

B. Scope of Services

The following section outlines the specific tasks we anticipate for this project. This scope will be reviewed with County staff and refined as necessary prior to commencing work.

Task 1 Assessment

Following authorization to proceed, the first step will be to meet with the County Project Manager and team to review the work program and schedule and make any necessary refinements. Data needs and the respective expectations and responsibilities of County staff and the consultant team will be clarified. It is assumed that the County will provide us with a digital file of the current Housing Element and related documents upon commencement of the project. Specific tasks and work products are as follows.

1.1 *Evaluation of the 2003-2008 Housing Element*

This task involves the review and evaluation of the current Housing Element, including appropriateness of goals and policies, the effectiveness of programs, and the County's progress in implementing current programs and meeting quantified objectives. The purpose of this exercise is to identify any areas where policy or program refinements would be appropriate to respond to changed circumstances or new opportunities in order to make the Housing Element more effective in achieving the County's objectives.

Since much of the information needed for this evaluation is contained in County files and documents, the budget assumes that staff will assist CONEXUS in gathering the following information. We will provide templates to County staff to assist in organizing this effort.

- ☞ Units produced by type and income level
- ☞ Demolitions
- ☞ Units rehabilitated
- ☞ Code enforcement data
- ☞ Status of housing program actions
- ☞ Redevelopment agency accomplishments

Products

- ♦ Analysis of the appropriateness of goals and policies, effectiveness of programs, and progress in meeting objectives

1.2 Document Review

The consultant team will review relevant County documents and become familiar with local conditions and issues that will affect the 2008 Housing Element. At a minimum, this will include the previous Housing Element, the General Plan and EIR, recent correspondence with State HCD, and current housing policies and programs.

Task 2
Housing Element
Research and Analysis

Task 2 encompasses the research, data compilation, and analysis necessary to update all portions of the Housing Element, which include the Needs Analysis; Resources and Opportunities; Constraints; Goals, Policies, and Quantified Objectives; and the Implementation Program. On the basis of this analysis, CONEXUS will update the relevant portions of the Housing Element. The findings from this analysis will play a major role in framing policy issues.

Products

- ♦ Data and analysis for inclusion in the Draft Housing Element

2.1 Needs Analysis

The data collection and analysis effort will include all of the items required by California Government Code Section 65583(a) and Department of Housing and Community Development guidelines, including the following specific items:

- ♦ Analysis of population and employment trends and existing and projected housing needs for all income levels.
- ♦ Analysis of household characteristics including level of payment compared to ability to pay, and housing characteristics, including overcrowding, affordability levels and housing stock conditions.
- ♦ Analysis of special housing needs, including large families, elderly, female-headed households, persons with disabilities,

farmworkers and the homeless.

- ♦ Analysis of “at-risk” assisted housing developments where affordability commitments are due to expire during the timeframe of the element.

The budget assumes that County staff will assist CONEXUS in gathering the following information for use in updating the current Housing Element.

- ☞ Units At Risk – an inventory of County-assisted housing projects and eligibility to convert to market rate
- ☞ Housing conditions data – if acceptable information is not available from existing sources, a targeted survey may be required of selected neighborhoods to estimate the number of units in need of minor rehab, major structural rehab, or demolition and replacement.

2.2 Resources and Opportunities

The analysis of resources and opportunities will focus on the following topics.

- ♦ Land inventory/site analysis and an evaluation of the relationship of zoning and public facilities to serve these sites.
- ♦ Financial and administrative resources, including federal, state and local housing assistance programs.
- ♦ Analysis of opportunities for energy conservation.

The analysis of available housing sites is a critical component of the Housing Element and is expected to require considerable effort including GIS analysis. The budget assumes that County staff will assist CONEXUS in gathering the following information.

- ☞ Matrix of existing land use by zoning designation (vacant/underutilized) and sites suitable for housing development
- ☞ Map(s) showing vacant/underutilized parcels with the potential for housing development

2.3 *Constraints*

Constraints include the following issues to be studied:

- ♦ Governmental constraints, including land use plans and regulations, zoning, development standards, improvement requirements, impact fees and processing procedures
- ♦ In particular, the 1999 Court-issued Writ of Mandate has been a significant constraint on housing development and will be prominently addressed in the new Housing Element.
- ♦ The land use controls imposed under the Tahoe Regional Planning Agency (TRPA) provide an additional potential constraint to housing development and will be discussed in the Element.
- ♦ Non-governmental constraints will also be analyzed, including land cost, construction cost, financing cost and availability, infrastructure (particularly water and wastewater treatment capacity)

2.4 *Goals, Policies and Quantified Objectives*

The foregoing analysis of needs, resources, opportunities and constraints, together with the evaluation of the current Housing Element, will provide guidance in identifying areas where previous policies and programs may be refined to better accomplish the County's objectives.

2.5 *Implementation Program*

A new implementation program describing actions, funding sources, responsible parties, and timeframes for the 2008 – 2013 planning period will be developed in consultation with County staff and policy-makers.

Task 3
Prepare and Finalize
Housing Element

Task 3 entails production of the Housing Element document, staff review, revisions, and review of the element by the public, County decision-makers and State HCD. The following specific tasks are anticipated.

3.1 *Draft Housing Element*

An Administrative Draft Housing Element will be prepared incorporating the technical data and analysis from the previous tasks, as well as updated goals, policies, quantified objectives,

and implementation programs describing the County's housing strategy for the 2008 - 2013 planning period. Policies and programs will be based on the review of the County's progress in implementing the current element and where appropriate, refinements will be recommended. The administrative draft element will be submitted to the County for review, and revisions will be made based on staff comments. It is assumed that all County comments will be consolidated into one package, and one round of revisions is budgeted. A Draft Housing Element will then be prepared incorporating County comments and revisions.

All documents will be prepared in a format approved by the County. The budget assumes that the element will be prepared in a similar format as the current element, and that those sections that are still current will be carried forward in the new element. If a substantially different or more elaborate format is desired, a budget adjustment may be necessary.

Products

- ♦ Administrative Draft Housing Element (10 copies + digital file)
- ♦ Draft Housing Element (30 copies + 30 CDs + digital file)

3.2 *Public Participation Program*

State Housing Element law⁶ requires a pro-active effort to involve interested persons and groups in the preparation of Housing Elements. The inherent community interest in land use and housing development – particularly affordable housing – ensures that the Housing Element update will receive a high level of public scrutiny. We believe that including the public and decision-makers in the analysis and development of housing policies and programs from the outset will enhance the likelihood that the final product will receive broad support, and thereby maximize the chances of successful implementation.

This scope of work and budget allow for a public

⁶ Cal. Govt. Code Sec. 65583(C)(6)

participation effort that includes five community meetings and three public hearings with the Planning Commission and Board of Supervisors. The following specific activities are anticipated. As part of Task 1, these activities will be confirmed or refined with County staff. If desired, additional workshops or meetings can be included on a time-and-materials basis.

*Housing Element
Interest List
and Notice*

Upon commencement of the project, a public notification list will be prepared in consultation with staff, for use by the County in mailing notices prior to each public workshop or hearing. CONEXUS will prepare a brief informational notice of the pending Housing Element update to be distributed by the County. The notice will describe the anticipated process, schedule and opportunities for public involvement. A copy of this notice and distribution list will be included in an Appendix to the Housing Element describing public participation activities.

Products

- ♦ In consultation with County staff, preparation of a Housing Element Interest List
- ♦ Preparation of a Housing Element update notice for distribution by the County
- ♦ If desired by the County, additional public outreach efforts (e.g., internet sites, media spots, community group presentations) can be undertaken as optional tasks on a time-and-materials basis.

*Introductory
Study Session*

We have found that an introductory study session with decision-makers early in the process can be helpful in identifying concerns and potential policies. This study session will provide an opportunity to brief County officials on the key Housing Element issues and requirements, and obtain feedback regarding potential policies and programs. A slide presentation will be prepared illustrating key points.

Community Meetings

Five community meetings are anticipated to inform interested persons and community groups

about the Housing Element update process, relevant issues and requirements, and solicit comments. The timing of these workshops will be determined in consultation with County staff. We will assist staff in preparing public notices and invitations to be sent to persons and organizations known to have an interest in housing issues. CONEXUS' project manager will lead the meetings (if requested by the County) and give slide presentations as appropriate. The budget assumes that County staff will handle all logistics such as room reservations and arrangements, set-up/tear-down, refreshments, A/V and other equipment, etc.

Products

- ◆ Attendance and facilitation of up to five community meetings, including slide presentations
- ◆ Preparation of meeting notices for distribution by the County

*Planning Commission
and Board of Supervisors
Hearings*

Upon completion of the Draft Housing Element, we anticipate that public hearings will be held by the Planning Commission and Board of Supervisors to obtain the approval of policy-makers prior to submittal of the element to HCD. Following Board approval, the draft element will be submitted to State HCD for 60-day review as required by state law. After HCD's comments are received, revisions will be negotiated with staff and state HCD, and an adoption hearing will be held by the Board. If substantive changes to the draft element are required in response to HCD comments, additional public hearings may be necessary prior to final adoption of the Element.

Products

- ◆ Attendance and presentation at 1 Planning Commission public hearing (prior to HCD submittal)
- ◆ Attendance and presentations at 2 Board of Supervisors public hearings (1 prior to HCD submittal and 1 adoption hearing following HCD review)

(If requested by the County, CONEXUS' Project Manager will attend additional hearings and/or assist with the preparation of staff reports, resolutions and ordinances on a time-and-materials basis.)

3.3 *Final Housing Element*

Following review by HCD, an Administrative Final Housing Element will be prepared for review and adoption by the Board of Supervisors. Following adoption the final Housing Element will be prepared and delivered to HCD for certification.

Products

- ◆ Administrative Final Housing Element (10 copies + digital file)
- ◆ Final Housing Element (30 copies + 30 CDs + PDF file)

3.4 *HCD Certification*

The ultimate goal of the Housing Element update process is to adopt and implement an element that both meets the County's objectives and also is certified by the California Department of Housing and Community Development (HCD). HCD certification of the Housing Element is important for several reasons – to maintain eligibility for grant funds, to ensure a legally-adequate General Plan, and to maintain local control of the land use planning process.

After the draft Housing Element is accepted by the Board of Supervisors it will be submitted to the California Department of Housing and Community Development (HCD) for review. HCD's comments will be analyzed, and CONEXUS will work with the County to revise the element, as necessary, to address the state's concerns. Our experience preparing Housing Elements in many other jurisdictions over the past 25 years has provided us with a good working relationship with HCD's senior staff and a thorough understanding of what is required in order to receive Housing Element certification. We have extensive experience working with county Housing Elements during the last cycle including Nevada, Santa Barbara, Orange, Riverside and San Bernardino.

Our approach to obtaining certification is based

on establishing and maintaining a cooperative working relationship with HCD's assigned reviewer and management. We expect to have regular conversations with HCD staff throughout the process as questions and issues arise. In our experience, HCD staff has always been willing to work cooperatively with our client jurisdictions, including offers to attend public meetings and explain state requirements and expectations to decision-makers. This process of clarifying and resolving issues during the Housing Element preparation phase increases the likelihood of achieving certification and reduces delays.

The practice of HCD in recent years has been to issue a letter of "conditional certification" when an element essentially complies with state law but follow-up actions are necessary to implement adopted policies or programs. While "full" certification is desirable (i.e., without requiring subsequent review and approval of implementation actions by HCD), in some cases required program actions cannot be completed within the timeframe of element adoption (2008). Our commitment is to assist the County in achieving full certification by the statutory deadline to the extent feasible. However, if implementation actions are necessary in order to achieve full certification, we will assist the County in carrying out these subsequent actions and coordinating with HCD within budget limits.

The budget assumes a total of 40 hours for this task. If HCD comments are more extensive than this budget allows, the additional work will be done on a time-and-materials basis.

(Note: Section D, Additional Data, contains insights gleaned from our conversations with HCD staff regarding recent changes to state Housing Element law.)

Products

- ◆ Meetings/conference calls to review HCD comments with County and HCD staff
- ◆ Housing Element revisions

Task 4
CEQA Review

CONEXUS will prepare an Initial Study (IS) for the Draft Housing Element in compliance with the California Environmental Quality Act. A Preliminary IS will be submitted to County staff for review, and a Public Review Draft IS will be prepared incorporating staff comments. One round of review and revisions is budgeted. It is assumed that the Initial Study will support the preparation of a Negative Declaration (or MND). However, if the Initial Study finds that significant impacts could occur, an EIR would be required and a revision to this scope and budget will be negotiated. The budget assumes that the analysis will be limited to program-level issues and not site-specific actions such as Land Use Element designations or zone changes. If site-specific project-level analysis is required, a supplemental budget will be negotiated.

CONEXUS will distribute the Public Review IS/ND to the State Clearinghouse, Responsible Agencies, and other interested parties in consultation with County staff. After the close of the comment period we will prepare draft responses to comments for County review. Final responses to comments, revisions to the IS/ND (if necessary), and a mitigation monitoring program will then be prepared incorporating staff comments for consideration by decision-makers.

We assume that no separate scoping meetings will be necessary for the CEQA document, and that consideration of the IS/ND will be handled as part of the Housing Element review and adoption hearings.

The budget assumes that CONEXUS will handle reproduction, distribution and filing of the IS/ND and Notice of Determination with the appropriate agencies and the County will be responsible for any filing fees.

(Note: Recent changes in state law may limit the County's ability to conduct CEQA review of "by right" multi-family housing approvals on sites that are rezoned to accommodate the VL/L needs identified in the RHNA. As a result, "project-level" CEQA review may be required for Housing

Element implementation actions. This proposal assumes CEQA review of Housing Element policy issues only – if subsequent CEQA documentation is required for implementation actions or site-specific entitlements, it can be provided as an additional product with a supplemental budget.)

Products

- ♦ Preliminary Draft Initial Study/Negative Declaration (1 copy + electronic file)
- ♦ Public Review Draft Initial Study/Negative Declaration (30 copies + electronic file)
- ♦ Notice of Availability/Notice of Intent to Adopt the IS/ND (1 copy + electronic file)
- ♦ Preliminary Responses to Comments (1 copy + electronic file)
- ♦ Final Responses to Comments (1 copy)
- ♦ Final Adopted IS/ND (1 copy + electronic file)

Task 5 Meetings and Project Management

The CONEXUS Project Manager will maintain regular contact with County staff to ensure a smooth working relationship and successful completion of the project. It is assumed that most coordination will occur via telephone and e-mail. A total of five on-site working meetings with Planning Services staff are budgeted (in addition to the community meetings and hearings), to be held as necessary throughout the process.

Products

- ♦ Regular informal progress reports with County staff via telephone or e-mail
- ♦ Up to 5 on-site working meetings with staff (including kickoff meeting)

Schedule

We believe the keys to schedule (and budget) control are 1) a clear understanding of objectives, 2) close coordination between the consultant and County staff, and 3) an experienced consulting team. Mr. Douglas has managed numerous similar projects and is committed to providing excellent and timely service to the County.

The project schedule will be refined and agreed upon at the outset. Regular monitoring of progress will allow fine-tuning when necessary in order to achieve the overall project objectives. The tentative schedule shown below reflects the assumptions regarding the required level of effort and County/consultant division of responsibilities set forth in the Scope of Work. It is assumed that work will commence in November 2007 and that approximately one year is required to complete the process.

| | |
|-------------|---|
| Month 1 | Commence work |
| Months 1-4 | Data collection and analysis |
| Months 2-5 | Prepare Administrative Draft Housing Element |
| Months 3-6 | Community meetings |
| Month 6 | Administrative Draft Element to staff for review |
| Months 6-7 | Staff review and revisions |
| | Prepare Public Review Draft Element |
| Month 7 | Planning Commission hearing |
| Month 8 | Board of Supervisors hearing - authorization to submit Draft Housing Element to HCD |
| Month 8 | Submit Draft Element to HCD (60-day review) |
| Month 10 | HCD comments due |
| Month 10-11 | Prepare revisions per HCD comments |
| Month 12 | Board of Supervisors hearing and adoption |
| Month 12 | Submit adopted Housing Element to HCD |
| Month 12 | HCD certification |

Proposed Budget

Our proposed budget for this project is as follows. This budget will not be exceeded without the County's prior authorization. We recommend that the contract specify that budget funds may be transferred between tasks, as determined appropriate by the County's Project Manager. If extra work is requested by the County due to unforeseen circumstances, a supplemental budget will be determined prior to initiation of the work. Monthly invoices will be submitted itemizing the work done by task, the percentage of each task completed, and the amount of budget remaining for each task.

| Task | Description | PM | SP | WP | Total Hours | TOTAL COST |
|--|---|--------------|--------------|-------------|-------------|-----------------|
| 1.0 | Assessment | | | | | |
| 1.1 | -Current Housing Element Evaluation | 24 | 12 | | 36 | \$4,380 |
| 1.2 | -Document Review | 20 | 12 | | 32 | \$3,860 |
| 2.0 | Housing Element Preparation | | | | | |
| 2.1 | -Needs Analysis | 24 | 20 | | 44 | \$5,220 |
| 2.2 | -Resources and Opportunities | 24 | 20 | | 44 | \$5,220 |
| 2.3 | -Constraints | 20 | 12 | | 32 | \$3,860 |
| 2.4 | -Goals, Policies and Quantified Objectives | 24 | 8 | | 32 | \$3,960 |
| 2.5 | -Implementation Program | 20 | 8 | | 28 | \$3,440 |
| 3.0 | Prepare and Finalize Housing Element | | | | | |
| 3.1 | -Draft Housing Element | 48 | 40 | 40 | 128 | \$13,040 |
| 3.2 | -Public Participation Program | | | | | |
| | -Interest list & notice | 2 | | | 2 | \$260 |
| | -Study Session | 16 | 4 | | 20 | \$2,500 |
| | -Community meetings (up to 5) | 80 | | | 80 | \$10,400 |
| | -PC and B/S Hearings (up to 3 total) | 48 | | | 48 | \$6,240 |
| 3.3 | -Final Housing Element | 24 | 16 | 12 | 52 | \$5,580 |
| 3.4 | -HCD Certification | 40 | | | 40 | \$5,200 |
| 4.0 | CEQA Review | 24 | 40 | 4 | 68 | \$7,580 |
| 5.0 | Meetings & Project Management | 60 | | | 60 | \$7,800 |
| Total Labor | | 498 | 192 | 56 | 746 | \$88,540 |
| Hourly Rate | | \$130 | \$105 | \$65 | | |
| Reimbursable Expenses (See table below) | | | | | | \$8,500 |
| GRAND TOTAL BUDGET | | | | | | \$97,040 |

PM = John Douglas, AICP, Project Manager

SP = Senior Planner

WP = Word processing/graphics

| Estimated Reimbursable Expenses | |
|--|----------------|
| Travel | No charge |
| Printing/graphics/materials | \$8,000 |
| Postage/deliveries | \$500 |
| Total | \$8,500 |