets, railroad operations and local commercial/industrial sources. It is assumed that traffic volume input data will be provided by other members of the project team. Railroad noise exposure calculations will be based upon WJVA project site noise measurements or file data, and operations data to be obtained from the railroad operator(s). It is assumed that up to five (5) commercial/industrial facilities will be analyzed. Aircraft noise exposure information will be obtained from existing documents.
2. Prepare noise contour maps representing existing and future conditions based upon data developed during the performance of Task 1. Noise contour information will also be provided in tabular format.



Ms. Ande Flower  
EMC PLANNING GROUP INC.  
February 2, 2021  
Page 2

3. Conduct noise monitoring to document existing ambient noise levels at representative locations within the plan area. Continuous ambient noise level monitoring will be conducted for a minimum of 24-hours concurrently at up to six (6) representative locations using automated noise monitoring equipment. Additional short-term sampling of ambient noise levels will be conducted at up to eight (8) additional sites. Noise measurements will be conducted using ANSI Type 1 (precision) sound level meters in terms of A-weighted sound levels. Community noise survey monitoring sites will be selected by WJVA in coordination with the City and other members of the project team.
4. Review existing General Plan goals, policies and implementation measures related to noise, and recommend modifications/additions as may be appropriate.
5. Prepare a report that describes the noise assessment methodology, existing noise exposure conditions, future noise exposure conditions, and recommended policies and implementation measures of the Noise Element of the Updated General Plan.
6. Respond to comments provided by the project team, as may be appropriate. If required, and for an additional fee (based upon the attached fee schedule), attend meetings or hearings to answer questions pertaining to the noise analysis.

**Fee:**

WJVA proposes to provide the above-described services for a total fee of \$10,850, including expenses. Full payment for services rendered will be due upon delivery of the completed report.

**Schedule For Completion:**

Work will be scheduled for completion in compliance with the overall project schedule, assuming the timely receipt of project information (including the traffic study) and the notice to proceed.

Ms. Ande Flower  
EMC PLANNING GROUP INC.  
February 2, 2021  
Page 3

We are looking forward to the possibility of working with you on this project. Please do not hesitate to contact me at (559) 627-4923 or [walter@wjavacoustics.com](mailto:walter@wjavacoustics.com) if you have any questions or would like additional information.

Sincerely,

WJV ACOUSTICS, INC.



Walter J. Van Groningen  
President

WJV:wjv

Enclosure: Fee Schedule



wjv acoustics

## FEE SCHEDULE

**WJV Acoustics, Inc.**  
**January 1, 2021**

**Labor:** Time spent on behalf of a client is charged as follows:

Principal Consultant:	\$170/hour
Consultant:	\$140/hour
Technician:	\$85/hour
Clerical:	\$75/hour

Time spent includes travel to/from WJVA's Visalia office.

A surcharge of 50% over the above rates will be charged for expert witness testimony.

**Direct Charges:** Direct charges include actual costs for travel, lodging, meals, mileage, equipment fees, computer services, printing and similar costs. Mileage is charged at the standard IRS rate.

**Retainer:** A retainer of up to 50% of the total fee may be required for new clients or jobs where initial expenses are anticipated to exceed \$500.

**Note:** A Finance Charge of 1% per month, which is 12% per annum, may be charged on accounts not paid within 30 days of invoice.