

Tulare County Association of Governments

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# Regional Housing Element



## Proposal

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Rincon Consultants, Inc.

September 23, 2022  
Rincon Consultants, Inc.  
7080 N. Whitney Avenue, Suite 101,  
Fresno, California, 93720



September 23, 2022

Benjamin A. Kimball  
Tulare County Association of Governments  
210 N. Church Street, Suite B  
Visalia, California 93291

**Subject: Tulare County Association of Governments Regional Housing Element**

Dear Mr. Kimball:

**Rincon Consultants, Inc.** (Rincon) understands that the Tulare County Council of Governments (TCAG) is seeking a consultant to assist with a Regional Housing Element for the 6th cycle. The Rincon team is enthusiastic about the opportunity to work with TCAG. We have assembled a team of highly skilled planning and housing professionals who combine extensive experience with both the technical and policy aspects of housing element updates, general plan requirements, extensive knowledge of the California Environmental Quality Act (CEQA), and many years of experience working on similar projects throughout the state. Furthermore, we are proud of our team's ability to work effectively with Department of Housing and Community Development (HCD) staff, decision-makers, and community groups to develop and implement innovative approaches and solutions.

Through our work with Veronica Tam and Associates and Mintier Harnish throughout California, we have developed a relationship with HCD, deepening our knowledge of housing legislation and statewide requirements for 6<sup>th</sup> cycle housing element updates. Rincon is currently assisting, or has assisted, 35 jurisdictions in the San Diego Association of Governments (SANDAG), Southern California Association of Governments (SCAG), San Joaquin Council of Governments (SJCOC), and Association of Bay Area Governments (ABAG) regions with their 6<sup>th</sup> cycle jurisdictional housing elements, and our team has assisted hundreds of jurisdictions with their housing elements in this cycle as well as previous cycles. We believe that our statewide experience with housing elements coupled with our local and regional knowledge are critical and give us a unique understanding of and sensitivity to the broad range of issues that will be important to the success of this project.

The Rincon team's overall approach will be to develop a housing element that reflects community preferences, provides for the housing needs of households of all income levels, and meets current State requirements. An important objective is to gain HCD certification to avoid potential legal action and maintain eligibility for State and other funds.

The Rincon team is familiar with the challenges facing the region, as Rincon has worked and is currently working on several projects in Tulare County and across the Central Valley region. Rincon recently teamed with Mintier Harnish to prepare the *Housing Production Trends, Impediments, and Best Practices Report*, commissioned by the San Joaquin Valley Regional Early Action Planning (REAP) Committee to study housing needs and constraints. Information gathered during this work effort, and insight gained from coordination with HCD, will be a key component of the Regional Housing Element. Rincon also has a longstanding relationship with TCAG and jurisdictions across the region as Rincon has had a local presence in the San Joaquin Valley region since 2013 through our office in the City of Fresno. We recently prepared the Environmental Impact Report (EIR) in support of the TCAG 2022 Regional Transportation Plan/Sustainable Communities Strategy Program and have provided planning and environmental services in the County to a number of jurisdictions, utility providers, and private developers, including the cities of Tulare and Visalia, and Sempra Energy. Furthermore, we understand that the City of Visalia has chosen to not participate in this regional work effort and will be preparing their own jurisdictional housing element. Mintier Harnish and Rincon have been selected to lead that



work effort, giving us a unique opportunity to apply lessons learned across the County if selected for the Regional Housing Element.

Leading the team, **Brenna Weatherby** will serve as Principal-in-Charge. Ms. Weatherby has over 20 years of experience in city planning, long-range community planning, discretionary permit processing, and environmental analyses throughout California and is currently leading the preparation of housing element updates across the State, including for the cities of Carlsbad, Palo Alto, Corona, Banning, and Santa Clarita. **Emily Green** will serve as Project Manager in charge of day-to-day oversight and TCAG's primary contact. Ms. Green has ten years of experience in urban planning and community development, with a focus on housing elements, public engagement, and CEQA and NEPA analysis and compliance for long-range plans and public sector initiatives and is currently leading the preparation of housing element updates across the State, including for the cities of Bakersfield, Corona, Banning, and San Leandro. **Jim Harnish, JD** of Mintier Harnish, will serve as a regional housing technical advisors providing strategic analysis of regional trends and impediments to housing. **Veronica Tam, AICP** of VTA, will serve as the HCD Liaison. We will rely on our deep and experienced bench of planners across our three firms to support this work effort.

Rincon is a California "S" Corporation registered to do business in California. This proposal offer is firm for a 90-day period. Deanna Hansen is authorized to negotiate and contractually bind the company. The following individuals are also authorized contract signers for the corporation:

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Abe Leider	Principal	449 15th Street, Suite 303 Oakland, California 94612	510-834-4455
Andrew Pulcheon	Principal	449 15th Street, Suite 303 Oakland, California 94612	510-834-4455

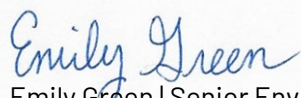
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Kiernan Brtalik	Director	180 North Ashwood Avenue Ventura, California 93003	805-644-4455
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Thank you for considering Rincon for this assignment. We are confident the Rincon team will meet your needs, and we welcome an opportunity to meet with you to further discuss our qualifications.

Sincerely,

**Rincon Consultants, Inc.**



Emily Green | Senior Environmental Planner

[egreen@rinconconsultants.com](mailto:egreen@rinconconsultants.com)

Contact for Clarification



Brenna Weatherby | Director, Environmental and Long-Range Planning

[bweatherby@rinconconsultants.com](mailto:bweatherby@rinconconsultants.com)

Contact for Clarification



Deanna Hansen | Vice President and Principal

[dhansen@rinconconsultants.com](mailto:dhansen@rinconconsultants.com)

Authorized to contractually obligate and negotiate on behalf of Rincon Consultants, Inc.

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# 1 Firm Experience and Qualifications

**Rincon** is a multidisciplinary environmental science, planning, and engineering consulting firm that provides quality professional services to government and industry. Our principal service is to provide planning and environmental compliance support to create and sustain innovative solutions to social, sustainability, and environmental issues. Rincon prides itself on the considerable depth of its staff, which includes urban planners, licensed professional geologists and engineers, certified hydrogeologists, environmental scientists, accredited LEED professionals, noise and air quality experts, biologists, and cultural and historical resource specialists.

## Professional Expertise

We have over 28 years of experience preparing housing elements, general plans, specific and area plans, and environmental documents in various types of ecological, land use, and socioeconomic settings. Our mission is to provide our clients with high-level professional expertise, leveraging our local experience and diverse team of experts to create a plan that is contextual and implementable, and meets the requirements and needs of the community. Our approach to every project is centered upon the design and development of innovative solutions that respond to our clients' specific needs in a cost-effective manner.

For the Tulare County Association of Governments (TCAG) Regional Housing Element, Rincon will collaborate with Mintier Harnish and Veronica Tam and Associates, Inc. (VTA), longtime partners in housing elements throughout California and the Central Valley. Rincon has collaborated with VTA on several housing elements, including the cities of Vista, Corona, Banning, Simi Valley, Camarillo, Palo Alto, West Hollywood, and Port Hueneme, and with Mintier Harnish on over two dozen housing elements and general plans, including the cities of Carlsbad, Bakersfield, Kerman, Rohnert Park, American Canyon, Pleasant Hill, Solvang, and Livingston, in addition to Fresno and Kern counties. Our recent experience with housing element updates and other related general plan work is described in the Project Experience subsection of this proposal.

## Local Experience

Our firm offers extensive experience providing planning and environmental services for projects in rural and urban settings. Rincon has featured an office in nearby Fresno County since 2013 and has served municipalities in Tulare County for many years prior. Having worked with TCAG and other local municipalities in the region, we have a unique and deep understanding of technical issues, community concerns, and the needs of agencies responsible for permitting, implementing, and maintaining housing and development projects. Rincon recently prepared the Tulare County RTP/SCS EIR, which was successfully approved on August 15, 2022, and teamed with Mintier Harnish to prepare the *Housing*

### Rincon At A Glance



Rincon was **FOUNDED IN 1994** in Ventura, California.



Our guiding principles and **CORE VALUES** hold strong to this day.



Rincon has **400+ PROFESSIONAL STAFF**



Rincon is a leading environmental consulting firm with **12 OFFICES IN CALIFORNIA**



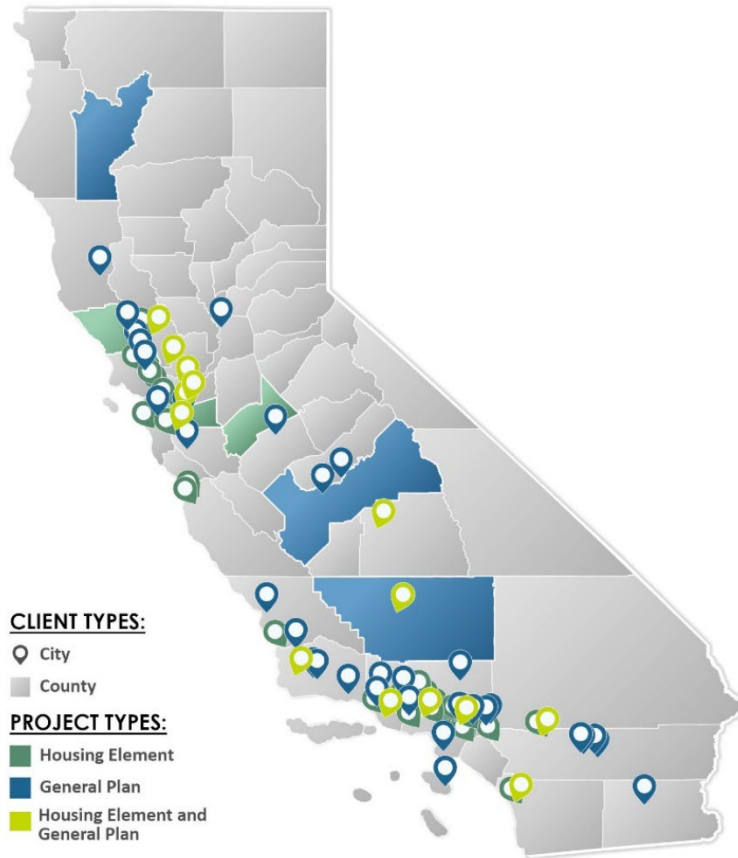
**LEGAL NAME:**  
Rincon Consultants, Inc.



**LEGAL FORM:**  
California "S" Corporation

*Production Trends, Impediments, and Best Practices Report*, commissioned by the San Joaquin Valley REAP Committee to study housing needs and constraints.

## General Plan and Housing Element Experience



Rincon has prepared housing elements throughout California in various types of land use, environmental, and socioeconomic settings. Our planning group is involved with only a select number of housing element assignments at a time, ensuring undistracted focus on the issues relevant to those select projects. Our team's statewide experience highlights a breadth and depth of knowledge of our internal staff and teaming partners, demonstrating the strength we can bring to the County's Regional Housing Element Update. Rincon has successfully collaborated with VTA on many housing elements. Rincon, Mintier Harnish, and VTA are currently teamed on 6th cycle housing element updates for the cities of San Ramon and Bakersfield.

### 6<sup>th</sup> Cycle Housing Element Project Experience

Richmond Housing Element Environmental Impact Report Addendum	Novato Housing Element Update Environmental Review
Half Moon Bay Housing Element Environmental Review	Lompoc Housing Element and General Plan Update ♦
Marina Housing Element Update ♦	Alameda Housing Element Update
Visalia Housing and General Plan Update ♦	Fullerton Housing Element
San Leandro Housing Element and General Plan Update, and Environmental Review ♦	West Hollywood Housing Element Update and Environmental Review ♦
Sonoma County Housing Element Update and Environmental Review	Los Angeles Citywide Housing Element Update Environmental Review
San Ramon General Plan and Housing Element Update, and Environmental Review ♦♦	Camarillo Housing Element Update and Environmental Review ♦
Bakersfield Housing Element and General Plan Update, and Environmental Review ♦♦	Vista Housing Element Update and Environmental Review ♦

6 <sup>th</sup> Cycle Housing Element Project Experience	
Monterey Park Housing Element and General Plan Update, and Environmental Review	Hayward Housing Element and General Plan Update, Climate Action Plan, and Environmental Review ♦
Berkeley Housing Element Update Environmental Review	Burbank Housing Element Update Environmental Review
Oxnard Housing Element Update Environmental Review	Port Hueneme General Plan and Housing Element Update, and Environmental Review ♦
Claremont Housing Element Update Environmental Review ♦	Simi Valley Housing Element Update and Environmental Review ♦
Santa Clarita Housing Element Update and Environmental Review	Calabasas Housing Element and General Plan Update, and Environmental Review ♦
St. Helena Housing Element Update and Environmental Review ♦	Carlsbad Housing Element and General Plan Update and Environmental Review ♦
San Gabriel Housing Element Update Environmental Review	American Canyon Housing Element and General Plan Update, and Environmental Review ♦
Palo Alto Housing Element Update ♦	Brea Housing Element Update Environmental Review
Belmont Housing Element Update Environmental Review	Solvang Housing Element and General Plan Update ♦
Beaumont Housing Element Update Environmental Review	Pleasant Hill Housing Element and General Plan Update, and Environmental Review ♦
San Fernando Housing Element Update Environmental Review ♦	Los Altos Housing Element Environmental Review
Temple City Housing Element Update Environmental Review	Stanislaus County Housing Element and General Plan, and Environmental Review
Banning Housing Element Update and Environmental Review ♦	Duarte Housing Element Update Environmental Review
Corona Housing Element Update and Environmental Review ♦	Walnut Housing Element Update
♦ Denotes project performed in collaboration with VTA.	♦ Denotes project performed in collaboration with Mintier Harnish

## Project Experience

### San Joaquin Valley Policy Council

### Housing Early Action Planning

Central Valley, California



Rincon has teamed with Mintier Harnish to provide services to the San Joaquin Valley-wide REAP Program. Initiated by the San Joaquin Valley Policy Council, and administered by the Fresno Council of Governments, the goal of this program is to provide ongoing and as-needed consulting services in support of the REAP program for the eight-county San Joaquin Valley. A portion of this work includes developing valley-wide reports and analyses with other work being done on an on-call basis for the partnering agencies. Examples of this work include conducting stakeholder interviews to identify key issues in developing and building housing in the San Joaquin Valley, conducting a survey of local jurisdictions on impediments and needs to develop housing, and preparing valley-wide housing report to provide a resource and guidance to San Joaquin Valley jurisdictions in preparing their sixth-cycle housing elements.

**Reference Info:**

Robert Phipps, Deputy Director  
Fresno Council of Governments  
2035 Tulare Street #201  
Fresno, California 93721  
559-233-4148 x210 | [rhipps@fresnocog.org](mailto:rhipps@fresnocog.org)

**Dates:** February 2021 to Present

**Staff:** Brenna Weatherby, Eric VonBerg,  
Jason Montague, Bryce Haney

#### Relevance to Project

- Central Valley client.
- Preparation of housing reports for a diverse community.
- Stakeholder engagement.



## City of Bakersfield

### Housing Element Update

Bakersfield, California



Rincon is currently leading the City of Bakersfield Housing Element Update team with assistance from VTA. The Rincon/VTA team is actively working to analyze the Sites Inventory contained in the 2015–2023 Housing Element to determine which sites can and should be utilized to meet the 6<sup>th</sup> cycle RHNA allocation. Bakersfield’s current demographics and land use patterns have led to a draft RHNA allocation that is similar to what was seen during the 5<sup>th</sup> cycle. We are identifying underutilized sites that may be redeveloped with residential uses in the coming years as well as sites that could potentially be re-zoned to accommodate higher densities.

Rincon is also guiding the City through the public engagement process. The City is also currently undertaking a comprehensive update to the General Plan, which has required the development of engagement materials and community workshops that address the needs of both projects. Close and frequent communication across both projects will be key as we continue to engage the community to gauge views on housing related topics.

The Rincon team will also prepare environmental documentation in support of the Housing Element Update later this year.

#### Reference Info:

Paul Johnson, Planning Director  
City of Bakersfield  
Development Services Department  
1715 Chester Avenue, 2nd Floor  
Bakersfield, California 93301  
661-326-3681 | [PJohnson@bakersfieldcity.us](mailto:PJohnson@bakersfieldcity.us)

**Dates:** November 2021 to Present

**Staff:** Brenna Weatherby, Emily Green, Jason Montague, Eric VonBerg, Jenna Shaw, Nina Bellucci, Nikki Streegan, Brittney Cabeje, Bryce Haney, Leeza Segal, Marissa Ritter

#### Relevance to Project

- Central Valley client.
- Preparation of a 6th cycle housing element for a diverse community.
- Housing element community engagement plan.
- Large site inventory development process.

## **City of Banning**

### **6<sup>th</sup> Cycle Housing Element Update**

**Banning, California**



Rincon is currently leading the City of Banning Housing Element Update project with support from VTA. Particularly challenging for this project is the need to accommodate residential densities that are higher than allowed under any of the City's existing zoning categories, in order to support lower income housing development. We have identified sites across the City that could be rezoned, considering land use compatibility as well as social, economic, and environmental issues.

Rincon also reviewed goals, policies and programs from the 5th cycle Housing Element to determine which programs have successfully supported housing development and should be included in the 6th cycle Housing Element and are developing new programs that comply with recently approved legislation and support the equitable distribution of housing across the City. Rincon prepared a Negative Declaration in support of the project, which analyzes the environmental impacts of the Banning Housing Element, including supporting policies and programs. Rincon also conducted a multi-faceted public engagement program, which included a study session presentation to Planning Commission and City Council, and the release of an online survey aimed at gauging community priorities for future housing. The Housing Element was adopted by City Council in November 2021 and submitted to HCD for certification shortly thereafter. We are currently working to address comments received from HCD on the adopted version of the document prior to certification.

**Reference Info:**

Adam Rush, Community Development Director  
City of Banning  
99 East Ramsey Street  
Banning, California 92220  
951-922-3131 | [arush@banningca.gov](mailto:arush@banningca.gov)

**Dates:** November 2020 to Present

**Staff:** Brenna Weatherby, Emily Green, Jason Montague, Jenna Shaw, Marco Mendoza

#### **Relevance to Project**

- Preparation of a 6th cycle housing element for a semi-rural jurisdiction.
- Housing element community engagement plan.
- CEQA documentation for housing element update.



## Tulare County Association of Governments

### Program Environmental Impact Report for 2022 Regional Transportation Plan/Sustainable Communities Strategy

Tulare County, California



Rincon prepared the PEIR for the TCAG 2022 Regional Transportation Plan/Sustainable Communities Strategy Program. The RTP is the long-range transportation planning document for the Tulare County region that covers all the cities in the County and the unincorporated areas of the County. The 2022 RTP/SCS covers a planning period that extends to 2046. The PEIR evaluated the potential impacts of implementing the policies and programs in the RTP and SCS in accordance with CEQA and concentrated on the long-term environmental impacts of the RTP and SCS. It also provided the basis for further project-level CEQA, and possibly NEPA compliance for implementation of future transportation projects and tiering for land use project consistent with the SCS. The analyses in the PEIR reviewed County and City General Plans, and other local planning documents, to address potential CEQA impacts and for consistency with those local plans. The analysis included assessment of VMT impacts from the RTP and SCS, and a thorough modeling of air quality and GHG impacts based on transportation and land use modeling data of the RTP and SCS. The Draft PEIR, during its 45-day public review period, received zero comments. The PEIR was unanimously certified by the TCAG Board in August 2022.

#### Reference Info:

Gabriel Gutierrez, Senior Regional Planner  
Tulare County Association of Governments  
210 N. Church Street B  
Visalia, California 93291  
559-623-0450 | [ggutierrez@tularecog.org](mailto:ggutierrez@tularecog.org)

**Dates:** January 2021 to August 2022

**Staff:** Brenna Weatherby, Eric VonBerg

#### Relevance to Project

- Long-range planning project for Tulare County.
- Local working relationships.
- Knowledge of regional environmental conditions.

## Key Staff, Office Locations, and Project Experience

Project Staff Member, Role	Office Location*	FCOG - Housing Early Action Planning	City of Bakersfield - Housing Element Update	City of Banning - 6th Cycle Housing Element Update	TCAG - Program EIR for 2022 RTP/SCS
Brenna Weatherby, Director	CSB	X	X	X	X
Emily Green, Project Manager	SD		X	X	
Jason Montague, Deputy Project Manager, QA/QC for All Site Inventory Work	SD	X	X	X	
Eric VonBerg, CEQA Lead	FR	X	X		X
Nikki Streegan, Planner	SAC		X		
Jenna Shaw, Planner	SAC		X	X	
Nina Bellucci, Planner	SAC		X		
Marissa Ritter, Planner	SD		X		
Bryce Haney, Planner	SB	X	X		
Leeza Segal, Planner	SLO		X		
Marco Mendoza, Planner	LA			X	
Brittany Cabeje, Planner	FR		X		

\* SLO=San Luis Obispo; SAC=Sacramento; FR=Fresno; SB=Santa Barbara; CSB=Carlsbad; SD=San Diego; LA=Los Angeles

## 2 Understanding of the Project

### Purpose of the Project

Tulare County is located in California's central San Joaquin Valley and contains both urban and rural development, with a countywide population of 479,112. Since 1950, Tulare County's population has experienced periods of higher and slower growth with a 1.9 percent annualized growth rate. As with many counties in the San Joaquin Valley, Tulare County is currently experiencing population growth as people seek more affordable housing choices.

Tulare County's Regional Housing Needs Allocation (RHNA) for the 6<sup>th</sup> cycle is 33,214, representative of an approximate 19 percent increase when compared to the RHNA for County in the 5<sup>th</sup> cycle. However, the distribution of units by income group for the 6<sup>th</sup> cycle is similar to the 5<sup>th</sup> cycle. New State laws related to adequate sites may render some of the sites identified in the 5<sup>th</sup> cycle as not usable for the 6<sup>th</sup> cycle and/or require a more extensive housing sites analysis with the potential need for reallocating units among income level categories or rezoning. The process to update the Housing Element will involve discourse on sensitive issues around affordable housing, equity, environmental justice, infrastructure, and other topics associated with growth and development.

A continued challenge for all of TCAG's member jurisdictions will be the expansion of necessary infrastructure, in particular water and sewer, to address impediments to housing development. The new Regional Housing Element will be required to evaluate these constraints, as well as non-governmental constraints such as NIMBYism, labor shortage, and accessibility of lending, and actions to actively further fair housing. The process to update the Regional Housing Element will involve discourse on sensitive issues around affordable housing, equity, environmental justice, infrastructure, and other topics associated with growth and development.

#### **New Requirements with Potential Impacts on Housing Site Selection for TCAG Member Jurisdictions in 6<sup>th</sup> cycle:**

- Lot sizes – to satisfy site requirements, a lower income site must be larger than half an acre but under 10 acres
- By-right programs – to reuse a previously used site, it must be included in a "by-right" permitting program that allows development by right if 20 percent of units are set aside for low-income households
- Adequate housing sites – to be considered as an adequate site, a site may not have building permits requested prior to the 6<sup>th</sup> cycle projection period start date (June 30, 2023)



## Detailed Work Plan

### Task 1 Project Management and Coordination

#### Task 1.1 Kickoff Meeting and Data Sharing

Upon authorization to proceed, Rincon will facilitate a kickoff meeting with TCAG and jurisdictional staff, estimated for November 2022. The purpose of the kickoff meeting is to discuss data needs and initial community issues and opportunities, set project expectations, and explain our proposed approach to the various components of the work program. The kickoff meeting is envisioned as a two-hour event followed by a countywide tour, as discussed further in Task 1.2.

##### Deliverables

- Kickoff meeting agenda and data needs list (electronic format)
- Memorandum/meeting notes from kickoff meeting (electronic format)

#### Task 1.2 Countywide Tour

As part of the kickoff meeting, TCAG staff will coordinate with jurisdictional staff to facilitate a virtual tour of underutilized, vacant, and opportunity areas that are anticipated to play a significant role in the development of the Regional Housing Element Update. The tour will provide an opportunity for our team to gather insights from TCAG and jurisdictional staff on issue and opportunity sites, new growth areas, transportation corridors, commercial and industrial districts, and major amenities and assets across the County. Rincon assumes that TCAG staff will provide a map highlighting the areas to be visited. The virtual tour is envisioned as a two-hour event, to be held as part of the kickoff meeting.

As an optional task, Rincon staff can visit a pre-determined number of sites to conduct site specific reconnaissance. As part of this task local staff members would visit a site, make notes on existing conditions and adjacent uses, and take photos. The goal with these site visits would be to document conditions on a number of key sites for an expanded discussion in the Regional Housing Element. We have recommended this approach as optional, as not all jurisdictions will have key sites that we want to highlight in a regional housing development forecast.

##### Deliverables

- Observation notes and photographs will be incorporated in subsequent deliverables.

#### Task 1.3 Scope of Work and Schedule Refinement

The kickoff meeting provides the team with an opportunity to further refine the scope of work and project schedule. Following the kickoff meeting, we will create a detailed project schedule highlighting major milestones, deadlines, deliverables, and meetings necessary for achieving housing element certification by the HCD deadline for the Tulare County region of December 31, 2023. The schedule will be reviewed and updated as necessary as the project progresses.

Rincon recognizes that maintaining the schedule is critical for the Regional Housing Element. Therefore, we will provide for regular check-ins with updates on schedule in conjunction with our monthly invoicing. If we proactively identify project issues that may cause schedule delays, the Project Manager will bring those to the attention of staff, identify potential solutions and coordinate with staff as to the best course of action.

**Deliverables**

- Project schedule (electronic delivery)

**Task 1.4 Data Gathering**

Rincon will review all readily available resources including various codes, standards, and policies maintained by each Planning Department, including 5<sup>th</sup> cycle housing elements, each jurisdiction's General Plan and associated CEQA document, and housing services documents. Additional information will be provided by each jurisdiction within a specified timeframe upon award of contract, including GIS data layers, Annual Progress Reports, and information on approved residential development projects that have not yet been constructed. We also anticipate the use of regional planning documents such as the 2022 Regional Transportation Plan/Sustainable Communities Strategy, San Joaquin Valley Blueprint, and the Tulare County Regional Needs Allocation Plan for the Housing Element Cycle.

As part of this task Rincon staff will develop a SharePoint site for the project. This site will provide an easy way for individual jurisdictions to deliver information to the Rincon team and will allow the team to collaborate on documents throughout the work effort. Any additional data or document needs will be assessed and discussed with the city to determine how the information is best accessed and/or shared.

**Deliverables**

- List of documents/resources requested from each jurisdiction (electronic delivery)
- SharePoint project site

**Task 1.5 Working Group**

It is our understanding that TCAG will convene a Regional Housing Element Working Group, made up of members from local jurisdictions, prior to the project kick off meeting. As requested in the RFP, the Rincon team will prepare an agenda, PowerPoint presentation and educational materials for the initial Working Group meeting, currently envisioned to be held in October/November 2022. The Rincon team will attend this meeting (virtually) to facilitate conversations surrounding the Regional Housing Element, including but not limited to, project scope and budget, community engagement, housing element law, and the roles and responsibilities of jurisdictional staff.

The Rincon team recommends that the Working Group convene monthly for one to two hours throughout the life of the project to discuss housing topics and community input during the Regional Housing Element update process, and to best ensure timely discussions and adherence to the project schedule.

As a cost saving measure, we have only proposed participation in the first Working Group meeting. However, Rincon has experience with the facilitation of Housing Element Working Groups and has described an optional task below that can be selected if TCAG desires additional support.

**Deliverables**

- Materials (varied, as described above) for initial Working Group meeting

**Optional Task: Working Group Facilitation**

The Rincon team will work with TCAG staff to develop meeting agendas, and we will maintain meeting minutes with roll call, discussion topics, and action items documented for each meeting.

Additional responsibilities will include:

- Facilitating all Working Group meetings



- Developing agendas and distributing to Working Group members before each meeting
- Preparing a memo/staff report for each meeting
- Preparing materials, (e.g., PowerPoint presentations, handouts, etc.)
- Delivering presentations
- Producing meeting minutes
- Maintaining the Working Group roster and contact information

## **Task 1.6 Project Coordination**

Throughout the project, Rincon will proactively identify issues, immediately bring those issues to the attention of TCAG staff, identify potential solutions, and coordinate with TCAG staff as to the best course of action. Rincon will participate in 30-minute project management conference calls every other week with the project team to ensure that all tasks are completed on time to adhere to the agreed-upon schedule. Rincon will use email communications and have telephone/videoconference conversations with TCAG staff, as needed, during the course of the project to ensure clear communication. Rincon will prepare monthly invoices with status reports documenting the progress made each month on completing the project and review and update the schedule when necessary.

### **Deliverables**

- Agendas and meeting notes for biweekly Project Status calls (electronic format)
- Monthly invoices with status reports

## **Task 2 Community Engagement**

### **Task 2.1 Community Engagement Plan**

Through our work across Tulare County and updating housing elements for other jurisdictions, Rincon understands that public engagement will be critical for the success of the Regional Housing Element Update. Our goals are:

- To provide the public with a clear understanding of the need for the Regional Housing Element Update to be compliant with AB686 and other Housing legislation.
- To explain the distinction between planning for future affordable housing needs and responsibility for building those units and the City's/County's role in developing and implementing policies that adequately plan to meet the housing needs of everyone in the community.
- To ensure maximum participation by all members of those communities.
- To ensure that our outreach efforts reflect diversity, equity and inclusion.

Rincon will kick off the community engagement effort by developing a Community Engagement Plan that will educate, inform, and gain meaningful input from a

### **Leveraging TCAG Staff Resources**

Community engagement provides an opportunity to leverage TCAG and jurisdictional staff resources to create a more cost-effective program, while also establishing a stronger connection with the community and building credibility and trust through the development of closer relationships directly with TCAG staff. This approach can support building longer term capacity among the public on how to stay involved with the decision-making process beyond the adoption of the Regional Housing Element. If TCAG or any jurisdictional staff commit to a more active role in engagement activities, cost savings can be realized. In addition, virtual options can also be more cost-effective, while still garnering successful results, and have been proposed as part of this work effort. The Rincon team is happy to discuss these opportunities further with TCAG staff in order to craft the most effective community engagement program meeting the needs of the County and the community.



broad and diverse range of groups and populations in Tulare County. Community engagement will focus on the community at-large, directly affected stakeholders, including property owners, businesses, residents and interest groups, civic decision-makers, disenfranchised communities, and disadvantaged communities. The Community Engagement Plan will be consistent with best practices and guidelines referenced in TCAG's 2020 Public Participation Plan and 2018 Environmental Justice Report, the "Building Blocks" portion of HCD's website, as well as in other HCD housing element update guidance documents. The engagement effort will be designed to effectively build collaborative interest, identify common values and goals in the project direction given the diverse group of local stakeholders, and to bring new participants into the conversation. To best accomplish this, our team will provide options for community engagement as a part of the Community Engagement Plan. We will review the Draft Community Engagement Plan with TCAG staff, and a final Community Engagement Plan will be prepared in response to one round of consolidated comments received from TCAG staff.

### **Deliverable**

- Draft and Final Community Engagement Plan (electronic format)

## **Task 2.2 Study Sessions**

The Rincon team will provide materials for one study session with each City Council and the County's Board of Supervisors. As a cost saving measure, we have assumed that jurisdictional staff will present all materials at the study sessions. However, as an optional task the Rincon team can provide support to participating jurisdictions. For the public hearings, we would present the draft document and provide context to decision makers surrounding requirements and next steps. Study session support would be billed on a time and materials basis, per Rincon's billing rates in effect at the time the service is provided.

For this task, the Rincon team will create one PowerPoint presentation template. This will standardize the presentation made to each jurisdiction. However, we do anticipate the need to customize only a handful of slides for each jurisdiction to address some unique housing characteristics and RHNA allocations.

The study sessions will be organized as a "Housing Element 101" presentation, including details on the structure and importance of a housing element, HCD and TCAG RHNA allocation methodologies, current Tulare County housing characteristics, and site-selection strategies.

### **Deliverables**

- Study Session PowerPoint Presentations

## **Task 2.3 Community Workshops**

The Rincon team will assist jurisdictional staff in preparing for and conducting up to one community workshops for each City and the County to discuss

### **COVID-19 and Community Engagement**

Due to the ongoing COVID-19 pandemic, we realize that the form of community engagement and participation such as public meetings, workshops, and community events may be limited. Our team has become experienced at creating innovative, COVID-19-compliant outreach strategies that meet the needs of each specific community. We are currently working on several projects that have transitioned to Zoom or Microsoft Teams virtual platforms for public meetings and interviews with great success. We have also re-imagined how to solicit community feedback, transitioning several large outreach events to completely virtual platforms. These have included interactive online exercises, educational and informational videos, GIS participatory mapping techniques, live webinars with question-and-answer sessions, and visual preference surveys. We will work with TCAG to finalize a Community Engagement Plan that considers any COVID-19 limitations and balances the needs of various community members to ensure an inclusive process for all.

the Regional Housing Element Update at a key point in the process, such as during the development of the proposed site inventory or the release of Draft Regional Housing Element. The Rincon team will prepare all materials for the workshops and serve as workshop facilitators. All exhibits and materials will be provided in English and Spanish, and we have assumed that Spanish language meeting facilitations will be provided by bilingual staff members from each participating jurisdiction.

While the Rincon team will prepare an advertisement and meeting materials, each jurisdiction will be responsible for advertising the event. Each jurisdiction will also be responsible for securing the meeting location and providing refreshments, if desired.

Each workshop will be structured as a family-friendly event and use techniques that engage the interest of participants, maximize opportunities for input and discussion, and incorporate residents' input into the planning process. Workshop methods will include:

- Pre-meeting advertisement that clearly explains the intent, topics, and format of the event.
- Opportunities before and after workshops submit comments/questions.
- Recording of the workshops for future reference.

#### **Deliverables**

- Materials and presentations for up to one Community Workshops per participating jurisdiction, including PowerPoint presentations and printed exhibits and handouts
- Virtual workshops posted to the project website after each meeting

### **Task 2.4 Stakeholder Focus Groups**

The Rincon team will assist TCAG in developing a stakeholder tracking matrix, to be maintained by TCAG staff. Rincon will provide guidance on groups and agencies likely to be interested or affected by the Regional Housing Element for TCAG to include in the matrix and in the mailing list.

Rincon will conduct three stakeholder focus groups with key members of the planning process. These will be conducted virtually in a small-group format.

#### **Deliverables**

- Stakeholder interview questions (electronic format)
- Stakeholder interview sessions' summary (electronic format)

#### **Key stakeholders may include:**

- Local community leaders or representatives
- Leadership Counsel for Justice and Accountability
- Local homeless shelters and services providers
- Neighborhood associations
- Key affordable and market-rate developers
- Building Industry Association (BIA)
- Community-based organizations
- Board and commission members

### **Task 2.5 Online Survey**

The Rincon team will draft an online survey and revise questions based on staff feedback. TCAG and jurisdictional staff will be responsible for advertising the survey's availability through other communication channels maintained by individual jurisdictions. Following its closing, an accompanying summary report will be created with numerical breakdowns of responses, charts and graphs where applicable, and narrative descriptions of the qualitative results.

#### **Deliverables**

- Survey questions and online survey

## Task 2.6 Website Development and Maintenance

As part of the community engagement strategy, the Rincon team can collaborate with TCAG to develop an interactive, informational website for the Regional Housing Element update. It is recommended that housing element websites be used as an educational tool to help guide the viewer through the history, purpose, and process and easily provide information in a spatial format. The website will contain different landing pages that focus on specific topics and contain a variety of content necessary to help educate stakeholders about the Regional Housing Element. The webpage will enable community members and stakeholders to participate in the online survey, offer suggestions, exchange ideas, and learn about countywide housing issues, and will include the following components:

- Project information and overview and purpose of the Regional Housing Element
- Listing of all meetings
- All presentations and materials produced for public meetings and workshops
- Fact sheets regarding the planning process (English and Spanish)
- All drafts and materials produced for the Regional Housing Element
- Library with all relevant documents
- Online survey
- Forms for comment/questions

Links to the site, online surveys, and information promoting the effort will be provided to each of the jurisdictions for distribution and/or posting on their agency websites.

### Deliverables

- Website



City of Bakersfield Housing Element website.

## Additional Optional Engagement

The Rincon team has provided community engagement services to jurisdictions across the State in support of 6<sup>th</sup> cycle housing element updates. We understand that every jurisdiction is different, and some may desire additional engagement opportunities to meet the needs of their community. We have

provided some details on engagement activities that could be provided as an optional task as part of this project or contracted directly to individual jurisdiction(s).

## Participatory Mapping Exercises and Tools

Participatory mapping exercises are a type of survey that allows participants to view, comment, and prioritize specific topics. Rincon will develop online maps that can be utilized as part of the online survey, or separately, when the site inventory is ready for public review. This participatory mapping exercise would allow community members to identify and rank current housing conditions, identify and rank potential opportunity sites, and rate potential methods for implementing affordable housing, design standards, and policy changes to reduce barriers to housing.

## Pop Up Events



Many residents will not attend workshops – this especially true for disadvantaged communities. Our team would plan, promote and attend a pre-determined number of pop-up events and/or community meetings for special interest groups in each of the participating jurisdictions. These will be scheduled in clusters to maximize project budget. Pop-up events could potentially include the Tulare County Fair, farmers markets/flea markets, holiday events, local sporting events, and/or other community gatherings.

## Project Branding

Rincon's graphic designers will create a unique logo and project brand for the Regional Housing Element. This will include a logo, fonts, images, colors and layout concepts. This template will be used for all project products, include the website, meeting materials and planning documents.

### Outreach Material Examples



## Virtual Office Hours/Information Sessions

Rincon can host more informal, virtual office hour events or information sessions to answer questions about the housing element effort and process.

## Social Media

Over the past decade, communication through online and social media has transformed how information is both disseminated and received by the public. These online media tools are powerful, cost-effective, and increasingly becoming the expected norm for how information is communicated. A strategy can be developed for sharing project information through social media outlets such as Facebook, NextDoor, and Twitter. Language and images would be provided at key points in the process to TCAG for managing content through existing TCAG and jurisdictional social media accounts.

## Email Blasts

In concert with social media efforts, content for email blasts can be prepared to keep the community engaged and informed at key point in the process.

## Collateral Materials (Bilingual)

To ensure consistent messaging, our team can provide press releases for use by each local agency for news media. If this optional task is selected, we will coordinate distribution with public information officers at each agency including TCAG. We can also prepare bilingual fact sheets and a frequently asked questions for use throughout the process.

## Engagement Toolkits

Rincon can develop toolkits to support the engagement of community members outside of defined meetings and workshops. These toolkits can be used by Housing Task Force members or other identified project ambassadors to support outreach about the housing element process and to solicit additional feedback. The toolkit would include a project overview and fact sheet, survey and/or discussions questions. The toolkit can also be used by TCAG staff.

## Task 3 Countywide Housing Element Components

The Regional Housing Element provides the Tulare County region with the opportunity to examine housing issues at the local, regional and jurisdictional levels. It is important to provide this regional analysis to tackle complex issues, like fair housing, effectively and efficiently. Identifying regional issues and policies will require all member jurisdictions to participating in creating effective change. The Rincon team will prepare a Countywide Background Report and Analysis of Impediments that will be integrated into the Regional Housing Element as appendices. This analysis will address housing needs and constraints at a regional level, providing a consistent and holistic approach across the jurisdiction-specific components of the Regional Housing Element Update. The Rincon team has assumed two rounds of review by TCAG staff, addressing a consolidated set of comments for each round of review.

To complete this task, the Rincon team will build off the work recently completed for the *Housing Production Trends, Impediments, and Best Practices Report*, commissioned by the San Joaquin Valley REAP Committee. The development of this report involved the collection of regional data to analyze housing needs and constraints across the San Joaquin Valley. The experience gathered as part of the valley wide project will allow our team to quickly mobilize and efficiently develop work products for the Tulare region. The report will be prepared in a succinct, graphically oriented, and engaging format and will include an analysis of regional trends pertaining to the following topics:

### Housing Needs

The Rincon team will prepare a complete regionwide housing assessment and needs analysis consistent with state housing element law and HCD's Completeness Review Checklist. The needs analysis will be comprehensively updated with the most recent American Community Survey and housing market data. The needs analysis will contain the topics listed below:

- **Demographics, Income, and Employment Trends.** This section includes information on the population growth trends, along with income distribution and employment trends.
- **Household Characteristics.** This section will also discuss household characteristics such as size, tenure, composition, and overcrowding conditions that may impact housing needs.
- **Housing Stock Characteristics.** This section will be an analysis of the condition of the existing housing stock as well as cost and affordability, including discussions on cost burden (overpayment).

## **Housing Constraints**

The Rincon team will identify potential regional governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints. This analysis will contain a review of factors that may potentially constrain the development, improvement, and preservation of housing across Tulare County. Factors to be reviewed include market, governmental, environmental, and infrastructural constraints. New housing element laws also require the assessment of non-governmental constraints, including NIMBYism, lending practices, shortage of labor, and other economic factors. This section will also identify potential Countywide goals, policies and programs that could assist in combating identified constraints.

## **Fair Housing**

The Rincon team will prepare an assessment of fair housing practices in the County, including an identification of regionwide impediments to fair housing. This section of the report will follow the U.S. Department of Housing and Urban Development (HUD) Fair Housing Planning Guide and will be compliant with HUD's 2015 final rule on Affirmatively Furthering Fair Housing (AFFH), which outlined procedures that must be undertaken by jurisdictions to promote access to fair housing and equal opportunity. The final rule applies to jurisdictions who participate in HUD programs and must include actions to:

- Address disparities in housing need
- Replace segregated living patterns with integrated and balanced living patterns
- Transform racially and ethnically concentrated areas of poverty into areas of opportunity
- Foster and maintain compliance with civil rights and fair housing laws

We will describe the County's fair housing needs and will develop meaningful actions that jurisdictions within Tulare County can implement to further fair regional housing issues.

### **Deliverables**

- Tulare County Housing Background Report (electronic delivery)
- Analysis of Impediments Report (electronic delivery)

## **Task 4 Jurisdiction-Specific Housing Element Components**

To complete the Regional Housing Element, the Rincon team will rely on Housing Plans created for each jurisdiction and included as appendices to the final document. Each Housing Plan will comply with housing element data and analysis requirements provided by HCD in their recently released Housing Element Completeness Checklist and other best practices guidance documents.

### **Task 4.1 Jurisdictional Housing Element Review**

The Rincon team will conduct a detailed assessment of each jurisdiction's 5<sup>th</sup> cycle Housing Element – a housing element audit. The audit will identify goals, policies, and programs still relevant that can be incorporated into the updated Regional Housing Element and those that have potential but need to be revised or updated, including an assessment of which policies and programs have or have not been particularly successful for Tulare County jurisdictions since the Element adoption.

### **Deliverables**

- Assessment Memorandum to include details on our review of the jurisdictional housing elements



## Task 4.2 Sites Inventory

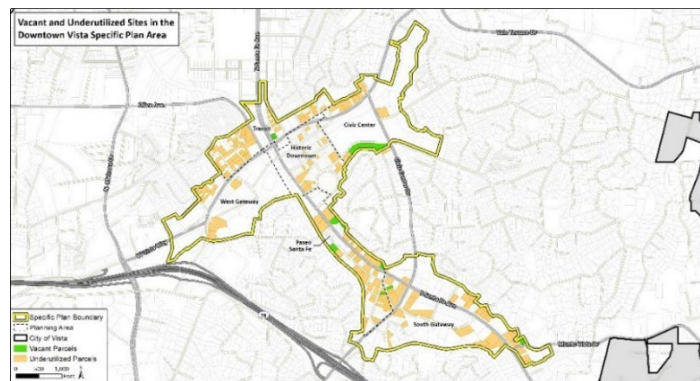
For the 6<sup>th</sup> cycle, it will be imperative to take into consideration the following adequate site requirements under new housing element laws:

- No net loss of capacity when sites are developed
- Continued ability to meet the RHNA by income group
- Stringent standards for assessing feasibility when reusing vacant and underutilized sites that have previously been included in 5th cycle housing elements
- Demonstrated trends of development

AB 1397 (Adequate Sites) and SB 166 (No Net Loss) impose stringent requirements on the sites inventory for RHNA. To include sites in the sites inventory that were used during previous cycles, additional justification is required to demonstrate that these sites are suitable and available. This may need to include, but is not limited to:

- Lot consolidation potential
- Feasibility of development on smaller sites
- Impediments for residential development on non-vacant sites, if any
- Recent development on similar sites
- Substantial evidence the existing use is likely to be discontinued within the planning period

Following the analysis of available sites, the Rincon team will prepare a web mapping portal that will be used to share online, interactive maps with each jurisdiction. Static maps can be created from this portal, and the information will be used to populate a site inventory using HCD's current worksheet format and template. The Rincon team will provide an expanded analysis of the sites inventory including development trends that justify the inclusion of vacant and non-vacant sites. We assume one round of review on the initial information presented in the web portal and site inventory (Excel format).



Site inventory graphic developed for the City of Vista.

### Deliverables

- ArcGIS Online Web mapping portal
- Final sites inventory in HCD-approved format (Excel spreadsheet) to be included as an Appendix to the Regional Housing Element

## Task 4.3 Jurisdictional Housing Element Components

Based upon the analyses and research conducted in the previous tasks and as set forth in this section, Rincon will update the Jurisdictional Housing Plans. We will review and revise, as appropriate, housing goals, policies, and quantified objectives regarding the production, conservation, maintenance, preservation, and improvement of housing. For each program included in the Jurisdictional Housing Plans, we will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c). The updated Jurisdictional Housing Plans will include all required components under State law,

along with relevant appendices, and will reflect the current and projected market conditions, the County's specific challenges, and funding capacity to ensure the housing objectives are realistic.

## Housing Needs Analysis

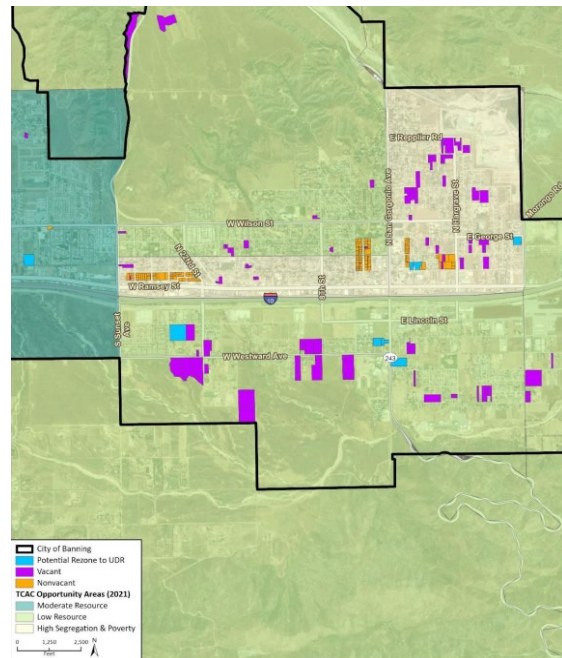
The Rincon team will prepare a complete housing assessment and needs analysis consistent with state housing element law and HCD's Completeness Review Checklist for each jurisdiction. The needs analysis will utilize some data gathered and presented in the Regional Analysis of Impediments, although we do anticipate that some additional data gathering pertaining to jurisdictional-specific demographics and housing trends will be required. In addition, the needs analysis for each jurisdiction will contain the following additional topics listed below to satisfy Government Code Section 65583(a) requirements:

- **Residential Building Permit Activity.** This section will discuss residential building permit trends for single-family and multifamily products, building code regulations, fees, and permit and processing procedures. We will also analyze constraints on housing for persons with disabilities, as well as the County's current permitting procedures for emergency shelters, transitional and supportive housing, and single-room occupancy units.
- **Analysis of Special Housing Needs.** The Rincon team will update the analysis of housing needs for special needs populations, including senior households, persons with disabilities, large families, single female-headed households, low-and very-low-income households, and the homeless.
- **At-Risk Housing (Assisted Unit) Analysis.** This task will include an analysis of existing assisted housing developments that are eligible to change from low-income housing to market rate over the next 10 years (i.e., at-risk housing). This analysis will cover units that are deed restricted as low-income housing due to public assistance, density bonus requirements, and inclusionary housing program.

## Housing Constraints

The Rincon team will identify potential governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints, for each jurisdiction. This analysis will contain a review of factors that may potentially constrain the development, improvement, and preservation of housing within each jurisdiction. Factors to be reviewed are similar to those that will be analyzed at a regional level in Task 3, including market, governmental, environmental, and infrastructural constraints. New housing element laws also require the assessment of non-governmental constraints, including NIMBYism, lending practices, shortage of labor, and other economic factors.

Where constraints exist, the Rincon team will identify and develop housing programs that can assist in the removal of constraints, where feasible. For each program, the Rincon team will identify potential funding sources, the lead agency or agency division responsible for implementation, objectives, and timeframes.



## Fair Housing

The Rincon team will prepare an assessment of fair housing practices in each jurisdiction. In 2018, the California State Legislature passed AB 686 to expand upon fair housing requirements and protections outlined in the Fair Employment and Housing Act (FEHA). The law requires public agencies to address fair housing disparities and patterns of segregation in housing element updates prepared on or after January 1, 2021, to foster more inclusive communities. To address AB 686, Rincon will analyze fair housing enforcement and outreach, integration and segregation patterns and trends, racially and ethnically concentrated area of poverty, disparities in access to opportunities, and disproportionate housing needs, consistent with HCD's AFFH Guidance for All Public Entities and for Housing Elements (April 2021). We will describe each jurisdiction's fair housing needs, including a discussion on how the proposed site inventory promotes fair housing, and will develop meaningful actions that each jurisdiction can implement to further fair housing issues in their community.

## Housing Goals, Policies, and Implementation Programs

We will review and revise, as appropriate, housing goals, policies, and quantified objectives regarding the production, conservation, maintenance, preservation, and improvement of housing. This update will reflect the current and projected market conditions, each jurisdiction's specific challenges, and funding capacity to ensure the housing objectives are realistic. For each program included in the Regional Housing Element, we will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c).

### Deliverables

- Jurisdictional Housing Plans (electronic delivery)
- Sites Inventory/Report

## Task 5 Draft Regional Housing Element and Review

Following completion of Task 4, the Rincon team will combine all documentation to form the Regional Housing Element. We anticipate that the Regional Housing Element will be presented in an easy to read, summary with appendices for each jurisdiction that provide demographic information and analysis.

### Task 5.1 Administrative Draft Preparation

Based upon the analyses and research conducted in the previous tasks and as set forth in this section, Rincon will update the Regional Housing Element. It is anticipated that jurisdictional staff will review the Housing Plan prepared for their jurisdiction and the main portions of the Regional Housing Element, while TCAG staff will review all portions of the Regional Housing Element.

### Deliverables

- Administrative Draft Regional Housing Element (electronic delivery)

### Task 5.2 Public Review Draft Preparation

We will incorporate one round of jurisdictional and TCAG staff comments to formulate a Public Review Draft Regional Housing Element to be reviewed by the general public and County decision-makers prior to submitting to HCD for review. It is important to note that recently approved legislation (AB 1398) sets forth public review timeframes now mandated prior to submittal of the draft to HCD. These timeframes have been included in the schedule presented in this proposal. We will work with TCAG and jurisdiction

staff to compile a list of stakeholders and agencies/organizations to receive notification of the availability of the Draft Regional Housing Element.

**Deliverables**

- Public Review Draft Regional Housing Element (electronic delivery)

### **Task 5.3 Draft Preparation**

Following public review of the Public Review Draft Regional Housing Element, we will incorporate one round of jurisdictional and TCAG staff comments to formulate a Draft Regional Housing Element to be submitted to HCD for review. It is important to note that recently approved legislation (AB 215) has changed the HCD-mandated review timeframes. We have anticipated a 90-day HCD-review period for the Draft Regional Housing Element.

**Deliverables**

- Draft Regional Housing Element (electronic delivery and one hard copy to be mailed to HCD via U.S. Mail)

### **Task 5.4 HCD Review**

HCD review of the Draft Regional Housing Element is mandatory. Following the review, we will work to address all HCD issued comments and will communicate with HCD and facilitate review of the revisions via revised pages in the Regional Housing Element. All revisions made to the Draft Regional Housing Element will be shown as tracked changes.

The goal is to secure a Finding of Substantial Compliance on the Draft Element before proceeding to adoption. This way, final certification will be contingent upon adopting the Regional Housing Element as revised and reviewed by HCD, and participating TCAG jurisdictions would avoid adopting a Regional Housing Element that does not completely meet HCD requirements and needing to repeat the review and adoption process again. Although this process was previously completed with one round of review, our recent experience has shown that HCD will review the document multiple times before issuing a Finding of Substantial Compliance. Unfortunately, timing constraints imposed by new State legislation do not allow for multiple reviews before the December 31, 2023, deadline. We have budgeted for two rounds of HCD review and have presented a schedule in this proposal that accommodates both review periods but are open to additional discussion on this topic during the Kickoff Meeting.

Throughout HCD's review of the Draft Regional Housing Element, Rincon will maintain contact with HCD staff via email and phone calls regarding progress, key issues to be addressed, and alternative approaches to compliance. Rincon has scoped for four, 2-hour meetings to be held virtually, with HCD to discuss the site inventory and Draft Regional Housing Element. After adoption, the Regional Housing Element must be submitted to HCD for its final review within 90 days.

**Deliverables**

- Regional Housing Element
- Revised HCD Review Draft of the Regional Housing Element Update (electronic delivery)

### **Optional Task     Public Hearings on Draft Regional Housing Element**

As an optional task, the Rincon team can provide support to participating jurisdictions for public hearings related to the Draft Regional Housing Element. For the public hearings, we would present the draft document and provide context to decision makers surrounding requirements and next steps. Public hearing support related to the draft document would be billed on a time and materials basis, per Rincon's billing rates in effect at the time the service is provided.

## Deliverables

- Presentation support for Public Hearings

## Task 6 Environmental Compliance

Environmental analysis is required for all housing element updates as the housing element is a required part of any general plan and is therefore considered a “project” under CEQA. The CEQA document is required to address all environmental impacts result from said project, including those resulting from policy and land use changes.

Given the complexity of the Regional Housing Element and our experience preparing CEQA documentation for other jurisdictions in support of 6<sup>th</sup> cycle housing elements, we recommend preparing a Programmatic EIR for the Regional Housing Element. The CEQA documentation will address the environmental impacts resulting from the jurisdictional goals, policies and programs included in the Regional Housing Element. This approach will not include the analysis of any potential land use changes required to meet jurisdictional RHNA requirements, nor will it address amendments to other General Plan elements or Zoning Codes that are required to address recently approved State legislation. Separate documentation will be required to address impacts resulting from these actions. However, our recommended approach will streamline future CEQA review.

For the majority of member agencies, no additional CEQA review beyond the Programmatic EIR will be required for adoption of the Regional Housing Element. However, if a jurisdiction makes changes or updates to the Regional Housing Element after the Programmatic EIR is complete and certified by TCAG, or if a jurisdiction needs to amend any of their own policy documents to facilitate implementation of programs contained in the Regional Housing Element, additional CEQA review, such as an Addendum, may be necessary. Our scope of work does not include this additional environmental assistance for member agencies. However, below we provide an Optional Task that can be selected by any member agency that needs this additional assistance.

It is important to note that in this 6<sup>th</sup> cycle of housing element updates, many jurisdictions across California have been required to perform any rezoning or up zoning changes, and associated CEQA documentation, within one year of the housing element deadline established for the region. Tulare County jurisdictions should plan on a similar one-year requirement for any rezoning or up zoning effort, if required in their particular jurisdiction to meet the RHNA requirement. Rincon can support member agencies under individual contracts to streamline their General Plan updates and/or zone changes in addition to the supplemental CEQA support described above.

### Task 6.1 Prepare NOP

Rincon will prepare the Notice of Preparation (NOP) for the project. We recommend not preparing an Initial Study (IS) for the NOP as this will be a Programmatic EIR and will address each of the CEQA Appendix G issue areas. An IS published with a NOP is usually prepared to identify issues that do not warrant further study in the EIR. Our opinion is the preparation of an IS at this time would have limited benefits compared to the cost and time to prepare the IS. We can address and dismiss issues during preparation of the EIR, as identified. The NOP will include a project description, location map, and list of environmental issues to be studied in the Draft Programmatic EIR (Draft PEIR). We will submit a draft version of the NOP for TCAG review. Subsequent to incorporation of TCAG staff comments, we will circulate the final NOP to concerned agencies and organizations. We assume that TCAG staff will provide a distribution list for the NOP circulation that Rincon will review and provide suggestions for as needed and TCAG will be responsible for mailing out the notices. As required by CEQA, agencies and organizations will have 30 days from receipt of the NOP to provide an NOP response.



Subsequent to receipt of NOP responses, Rincon will summarize the responses and provide recommendations on how to address them during the EIR process. The introduction section of the EIR will include a listing of the responses received and how and where they are addressed in the EIR.

## **Task 6.2 Prepare Draft EIR**

The Draft PEIR will include all of the components required by CEQA. The major subtasks associated with preparation of the DEIR are described below.

### **Subtask 6.2.1 Project Description**

Rincon will prepare a detailed Project Description for review by TCAG staff prior to initiating the environmental impact analysis. This discussion will provide a description of the Regional Housing Element update process and State requirements that have come into effect since the last housing cycle. The Introduction will also include a description of the required contents of a Programmatic EIR and the public review process. The Project Description will explain the relationship of the 6<sup>th</sup> Cycle Regional Housing Element to previous analyses and provide a clear discussion of the proposed project activities with respect to how they differ from the previously analyzed Regional Housing Element, thereby facilitating an assessment of the potential impacts that may occur as a result of net changes.

Rincon has budgeted for one round of review by TCAG staff and any member agencies requesting review and will incorporate one round of consolidated comments received on the draft Introduction and Project Description.

### **Subtask 6.2.2 Administrative (Internal Review) Draft Programmatic EIR**

The Administrative Draft Programmatic EIR (ADPEIR) will be prepared in accordance with, and include all, required sections described in Article 9, Sections 15120-15132 of the CEQA Guidelines, which set the standards for adequacy of an EIR.



The environmental document will consider the broad policy implications of the proposed Regional Housing Element. To that end, it will not consider detailed impacts associated with development of individual project sites in each member agency but instead will focus on the macro-level impacts associated with future buildout and whether and how proposed policies address such impacts. As noted previously, it will also serve as a first-tier environmental analysis that identifies the types of project-level environmental analyses likely to be needed for individual

projects identified in the Regional Housing Element.

The ADPEIR will include the specific components described below.

#### **Executive Summary**

The ADPEIR will contain a summary of the proposed project (the policies and projects for each agency included in the Draft Regional Housing Element) and associated environmental consequences. This information will be presented in tabular format to simplify review by decision-makers and the general public. The impact summary table will identify:

- The level of significance of each environmental impact
- Mitigation measures required
- The residual impact after mitigation



## Introduction and Environmental Setting

The ADPEIR will include introductory sections that lay the groundwork for and summarize the substantive analysis to follow. The Introduction will describe the purpose and legal authority of the study, identify lead, responsible and trustee agencies, provide an overview of the EIR background, and summarize the CEQA environmental review process. The environmental setting will provide a general description of the existing natural, economic, and social character of the area, including population, employment, transportation services, and travel demand. This information, together with information available from the Regional Housing Element will be presented within this section of the ADPEIR and considered in the cumulative analysis.

## Environmental Impact Analysis

Each environmental issue addressed in the ADPEIR will incorporate five sub-topics:

- Setting
- Impact analysis (significance thresholds, methodology, project impacts, cumulative impacts)
- Mitigation measures (including timing and monitoring requirements)
- Level of significance after mitigation
- List of individual plan components that may require further project-level study or mitigation

The discussion for each issue area will begin with the setting, which will describe existing conditions relevant to the given issue area based on existing data sources. The impact analysis will include a discussion of the methodology used to quantify or determine impacts and the criteria for judging significance. Where possible, impacts will be quantified. If existing data does not allow definitive quantification, reasonable assumptions will be used to qualitatively forecast potential impacts. Cumulative impacts will also be discussed within this analysis.

Mitigation measures may include design measures and programs proposed by TCAG staff and the Rincon team. All mitigation measures will be presented in wording that can either provide updated policy or implementation measures for the Regional Housing Element or that can be directly applied to conditions of approval for future housing projects that may be developed in the future in accordance with the Regional Housing Element. We will use locally and regionally recognized standard mitigation measures as the basis for the proposed measures. Issues related to mitigation implementation, such as the monitoring frequency and implementation responsibility, will also be discussed.

Rincon's technical approach to analyzing each environmental issue is described below.

## Technical Approach to Environmental Analysis

We anticipate that the following issues will be addressed in the PEIR:

- |  |                                 |
|--|---------------------------------|
| • Aesthetics                                   | • Land Use and Planning         |
| • Agriculture and Forest Resources             | • Mineral Resources             |
| • Air Quality/GHG Emissions                    | • Noise                         |
| • Biological Resources                         | • Population and Housing        |
| • Cultural Resources/Tribal Cultural Resources | • Public Services               |
| • Energy                                       | • Recreation                    |
| • Geology and Soils                            | • Transportation                |
| • Hazards and Hazardous Materials              | • Utilities and Service Systems |
| • Hydrology and Water Quality                  | • Wildfire                      |

### **Other CEQA-Required Discussions**

The ADEIR will include all other sections required by the CEQA Guidelines, including discussions of growth-inducing impacts and significant irreversible changes. Drawing on the information provided in the environmental setting and preceding issue discussions, the growth-inducing impacts will address the potential for the Regional Housing Element to directly induce economic growth and remove obstacles to growth in the County. The significant irreversible changes discussion will summarize the significant environmental effects of the Regional Housing Element, focusing on the plan's unavoidably significant effects.

### **Alternatives**

The alternatives selection process will focus on feasible alternatives capable of minimizing or avoiding the potentially significant environmental impacts of the proposed Regional Housing Element. Rincon will work with TCAG staff to identify alternatives. Evaluation of alternatives will be in less detail than for the proposed project, although the analysis will make a significance determination for all issue areas and suggest possible additional mitigation measures. This will provide decision-makers and the public adequate information to decide among alternatives.

### **Subtask 6.2.3 Publish Draft Programmatic EIR (Draft PEIR)**

This subtask involves the production, editorial work, and communication processes to publish the Draft PEIR for circulation, public and agency review, and comments for a 45-day period. Specifically, this will entail addressing TCAG comments on the ADPEIR and incorporating final edits/revisions into the DEIR. Upon approval of the screencheck Draft PEIR, we will provide an electronic version of the Draft PEIR for posting on the TCAG website, an electronic submittal of the Draft PEIR to the State Clearinghouse via CEQA Submit and to concerned agencies. No hard copies have been assumed. We will provide a Notice of Availability and assume TCAG staff will be responsible for ensuring that required newspaper and other noticing are performed. TCAG will be responsible for placement and payment of all noticing.

### **Task 6.3 Response to Comments**

Subsequent to receipt of all public comments on the Draft PEIR, the Rincon team will prepare formal responses to comments for TCAG staff review. The responses to comments will include a list of commenters (including persons, organizations, and agencies), comment letters, responses to comments, and any added or revised text of the Draft PEIR that may be necessary. All responses will include reasoned analysis. Rincon will utilize our experience in preparing responses to efficiently develop succinct and legally defensible responses. The final version of the responses to comments will be incorporated as an appendix to the Final Programmatic EIR (Final PEIR). For the purposes of cost estimating, this scope of work assumes that up to ten one-two page comment letters will be received, which can be adequately responded to in a maximum of 60 professional staff hours. The actual level of effort required to respond will depend on the length, detail, and sophistication of the comments, in addition to the number of letters received. We reserve the right to reevaluate the effort level and request a scope amendment upon close of the public comment period.

### **Task 6.4 Mitigation Monitoring and Reporting Program**

Rincon will prepare a Mitigation Monitoring and Reporting Program (MMRP) to ensure the implementation of mitigation measures identified to reduce adverse environmental effects of the project. The MMRP will take the form of a detailed table that describes the timing and frequency of all monitoring, criteria to be used to determine compliance with conditions, and the persons and agencies responsible for monitoring compliance with each condition. The final version of the MMRP will be incorporated as an appendix to the Final Programmatic EIR (Final PEIR).

## Task 6.5 Final PEIR Preparation

Subsequent to TCAG review of the Responses to Comments and MMRP, the Rincon team will prepare and deliver the Final PEIR, which will include all comment letters and responses, the Draft PEIR with edits and additions incorporated, and a summary of changes made to the Draft PEIR. Rincon will also prepare a PDF of the final report to be posted on the TCAG website and will be responsible for filling out the Notice of Determination (NOD) and Notice of Completion (NOC). Rincon will also file the NOD with the State Clearinghouse, but TCAG will be responsible for filing with the County Clerk and paying required filing fees.

## Task 6.6 Findings and Statement of Overriding Considerations

Rincon staff will prepare CEQA Findings, including any statement of overriding consideration for unavoidable significant impacts (if necessary). The draft findings would comply with Section 15091 and 15093 of the CEQA Guidelines and will be submitted in TCAG's preferred format. It will be the responsibility of TCAG to provide economic or financial information if that will be TCAG's basis for overriding the specific impact.

## Optional Task: CEQA Process Assistance

Following the conclusion of the EIR process discussed above, as an optional task, Rincon will provide CEQA process assistance with individual member agencies to support adoption of the Regional Housing Element at the local level and the appropriate CEQA documentation within each agency (if any additional CEQA analysis is necessary). The basic work program for the CEQA process assistance to each of the member agencies could include the following:

**Establish Local Support Needs and Initial Staff Report Assistance.** Rincon's project manager would coordinate with each Member Agency to determine their needs for additional CEQA assistance related to the Regional Housing Element. If this process requires initiation by decision makers, Rincon will provide explanatory and background language for staff reports to the agency's decision makers.

**Preparation of Individual CEQA Documentation.** If a Member Agency wishes to adopt a Housing Element that differs from that analyzed in the Programmatic EIR, an addendum to the EIR may be required. In that case, Rincon would assist agency staff to prepare an addendum and process the document according to CEQA requirements. Rincon will also provide language for staff reports to the agency's decision makers.

**CEQA Finalization and Public Hearings.** Rincon will assist as needed with preparation of CEQA findings for each Member Agency, based on use of TCAG's Programmatic EIR as CEQA documentation for their individual adoption processes. Rincon will prepare and file a Notice of Determination with the Tulare County Clerk's office as required by CEQA. Each Member Agency will be responsible for the required Department of Fish and Wildlife CEQA filing fees (as appropriate). Rincon's Project Manager can attend a public hearing for each Member Agency on the project to make a presentation and/or answer questions on the environmental analysis and CEQA process as needed.

## Task 7 Final Documents and Adoption

### Task 7.1 Final Regional Housing Element

Following HCD review of the Draft Regional Housing Element, the Rincon team will incorporate any comments to formulate the Final Regional Housing Element prior to adoption by each jurisdiction. The final version of the Regional Housing Element will be provided as an electronic copy (Word), and no hard copies have been assumed.

### **Deliverables**

- Final Regional Housing Element Update (electronic delivery)

## **Task 7.2 Public Hearings**

We have budgeted for participation in one public hearing for each jurisdiction participating in the regional project to adopt the Regional Housing Element. Rincon team anticipates participation in one Planning Commission hearing or one City Council hearing for each participating City, and one Board of



Supervisor's hearings for the County, for a total of 8 public hearings. The ultimate configuration could change dependent upon the final list of participating jurisdictions.

Rincon will prepare one PowerPoint presentation that can be utilized and customized by each jurisdiction. During the public hearings, one Rincon staff member and one Mintier Harnish staff member will be available to answer questions on the housing element and CEQA review findings and recommendations, but we anticipate that staff will conduct a presentation of the project. Additional public hearing participation will be billed on a time-and-materials basis, per Rincon team billing rates in effect at the time the service is provided.

### **Deliverables**

- PowerPoint presentation with project details (electronic delivery to each jurisdiction)
- Presentation support for Public Hearings

## **Task 7.3 Regional Housing Element Submittal to HCD**

Following approval and adoption of the Regional Housing Element by each jurisdiction, the Rincon team will submit the adopted version to HCD for certification. The final version of the Regional Housing Element Update will be provided as an electronic copy (PDF), and no hard copies have been assumed. HCD does require a hard copy to be submitted via U.S. Mail when submitting the Final Regional Housing Element for certification. Rincon will provide and mail this document to HCD following adoption by all jurisdictions.

Rincon has not assumed that additional comments from HCD will be issued following their review of the Final Regional Housing Element. If comments are issued, the Rincon team will be available to assist with addressing these comments for a separate cost to be determined following review of an HCD comment letter.

### **Deliverables**

- Final Adopted Regional Housing Element Update (electronic delivery)
- All background and base data, including any GIS maps and digital data files
- One hard copy of the Final Regional Housing Element to be sent to HCD

### 3 Project Management

This contract with TCAG will be managed from Rincon's Fresno office. **Emily Green, Senior Environmental Planner**, will serve as the Project Manager responsible for supporting the day-to-day work program and program coordination. She will also be the main point of contact for TCAG. **Brenna Weatherby, Director of Environmental Planning**, will service as the Principal-in-Charge. Rincon understands that the proposed project manager will not be substituted without prior approval by the TCAG Executive Director. Ms. Weatherby and Ms. Green's experience are described below and their detailed resumes are provided in Appendix A.

#### Brenna Weatherby | Principal-in-Charge



Brenna Weatherby has over 20 years of experience in city planning, long range community planning, discretionary permit processing, and environmental analyses throughout California. Her areas of expertise include planning and zoning compliance, housing development, general plan, specific and master plan preparation, community outreach, CEQA/NEPA analysis and compliance, and local facilities analysis. Ms. Weatherby is currently leading housing element updates, public engagement efforts, and associated environmental analysis in the cities of Carlsbad, Vista, Corona, Banning, Santa Clarita, Monterey Park, Temple City, San Gabriel, Bakersfield, Palo Alto,

Pleasant Hill, and St. Helena. Her experience with housing assessment and needs analysis, and the creation of housing goals, policies, and quantified objectives, allows her to develop creative solutions for communities facing large housing allocations. Brenna is also skilled at leading multidisciplinary teams through strategic planning sessions and neighborhood forums for controversial projects, working closely with developers, citizens, city staff, and political stakeholders throughout the process.

#### Emily Green | Project Manager



Emily Green has ten years of experience in urban planning and community development, with a focus on housing elements, public engagement, and CEQA and NEPA analysis and compliance for long-range plans and public sector initiatives. For the past two years, she has worked almost exclusively on management and technical support for housing element and general plan updates and CEQA compliance for jurisdictions across the state. Emily has also led and supported community development initiatives, program grant funding and compliance, and place-based revitalization efforts. Her practical knowledge base provides invaluable insights for local governments. Emily

has guided discussions and public input on a diverse array of planning projects, including those for housing, military projects, and State parks. Emily Green served as the Project Manager for the housing element Updates for the cities of Bakersfield and Banning.



## **Jason Montague | Deputy Project Manager and Site Inventory QA/QC**

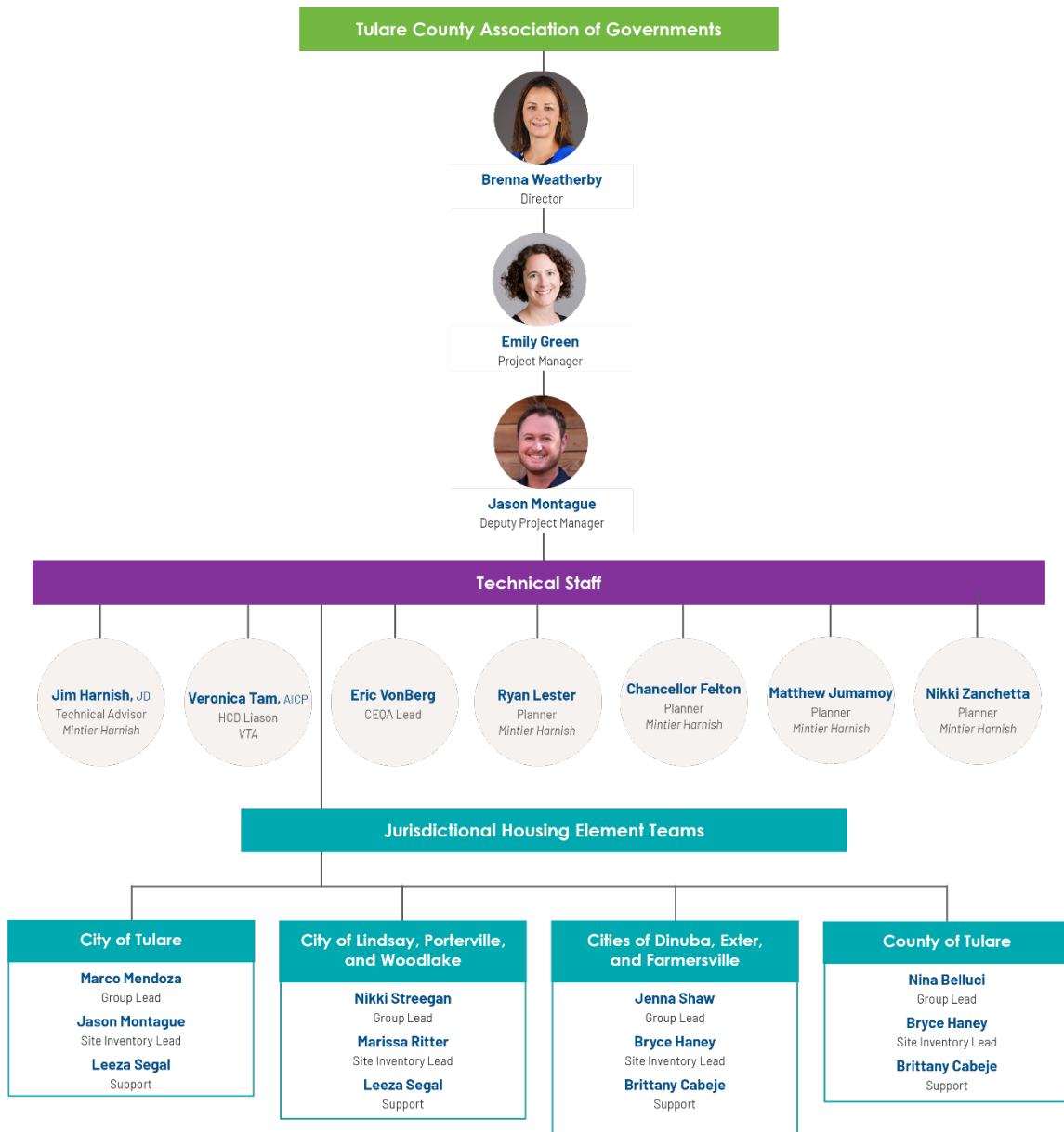


Jason Montague has experience in current, long-range, and environmental planning. Jason has worked on numerous housing elements in the San Diego Association of Governments, Southern California Association of Governments, Association of Bay Area Governments, and Kern Council of Governments regions and has experience compiling Sites Inventories, performing Affirmatively Furthering Fair Housing analysis, and writing housing element chapters and housing programs. Jason has worked closely with the California Department of Housing and Community Development to address all statutory requirements for housing elements to achieve certification. Recently, Jason has served as the Assistant Project Manager for the Hayward, Santa Clarita, and Vista Housing Element updates and is providing site inventory guidance to the cities of Bakersfield, Palo Alto, and Banning.

## 4 Project Personnel

Rincon has assembled a team with extensive experience preparing housing elements, other general plan elements, and related CEQA documentation. We have also assembled a group of teaming partners to augment our internal staff and provide the City with cutting edge services unique to housing elements. Jim Harnish, JD of Mintier Harnish will serve as a technical advisor, leading the Regional Background Report. Veronica Tam, AICP of Veronica Tam and Associates, will serve as the HDC liaison. Full resumes are available in Appendix A.

### Organizational Chart



## Key Staff

### Eric VonBerg | CEQA Lead



Eric VonBerg has 30 years of experience in environmental, housing, land use, zoning, infrastructure, and transportation planning at the local, county, regional, and state level. His most recent responsibilities include managing Rincon's Fresno office and the firm's planning and environmental services in the San Joaquin Valley. Throughout his career he has successfully managed large technical teams on master-, program-, and project-level EIRs, and numerous on-call environmental and planning contracts in Fresno County. Eric's current and completed projects include Fresno Council of Governments' Circuit Planner and Engineer Program, On-Call Environmental and Planning Services for Reedley, Selma, and the City of San Joaquin; Kerman General Plan Update, Background Report, and EIR; and Kern County General Plan Background Report. His previous experience includes working for the City of Fresno Planning Division updating their General Plan and EIR, and County of Fresno as a Senior Planner for Current Planning. His broader experience includes working on numerous highway projects as a Senior Planner and Office Chief for Caltrans Central Region Environmental. His San Joaquin Valley planning experience started in the 1990s while at the County of Fresno managing its General Plan and Williamson Act for the County. Eric also has extensive experience in public speaking and public outreach, including with Planning Commissions and City Councils.

### Nikki Streegan | Planner, Group Lead



Nikki Streegan has 10 years of public sector planning experience with a focus on long range plans, grant writing, community engagement, ordinance development, and development review. She is involved in General Plan Updates, Housing Element Updates, and public engagement initiatives. She spent four years in the field of sustainability and economic development working in communities throughout the Sierra Nevada Region. Her practical knowledge base provides invaluable insights into implementation activities for local government.

Nikki's projects have focused on strategies to align housing, land use, and transportation initiatives. She has positioned jurisdictions for competitive funding opportunities including California Department of Transportation Sustainable Transportation Grants, Strategic Growth Council Sustainable Agricultural Lands Conservation Program, and regional MPOs such as the Sacramento Area Council of Governments. Nikki is currently assisting Stanislaus and Madera counties with their Housing Element updates.

### Nina Bellucci | Planner, Group Lead



Nina Bellucci is a Senior Planner with a strong background in public sector housing and community development policy and programs, housing element implementation, housing development project review, and other current and long-range planning projects. Some of her significant achievements include substantial zoning code amendments to facilitate housing development, federal and local funding policy development, and process improvements designed to reduce processing times for housing development. Nina also has experience in grant writing and administration. Outside of the public sector, she also has several years of experience as a writer and editor. Nina is currently leading housing element update efforts for the cities of American Canyon and Huntington Park and will serve as the Project Manager for the Visalia Housing Element update.

### Jenna Shaw | Planner, Group Lead



Jenna Shaw has experience in land use and environmental planning. Jenna has assisted with the development of general plans, housing elements, zoning ordinances, and land use analyses. She has analyzed environmental impacts for residential, commercial, and industrial projects and has prepared supportive CEQA documentation. In addition, Jenna has experience with sustainability-related documents including Climate Action Plans and mitigation plans for sea level rise and coastal inundation. Jenna is fluent in Spanish and has obtained her certifications in conflict management and civil mediation, providing expertise in navigating difficult conversations and

controversial decisions during public engagement sessions. Jenna is serving as the Assistant Project Manager for the Carlsbad, Palo Alto, and Bakersfield Housing Element updates.

### Marco Mendoza | Planner, Group Lead



Marco Mendoza is a dynamic and experienced land use professional with knowledge of project management principles including the development and management of project scopes, budgets, timelines and stakeholder relationships. He has experience preparing and editing environmental analyses in accordance with CEQA and NEPA for infrastructure, housing and urban development, and long-range planning projects. His recent experience includes projects located in the cities of Los Angeles, Montclair, Palmdale, Redondo Beach, American Canyon, Malibu, and unincorporated areas of Los Angeles County and Kern County. Prior to joining Rincon, Marco managed

numerous Community Placement Plan (CPP) projects involving the site selection, acquisition, design and rehabilitation of single-family homes into residential care facilities for individuals with intellectual and developmental disabilities. Additionally, Marco was involved in predevelopment activities for two multifamily projects.

### Leeza Segal | Planner



Leeza Segal's experience includes current and long-range planning, public policy development, environmental analysis, and community outreach. She is responsible for preparing and assisting with General Plans, Housing Elements, staff reports, and CEQA and NEPA documentation. Leeza has acted as project lead to support complex development projects through the land use entitlement and building permit process, while working closely with property owners, public agencies, and outside consultants. Leeza has provided technical assistance to the cities Lompoc, St. Helena, and Pleasant Hill during their 6<sup>th</sup> cycle housing element updates.

### Marissa Ritter | Planner



Marissa Ritter has experience in community and long-range planning. Mrs. Ritter has assisted with the development of Housing Elements, General Plan updates, and Specific Plans. She has helped create community engagement strategies for public participation events and has experience analyzing potential sites for future development. Marissa is currently assisting with the Housing Element Updates for the cities of Palo Alto and Huntington Park, and the County of Sonoma.

## **Bryce Haney | Planner**



Bryce Haney has experience in long-range planning including Housing Elements, General Plan updates, and Specific Plans. Bryce has worked with jurisdictions in the Bay Area, Central Coast, and Central Valley and has focused on Housing Sites Inventories and Constraints and Resources Analyses. He is a sites inventory specialist who works to help clients navigate state requirements while balancing the needs and circumstances of the local community. Bryce is currently providing site inventory guidance to the cities of Bakersfield and West Hollywood and Stanislaus and Madera counties.

## **Brittany Cabeje | Planner**



Brittany Cabeje served as an environmental planner for Caltrans, where she familiarized herself with environmental law and policy at the State level. She also interned at the San Diego Association of Governments, where her experience included long-range planning efforts for regional air quality conformity. Currently, she focuses on comprehensive planning including housing elements and general plan updates to meet the growing needs of communities. Her experience in plan implementation is supported with her robust knowledge in environmental law and long-range planning. Brittany is currently assisting with the Housing Element Updates for the cities of Palo

Alto, Huntington Park, and Bakersfield.

## **Jim Harnish | Technical Advisor | Mintier Harnish**



Jim Harnish, JD, is the Principal/Owner of Mintier Harnish. Jim has been a planner and project manager since 1970. He has been an attorney since 1981, with extensive experience in land use and CEQA. Jim has been Planning Director for three cities (Galt, Folsom, and South San Francisco) and understands every aspect of city and county planning and zoning. He has managed or is currently managing general plan updates for the cities of Alturas, Folsom, Galt, Gilroy, Hayward, Healdsburg, Isleton, Millbrae, Sacramento, South San Francisco, Union City, Wheatland, and Windsor, and the counties of Calaveras, Fresno, Merced, Modoc, San Benito, San Joaquin,

Trinity, and Ventura. Jim is currently managing zoning code updates or amendments, some of which are SB2-funded projects, for the cities of Gilroy, Santa Clara, South Lake Tahoe, Ukiah, and Windsor and the counties of Fresno, Mariposa, and Sierra. Finally, Jim managed the 6<sup>th</sup> cycle Housing Element Updates for the cities of Galt and Shasta Lake, which have been certified by HCD and is providing oversight on several current housing element updates. Jim has an unparalleled working knowledge of general plan, housing element, and zoning code updates.



## Ryan Lester | Planner | Mintier Harnish



Ryan Lester is a Project Manager who specializes in preparing general plan and housing element updates that are accessible, user-friendly, and engaging. Ryan crafts existing conditions and trends reports, land uses alternatives analyses, housing needs assessments, policy documents, and objective design standards for cities and counties throughout the state. Additionally, he constructs and implements community engagement programs, facilitates stakeholder interviews and community workshops, and leads study sessions with decision-makers and advisory groups. Further, Ryan develops available sites inventories, affirmatively furthering fair

housing analyses, and implementation programs that are responsive to both State law and local context.

In ten years with Mintier Harnish, Ryan has worked on over a dozen General Plans and an equal number of housing elements. Among other projects, Ryan is currently leading six 6th-cycle housing elements and is drafting Objective Design and Development Standards for SB 35 compliance for several cities. Additionally, Ryan worked on the SJV REAP Housing Study and is on the Mintier Harnish team providing valley-wide REAP-funded housing element technical assistance.

## Chancellor Felton | Planner | Mintier Harnish



Chancellor Felton is a Planner with Mintier Harnish. He specializes in community-based design, community engagement, land use planning, development review, green infrastructure and low-impact development, urban design, and GIS. Chancellor has contributed to the general plans of Bakersfield, Los Gatos, Millbrae, Rohnert Park, San Ramon, Trinity County, and Ukiah as well as the housing element updates for American Canyon, Del Norte County, Lompoc, Pleasant Hill, Solvang, and Visalia. Additionally, Chancellor has contributed to the Action Plan of Fairmead and the zoning code updates for the cities of Kerman and Reedley, the Town of Windsor, and

Madera County. Chancellor is currently affiliated with the American Planning Association, Sacramento Valley Section where he is a member of the Young and Emerging Planners. He occasionally helps plan events and helps organizations submit their projects for awards and honors for the American Planning Association.

## Matthew Jumamoy | Planner | Mintier Harnish



Matthew is a Planner with Mintier Harnish specializing in general plan and housing element updates and community engagement. For housing element updates, Matthew completes housing needs assessments and constraints analyses, prepares available sites inventories in compliance State law, and assists with the facilitation of HCD review and revisions. Additionally, Matthew is critical to the implementation of community engagement programs. He produces accessible and informative project websites, thoughtful surveys, and interactive workshop materials, with an emphasis on engaging hard to reach communities. Matthew is currently drafting 6<sup>th</sup> cycle

housing element updates for the cities of Lompoc, Pleasant Hill, Solvang, and Visalia, and contributing to general plan updates for the cities of American Canyon, Millbrae, Rohnert Park, and Ukiah.

## **Nikki Zanchetta | Planner | Mintier Harnish**



Nikki Zanchetta is a Planner with Mintier Harnish. She specializes in housing policy and planning, community development, community engagement, public policy, regional planning, and land use planning. Prior to working for Mintier Harnish, Nikki was a Regional Planner for the San Diego Association of Governments (SANDAG) where she worked on the 2021 San Diego Regional Plan and standing up the Housing Acceleration Program developed using Regional Early Action Planning (REAP) Grant funding from the state. Her experience includes Sustainable Communities Strategies, interpreting housing policy and law, drafting housing and land use documents, community engagement, and creating regional programs to accelerate the production of affordable housing. Nikki has a strong background in writing both technical and public facing planning documents and emphasizes writing styles that allow complicated planning concepts to be easily understandable by various audiences. As a regional planner at SANDAG she was the lead drafter of the Housing Acceleration Program Strategy for the San Diego region, various sections of the 2021 Regional Plan, and public comment responses regarding the Regional Plan.

## **Veronica Tam | HCD Liason | VTA**



Veronica Tam of Veronica Tam and Associates is a recognized expert in the area of housing policy planning. Her clients include small rural communities, suburban and urban cities, as well as large metropolitan areas. Throughout her career, she has prepared more than 100 housing element updates, including approximately 60 updates during the 5th cycle, and more than 40 during the 6<sup>th</sup> cycle. She has also taken on some of the most challenging housing element updates, including cities that were facing litigations – San Clemente and Pomona, cities that have delayed process due to the need to coordinate with the general plan update process – Escondido, Encinitas, Seaside, and South Gate, and cities that have never received HCD certification due to stringent local development standards and procedures – Del Mar and San Marino.

## **Lori Parrington | Senior Planner | VTA**



Lori Parrington has over ten years of planning experience in the public and private sectors. Lori's housing experience includes Housing Elements, Zoning Code updates, residential planning applications, Specific Plan preparation and environmental review. Lori contributes to a variety of housing studies, as well as environmental clearance requirements for housing-related projects. She has contributed to the 6th Cycle Housing Element for the cities of Bradbury, Petaluma, San Fernando, and San Ramon, and the counties of Santa Barbara and Marin.

### **Alexis Bueno Correa | Planner | VTA**



Alexis Bueno Correa is familiar with both qualitative and quantitative methods of research. Her academic research was focused on assessing community change and gentrification due to demographic and housing trends. At VTA, Alexis contributes to a variety of housing and community development studies as well as environmental clearance requirements for housing-related projects. She has contributed to 6<sup>th</sup> Cycle Housing Elements for the cities of Culver City, Long Beach, El Centro, Escondido, Imperial Beach, Oceanside, San Ramon, Santee, South Gate, Petaluma, Thousand Oaks, and Ventura, and the counties of Santa Barbara and Marin.

### **Jamie Power | Planner | VTA**



Jamie assists with the preparation of various housings studies. She is well-versed in using Census and CHAS datasets for housing and demographic analysis. She has contributed to 6<sup>th</sup> Cycle Housing Elements for the cities of Berkeley, Escondido, El Cajon, El Segundo, San Clemente, Gardena, Ojai, La Mesa, San Ramon, and Simi Valley, and the counties of Santa Barbara, Los Angeles, San Diego, and Marin.

## 5 References

We invite you to contact any of the individuals listed below regarding our qualifications, skills, and project management.

City of Bakersfield, Housing Element Update	
<b>Contact:</b>	Paul Johnson, Planning Director
<b>Address:</b>	1715 Chester Avenue, 2nd Floor, Bakersfield, California 93301
<b>Phone:</b>	661-326-3681
<b>Email:</b>	<a href="mailto:PJohnson@bakersfieldcity.us">PJohnson@bakersfieldcity.us</a>
<b>Project Description:</b>	<p>Brenna Weatherby is the Principal-in-Charge and Emily Green is the Project Manager on this effort.</p> <p>Rincon is currently leading the City of Bakersfield Housing Element Update team with assistance from VTA. The Rincon/VTA team is actively working to analyze the Sites Inventory contained in the 2015-2023 Housing Element to determine which sites can and should be utilized to meet the 6th cycle RHNA allocation. Bakersfield's current demographics and land use patterns have led to a draft RHNA allocation that is similar to what was seen during the 5th cycle. We are identifying underutilized sites that may be redeveloped with residential uses in the coming years as well as sites that could potentially be re-zoned to accommodate higher densities. Rincon is also guiding the City through the public engagement process. The City is also currently undertaking a comprehensive update to the General Plan, which has required the development of engagement materials and community workshops that address the needs of both projects. Close and frequent communication across both projects will be key as we continue to engage the community to gauge views on housing related topics. The Rincon team will also prepare environmental documentation in support of the Housing Element Update in 2023.</p>
City of Banning, 6th Cycle Housing Element Update	
<b>Contact:</b>	Adam Rush, Community Development Director
<b>Address:</b>	99 East Ramsey Street, Banning, California 92220
<b>Phone:</b>	951-922-3131
<b>Email:</b>	<a href="mailto:arush@banningca.gov">arush@banningca.gov</a>
<b>Project Description</b>	<p>Brenna Weatherby is the Principal-in-Charge and Emily Green is the Project Manager on this effort.</p> <p>Rincon is currently leading the City of Banning Housing Element Update project with support from VTA. Particularly challenging for this project is the need to accommodate residential densities that are higher than allowed under any of the City's existing zoning categories, in order to support lower income housing development. We have identified sites across the City that could be rezoned, considering land use compatibility as well as social, economic, and environmental issues. Rincon also reviewed goals, policies and programs from the 5th Cycle Housing Element to determine which programs have successfully supported housing development and should be included in the 6th Cycle Housing Element and are developing new programs that comply with recently approved legislation and support the equitable distribution of housing across the City. Rincon prepared a Negative Declaration in support of the project which analyzes the environmental impacts of the Housing Element, including supporting policies and programs. Rincon also conducted a multi-faceted public engagement program, which included a study session presentation to Planning Commission and City Council, and the release of an online survey aimed at gauging community priorities for future housing.</p> <p>The Housing Element was adopted by City Council in November 2021 and submitted to HCD for certification shortly thereafter. We are currently working to address comments received from HCD on the adopted version of the document prior to certification.</p>

City of Corona, Housing Element Update for the 6th Cycle Regional Housing Needs Assessment (2021-2029)	
<b>Contact:</b>	Joanne Coletta, Community Development Director
<b>Address:</b>	400 South Vicentia Avenue, Corona, California 92882
<b>Phone:</b>	951-736-2434
<b>Email:</b>	<a href="mailto:joanne.coletta@coronaca.gov">joanne.coletta@coronaca.gov</a>
<b>Project Description:</b>	<p>Brenna Weatherby is the Principal-in-Charge and Emily Green is the Project Manager on this effort.</p> <p>Rincon is currently leading the City of Corona Housing Element Update team. Jurisdictions in the SCAG region, including Corona, are in the process of transitioning from the 5th Cycle planning period to the 6th Cycle planning period, which covers an eight-year span from 2021-2029. The Rincon/VTA team is actively working to analyze the Sites Inventory contained in the 2013-2021 Housing Element to determine which sites can be utilized to meet the 6th Cycle RHNA allocation. Corona's current demographics and land use patterns have led to the allocation of a higher number of lower income units, which is proving to be somewhat challenging given the lack of vacant land in the City. We are identifying underutilized sites that may be redeveloped with residential uses in the coming years as well as sites that could potentially be re-zoned to a residential or mixed-use zoning category to accommodate the City's RHNA allocation. In addition, the team has also worked closely with HCD to develop meaningful fair housing actions that comply with State legislation.</p> <p>Rincon is also guiding the City through the public engagement process through the development of online survey questions and facilitation of stakeholder meetings and general public and decision maker workshops. Due to COVID-19, all engagement was virtual, including public surveys and workshops, which posed some challenges. However, we have relied on HCD guidance and a more robust engagement program including additional engagement meetings, multiple language flyers, and staff resources such as email and social media blasts to engage the community.</p>



## 6 Subcontracting

### Subconsultants

#### Mintier Harnish



**Mintier Harnish** recognizes that the housing and safety elements, like other general plan elements, will greatly impact the lives of those who live, work, and own property in a

community. It is vital that these elements meet not only the requirements of State law, but more importantly, the needs of the community. Mintier Harnish prides itself on preparing housing elements that exceed the minimum standards for certification by HCD and serve as a practical guide for day-to-day decision-making. Since their founding in 1985, Mintier Harnish have been involved in over 80 housing element updates and over 60 comprehensive general plan updates. They have been involved in all six rounds of housing element updates since the mid-1980s. Mintier Harnish draws on its broad experience in preparing housing elements for diverse communities across California. Mintier Harnish is to apply innovative policy solutions and practical experience to the communities they work in. Their experience as general plan policy specialists helps them prepare housing elements that are consistent with the general plan. They stay connected to the latest updates concerning housing legislation and best practices, and continually update their extensive library of resources with current housing policy research.

#### Veronica Tam and Associates



VERONICA TAM AND ASSOCIATES

**Veronica Tam and Associates, Inc. (VTA)** is a California "S" corporation located in Pasadena, overseen by Veronica Tam, AICP, owner and principal, who is authorized to negotiate contract conditions for the company. VTA was established in November

2005 and has since been providing housing and community development consulting to local jurisdictions throughout California. VTA provides assistance with the preparation of housing element updates, special housing plan studies, consolidated Plan and related reports, and zoning revisions for housing-related issues, grants administration and technical assistance, and analysis of Impediments to Fair Housing Choice. VTA has prepared more than 100 housing element updates for jurisdictions in SCAG, SANDAG, ABAG, Association of Monterey Bay Area Governments, and TCAG regions. These include more than 50 5<sup>th</sup> Cycle updates. VTA's 6<sup>th</sup> Cycle client list includes the cities of Camarillo, El Cajon, El Segundo, Escondido, Santee, Simi Valley, Vista and the counties of Los Angeles and San Diego.

## Subconsultant Project Experience

**Mintier Harnish**

**City of Galt**

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

**Galt, California**



Mintier Harnish is assisting the City of Galt in the preparation of their 6th Cycle Housing Element. The project kicked off in December 2021 with initial community outreach and engagement, including community study session and stakeholder interview, and has moved through the housing needs and constraints analyses and site selection process. Issues in the City include aging housing stock and lacking financial resources to incentivize affordable housing construction.

Through early connections with HCD our team was able to secure the inclusion of nearly 70 accessory dwelling units against the City's RHNA. Through the inclusion of these units and a careful site selection process we were able to identify appropriate sites to meet the RHNA without having to commit the City to a major rezone effort.

**Reference Info:**

Craig Hoffman, Community Development Director  
City of Galt  
380 Civic Drive  
Galt, California 95632  
209-366-7230 | [choffman@cityofgalt.org](mailto:choffman@cityofgalt.org)

**Dates:** December 2020 to May 2022

**Staff:** Jim Harnish, Ryan Lester

#### Relevance to Project

- Central Valley client.
- Preparation of a 6th Cycle housing element for a diverse community.
- Analysis of citywide fair housing impediments.

## City of Pleasant Hill

### General Plan, Housing Element, and Zoning Code Update

Pleasant Hill, California



Mintier Harnish is currently leading a multi-disciplinary consulting team to update the City of Pleasant Hill General Plan. The project includes the development of several documents, including an existing conditions and trends workbook, issues and opportunities summary, vision and guiding principles, alternatives analysis and report, policy document (which includes goals, policies, and implementation programs). Pleasant Hill has a strong history of inclusive community engagement which Mintier Harnish has extended into the General Plan Update. We have facilitated both virtual and in-person community engagement events including coordinating pop-up booths at Pleasant Hill Concerts in the Park and a highly successful multi-day planning charrette in November 2019. In early 2021, due to the successful project and supportive community feedback of our efforts, the City contracted with Mintier Harnish to prepare the City's 6th Cycle Housing Element, as well as a Comprehensive Zoning Code Update that will implement the policies and programs from the General Plan and Housing Element. Rincon is assisting Mintier Harnish with this work effort through the preparation of the AFFH portion of the Housing Element, review of other draft sections, and interaction with stakeholders and decision makers at public workshops, Planning Commission, and City Council meetings. In an effort to provide complete transparency and accessibility to the General Plan for the community, Mintier Harnish is partnering with EnCode Plus to produce a fully digital, searchable, and integrated web-based General Plan. Pleasant Hill will be one of a few jurisdictions in the Bay Area to make this progressive step forward in General Plan preparation.

**Reference Info:**

Troy Fujimoto, Senior Planner (Project Manager)  
Planning Division  
100 Gregory Lane  
Pleasant Hill, California 94523  
925-671-5224 | [tfujimoto@pleasanthillca.org](mailto:tfujimoto@pleasanthillca.org)

**Dates:** July 2019 to Present

**Staff:** Jim Harnish, Ryan Lester

#### Relevance to Project

- Preparation of a 6th cycle housing element for a diverse community.
- Housing Element community engagement plan.
- CEQA documentation for housing element update.

# Veronica Tam and Associates

## City of Long Beach

### 2021-2029 Housing Element Update

#### Long Beach, California



As one of the largest and most diverse cities in California, Long Beach has extensive housing needs. The Housing Element update must address debates such as geographic distribution, intensity, affordability, new construction vs. preservation, and displacement, gentrification, and tenant protection. An extensive outreach program was conducted to obtain input from community groups, housing advocates, developers, and property owners.

The City has a long history of racial segregation. This history has resulted in more stringent review by the State Department of Housing and Community Development. The Housing Element places a strong emphasis on de-segregation, anti-displacement, and tenant protection.

The City of Long Beach has complex issues that required an extensive outreach program. This meant the Housing Element was constantly under time constraints. We were able to meet difficult timelines and achieved on time adoption of the Housing Element.

**Reference Info:**

Alison Spinder-Ruiz, Advanced Planning Officer  
City of Long Beach  
411 W. Ocean Boulevard  
Long Beach, California 90802  
562-570-6946 | [alison.spindler-ruiz@longbeach.gov](mailto:alison.spindler-ruiz@longbeach.gov)

**Dates:** 2020 to August 2022

**Staff:** Veronica Tam

#### Relevance to Project

- Preparation of a 6th cycle housing element for a diverse community.
- Analysis of citywide fair housing impediments.



## City of Ventura

### 2021-2029 Housing Element Update

Ventura, California



Ventura Housing Element was updated as part of the comprehensive General Plan Update. While the current General Plan offers adequate capacity for the RHNA, the General Plan explores additional opportunities for housing. Specifically, a group of housing advocates submitted opportunity sites for City consideration. VTA worked with staff to develop a sites strategy that takes into consideration the timing of the General Plan, rezoning requirements, and Housing Element process. To accompany the Housing Element, VTA is also updating the City's Inclusionary Housing program that have three separate and inconsistent components.

Ventura has a form-based zoning for its downtown area that does not have prescribed density standards for calculating development potential pursuant to Housing Element law. We compiled a large sample of recent projects to develop average density trends by zone for estimating development potential.

Ventura City's Housing Element had to be completed ahead of the General Plan update due to delays to the overall General Plan program caused by the pandemic. The Housing Element relies on sites that do not require rezoning and are not anticipated to change. This strategy allows the land use related Housing Element issues to be addressed without circumventing the larger General Plan process.

**Reference Info:**

Peter Gilli, Community Development Director  
City of Ventura  
501 Poli Street  
Ventura, California 93001  
805-658-4723 | [pgilli@cityofventura.ca.gov](mailto:pgilli@cityofventura.ca.gov)

**Dates:** 2020 to Present

**Staff:** Veronica Tam

#### Relevance to Project

- Preparation of a 6th cycle housing element for a diverse community.
- Large site inventory development process.



# 7 Methodology

## Proposed Project Approach

Our approach to the Tulare County Regional Housing Element Update is based on our knowledge of Tulare County through our local and regional work, our initial understanding of perceived challenges and opportunities, the objectives for the planning effort, and our team's collective experience assisting other jurisdictions prepare similar documents. The following describes our strategic approach to address these challenges and opportunities and highlights how our approach differentiates our proposal from others.

## Key Differentiators



6th Cycle Housing  
Element Projects



Professional  
Planners



Long-standing  
Relationships  
with HCD staff



Multi-disciplinary  
Staff of 375+  
Employees



Understanding of  
Local Challenges  
and Issues



Flexible and  
Creative Problem  
Solvers

## Compliant Housing Element Update

A major component of the work program will be to ensure that the Regional Housing Element Update meets the applicable requirements of the 6<sup>th</sup> housing element cycle. The Rincon team will accomplish this in a way that works in the context of TCAG's member jurisdiction's needs and environment, while creating a modern vision for individual jurisdictions and the County as a whole.

To determine where housing growth can be accommodated on a local level, the Rincon team will prepare a complete housing assessment and needs analysis for each participating jurisdiction and consistent with State housing element law and HCD's Completeness Review Checklist and will identify governmental and non-governmental constraints to housing present in each jurisdiction. These analyses will be wrapped directly into the Regional Housing Element and will contain demographics, housing stock characteristics, an analysis of at-risk housing, and details on barriers to fair housing in the region and at a local level. The Rincon team will develop a parcel-specific sites inventory and an "adequate sites analysis" showing the relationship between the County's overall RHNA and the dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and general plan policies, requirements, and limitations. We will review and revise, as appropriate, housing goals, policies, and quantified objectives regarding the production, conservation, maintenance, preservation, and improvement of housing. In addition, we will analyze fair housing enforcement and outreach,

integration and segregation patterns, racially and ethnically concentrated areas of poverty, and disparities in access to opportunity to develop purposeful actions related to furthering fair housing in the region and in each jurisdiction. All of this information, when compiled, will form the County of Tulare's 6th Cycle Regional Housing Element.

## Recently Approved Housing Legislation

A key goal in updating the Regional Housing Element is to comply with State certification deadlines, reconcile it with recent legislative requirements, current planning trends, and key issues the community is expected to encounter in the next 8 years. TCAG member agencies must adopt the Regional Housing Element by December 31, 2023. A number of factors will make the 6<sup>th</sup> Cycle Regional Housing Element Update challenging including new State laws on adequate sites, non-governmental constraints and fair housing, and housing element update processes. Our proposed scope of work and budget reflect our substantial experience and our expectation of efforts required to comply with new Housing Element laws based on our understanding of the intent of these laws. A few of the more significant pieces of legislation that have impacted the level of analysis and requirements for the Regional Housing Element Update, are:

- **SB 166 (Skinner) (2017)** amends No Net Loss Zoning provisions and requires jurisdictions to ensure that housing element inventories can accommodate RHNA throughout the planning period.
- **AB 686 (Santiago) (2018)** requires a public agency to administer programs and activities to affirmatively further fair housing.
- **AB 1783 (Rivas) (2019)** sets up a streamlined process for approving construction of non-dormitory-style housing on land zoned for agricultural use.
- **AB 725 (Wicks) (2020)** requires that at least 25 percent of moderate-income housing be allocated to sites with zoning that allows at least four units of housing but no more than 100 units per acre of housing (takes effect on January 1, 2022).
- **AB 1398 (Bloom) (2021)** requires jurisdictions to be found in substantial compliance with California law within 120 days of the statutory deadline or otherwise complete any required rezoning no later than 1 year from the statutory deadline for the adoption of the housing element.
- **AB 215 (Chui) (2021)** requires local governments to make the first draft revision of a housing element available for public comment for at least 30 days and, if any comments are received, take at least 10 additional business days to consider and incorporate public comments into the draft revision prior to submission for HCD review.

It is important to note that above referenced legislation and other best practices result in a site inventory development process that faces a much higher level of scrutiny than may have been seen during previous cycles. Lower income sites are now subject to higher feasibility standards, and all sites must be viewed through an equity lens, with particular emphasis placed on geographic distribution, improved access to opportunities, and known patterns of segregation. Policies and programs, complete with meaningful actions, must be developed to combat known constraints and promote future residential development.

Although challenging, the Rincon team's experience with the preparation of 6th cycle housing elements throughout California has armed us with the tools necessary to assist jurisdictions in developing creative solutions to site inventory selection and program development. We will leverage our experience and lessons learned to create a Regional Housing Element that is implementable and equitable for all jurisdictions in Tulare County.

## Robust and Compliant Sites Inventory Analysis

Local jurisdictions are facing significant and challenging decisions to meet the new 6th Cycle Housing Element requirements including new State laws on adequate sites, non-governmental constraints, fair

housing, and housing element update processes as well as increased scrutiny and standards of review from the California Department of Housing and Community Development (HCD).

This cycle has also seen dramatic increases in Regional Housing Needs Allocation (RHNA) requirements while available land and sites identification requirements have become more stringent. In the past, housing elements were focused on demonstrating that zoning could accommodate additional housing to meet the RHNA, but this cycle requires a detailed demonstration through local and regional trends and more robust site adequacy analysis that proposed RHNA sites will likely be developed within the next eight-year planning period. This sites adequacy analysis must take into consideration:

- No net loss of capacity when sites are developed
- Continued ability to meet the RHNA by income group
- Stringent standards for assessing feasibility when reusing vacant and underutilized sites that have been previously included in the 5th Cycle Housing Element
- Demonstrated trends of development

To support this more robust sites inventory analysis, Rincon's scope includes the creation of a web-based, GIS application to prepare and support interactive review of the 6th cycle housing sites inventory. We constantly strive to improve the efficiency of our work effort and the quality of our products, and we understand the benefits, including cost savings, that technology can play. To that end, this cutting-edge tool will enhance collaboration between the County and the Rincon team as we work together to review the increasingly complex sites inventory analysis. This tool also supports more integrated planning efforts, providing the ability to layer additional data including hazards, CalEnviroScreen and other such data to support a more comprehensive review and analysis during the sites inventory analysis. The tool can also be used post Housing Element adoption to support jurisdictions in the ongoing management of their sites inventory.

## AFFH Compliance

In addition, the 6th Cycle Housing Element update requires greater emphasis and commitment to significant and meaningful change and correction of fair housing issues. California Government Code Section 8899.50 requires local agencies to affirmatively further fair housing (AFFH). Under California law, AFFH means "taking meaningful actions, in addition to combatting discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics." Government Code Section 8899.50 stipulates that an assessment of fair housing (AFH) includes the following components:

- A summary of fair housing issues in the jurisdiction and an assessment of the jurisdiction's fair housing enforcement and fair housing outreach capacity
- An analysis of available federal, state, and local data and knowledge to identify integration and segregation patterns and trends, racially or ethnically concentrated areas of poverty, disparities in access to opportunity, and disproportionate housing needs within the jurisdiction, including displacement risk
- An assessment of the contributing factors for the fair housing issues identified
- An identification of the jurisdiction's fair housing priorities and goals, giving highest priority to those factors identified that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance, and identifying the metrics and milestones for determining what fair housing results will be achieved
- Strategies and actions to implement those priorities and goals, which may include, but are not limited to, enhancing mobility strategies, and encouraging development of new affordable housing in areas of opportunity, as well as place-based strategies to encourage community revitalization, including preservation of existing affordable housing, and protecting existing residents from displacement

Through our experience in other regions preparing AFFH analyses consistent with HCD's Affirmatively Furthering Fair Housing Guidance for All Public Entities and for Housing Elements (AFFH Guidance Memo), we have learned the importance of gaining local area knowledge to support a more thorough understanding of fair housing issues including why the problems exist and why they persist. In addition, the process of housing sites identification needs to also include an analysis of whether the sites identified serve the purpose of replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity. The AFFH analysis must also include meaningful actions that demonstrate how each jurisdiction is doing its part to combat fair housing issues at the local level. Ensuring community engagement reaches priority populations who are often underrepresented and most negatively affected by fair housing issues will be a critical element of our community engagement approach.

### **Local Data and Knowledge**

In addition to using federal or state level data sources, local jurisdictions are also expected to use local data and knowledge to analyze local fair housing issues, including information obtained through community participation or consultation, such as narrative descriptions of people's lived experiences. Federal and state level data identify fair housing issues that exist within a community, but local data and knowledge can be especially important to developing an understanding of why the problems exist and why they persist. For example, fair housing complaints can be logged with official agencies, but sometimes go unreported. Staff members or local community groups may have additional information on trends. Additional local area knowledge obtained through documented trends and/or stakeholder input should be included in the 6<sup>th</sup> Cycle Housing Element Update.

### **Sites Inventory**

The housing element must demonstrate that there are adequate sites zoned for the development of housing for households at each income level sufficient to accommodate the number of new housing units needed at each income level as identified in the Regional Housing Needs Allocation (RHNA). In the context of AFFH, the process of sites identification involves an analysis of site capacity to accommodate the RHNA, but also whether the identified sites serve the purpose of replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity. This analysis should be completed along with the site inventory included in the 6<sup>th</sup> Cycle Housing Element Update.

### **Fair Housing Goals and Priorities**

The AFFH analysis must also address impediments through specific goals, and actions based on the contributing factors for each identified fair housing issue to comply with HCD requirements. This section should be completed by member jurisdictions in response to the final AFFH and Housing Constraints analyses to demonstrate how each jurisdiction is doing their part to combat fair housing issues at the local level.

## **Meaningful and Equitable Engagement**

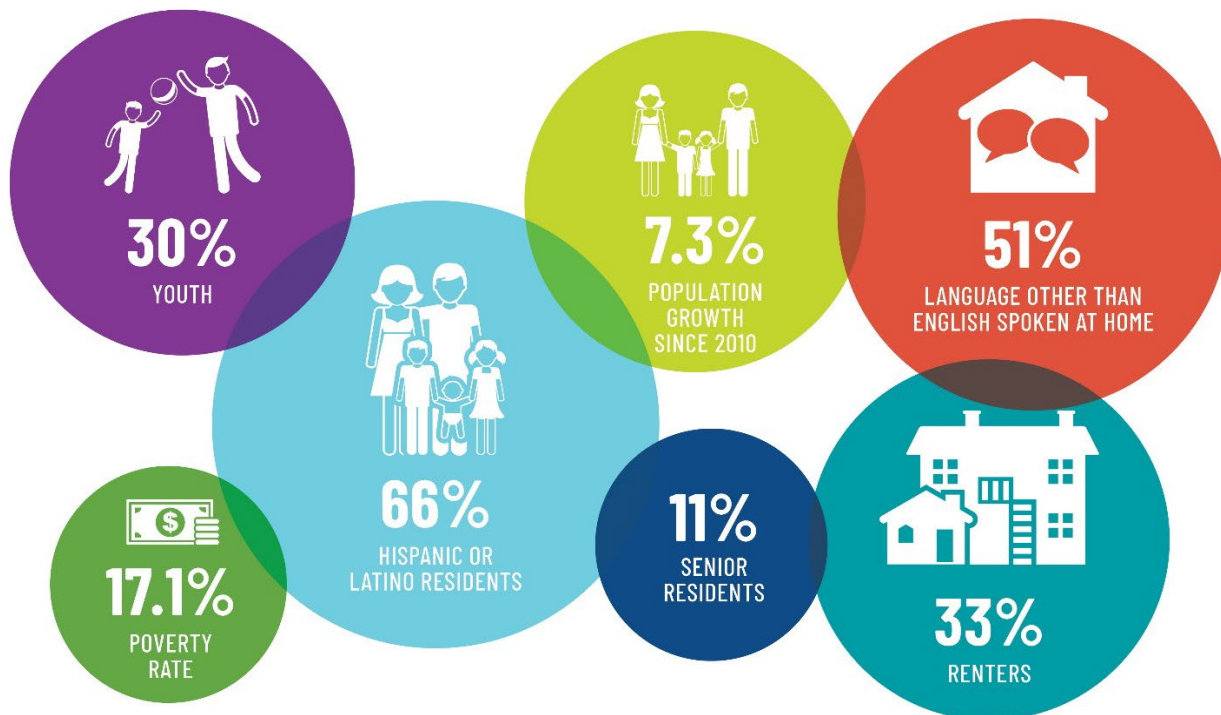
The Rincon team will develop a systematic and inclusive outreach and engagement plan that outlines a transparent process, identifies key stakeholders and underrepresented populations throughout the County to strengthen existing bridges and ensures community ownership of the plan moving into the future. State and local regulations, data overload, and planning jargon all contribute to the complexity and confusion surrounding housing element updates. We're commonly asked questions such as, "How will we build all of this housing?" and "What happens if we don't update our Housing Element?"

All engagement will be clear and visual, allowing complex concepts to be understood by all members of the community, and feedback will be recognized by clearly illustrating how community input shaped the proposed land uses, goals, and policies. We will work closely with TCAG staff, jurisdictional staff, and

the community to develop and employ engagement methods that include—and elevate—traditionally underrepresented voices and disadvantaged communities. Key engagement and outreach techniques that will be deployed include:

- **Identify Target Communities.** We must first identify and characterize the demographic characteristics of the County to ensure consideration of broad and diverse audiences.
- **Forge Partnerships.** As inherent outsiders, we will immediately need to begin (or continue) building relationships with community leaders and trusted partners and rely on this partnership to both identify and overcome barriers or obstacles for underrepresented community members to engage in the planning process.
- **Tailor Methods.** Through consultation with our community partners and consideration of past County approaches, we will develop a detailed and customized plan for engaging target communities, considering how people gain and share information in their day-to-day lives.
- **Monitor and Adapt.** We will continually track and assess our engagement efforts and adapt methods as needed to make sure we are gaining a diversity of perspectives reflective of the County's multiracial character.
- **Simple and Culturally Informed Communications.** In our communications, we will avoid jargon, relate concepts to the day-to-day lived experiences of the community, and tailor culturally informed messages that are accessible across all communities.
- **Engage Early and Consistently.** A frequent fatal flaw we see in many planning processes is a lack of early and consistent engagement, leaving people with the impression the plan is already established before having a chance to provide input. We would reach out early in the process and keep people informed and engaged all the way through the process to allow for input that informs and directs the shape of the plan.

### Tulare County Demographics





Our proposed scope for community engagement includes a variety of activities including:

- Community Engagement Plan
- Webpage Development and Maintenance
- Stakeholder Interviews
- Community Workshops
- Online Engagement
- Study Sessions

In addition, we have included a description of additional, optional engagement tasks that can be used to further enhance the engagement plan.

## CEQA Documentation

Rincon has extensive experience preparing the full range of CEQA documentation to support housing element and general plan updates and is currently providing this type of CEQA services for several jurisdictions across the state. Rincon understands the CEQA process and will work with TCAG to strategize on the best course of action to address streamlining opportunities, schedule constraints, and best practice.



## Organization of the Project Effort

Our practice is to provide our clients with a high level of professional expertise, which includes the integration of senior management and oversight in all phases of each project. This ensures a consistently high-quality product, whether the product is a written report, a technical study, or assistance with public outreach/community engagement. In addition, we have developed a cost structure that minimizes unnecessary overhead costs, allowing us to be highly cost competitive for both large, complex long-range planning processes and smaller project implementation assignments.

## Management Plan

Rincon's project management program will be used to ensure that we will maintain high-quality work while adhering to the project's schedule and budget requirements. In every project Rincon conducts we endeavor to provide our client with a high-quality product that meets or exceeds expectations, and for which all applicable professional standards and regulatory requirements are met. The major components of our management program are:

- Communication and Documentation Procedures
- Cost and Schedule Control
- Project Reporting and Editorial/Principal Review
- Coordination with Tulare COG Project Manager and Staff

These techniques result in high-quality outcomes that meet study objectives, budget provisions, and scheduling requirements.

## Communication and Documentation Procedures

Communication is a critical component in the analysis of a large and data-intensive project like a housing element. Given the complexity of 6<sup>th</sup> Cycle Housing Elements, frequent communication across

all members of the project team is also extremely important. Rincon's project management communication procedures are designed to accomplish the following objectives:

- Specify the formal communication and documentation procedures to be used by all the team members
- Institute a uniform method of recording actions and maintaining reference files
- Assure appropriate data flow to and among team members
- Monthly communication on project progress and status of deliverables.

Rincon's principal-in-charge and project manager will be responsible for coordinating communication with TCAG and the in-house project team. To facilitate coordination of the assessments and communication among staff members, we have established a program of bi-weekly planning and



coordination meetings using an agenda developed and circulated in advance. The project manager will hold these meetings to review work in progress, plans, and schedules and to ensure effective communication among the project team and with TCAG. The objective of these meetings is to ensure that the quality of communication—internal and external—is enhanced whenever possible.

As an example of our proposed communication procedures, formal letters will be drafted to document matters such as significant project milestones, changes in the schedule or cost, and other major issues of concern. Emails and notes from telephone communications will also be kept in a designated project-specific folder. A monthly progress and status report will be included with each invoice outlining activities and milestones achieved during the pay period.

### Cost and Schedule Control

Rincon achieves cost, schedule, and resource control pursuant to a three-step process. First, cost and schedule baselines are established, against which actual cost and schedule performance can subsequently be compared. Second, cost and schedule data are collected and reported on a weekly basis to the project manager. Third, deviations in cost or schedule performance are discussed internally, and if necessary, with FCOG staff and corrective actions are taken.

### Project Reporting and Editorial Review

We recommend weekly email project status updates and biweekly video conference meetings with TCAG to review progress and discuss issues throughout the life of the project. We also recognize that there will be times when more frequent meetings will be required or when flexibility in scheduling is needed or possibly rescheduling meetings. We will work closely with TCAG staff for the duration of the project to ensure that progress is carefully tracked, attention is drawn to any problems or difficulties encountered, and the project is conducted in a highly professional manner.

In house, Rincon will hold formal weekly status-review meetings for technical, schedule, and budgetary assessment of progress. Monthly status reviews provide a continuing forum for mutual discussion and peer review of the quality of our work, often leading to important improvements in performance that results from the widest possible sharing of information.

## **8 Conflict of Interest**

Rincon does not have any financial, business, or other relationship with TCAG, any of the eight incorporated cities in Tulare County, the County of Tulare, or any of their officers or officials that may have an impact on the outcome of the project. Rincon does not have current clients who may have a financial interest in the outcome of the project.

## 9 Project Costs

Rincon has provided an itemized budget inclusive of anticipated costs associated with the project, broken down by task and person-hour, including labor categories, hourly rate, estimated hours per task and total number of hours and costs, along with subconsultant labor and direct costs. This budget has been prepared with the objective of providing an honest assessment of fees and expenses, and we have identified assumptions aimed at ensuring clear expectations. Our total budget work this work effort is \$999,683.

We acknowledge that this budget is slightly higher than the total budget amount presented in the RFP. However, the Rincon team can work with TCAG and jurisdictional staff to strategize and adjust the approach to best meet TCAG's needs. The Rincon team is also aware of AFFH and community engagement technical assistance that is available to Tulare County jurisdictions under the San Joaquin Valley Regional Early Action Planning (REAP) program. Our team has been selected to provide a certain level of AFFH technical assistance under this program and we believe that we can identify some additional cost savings through the utilization of this grant funded program.

Our approach also includes a presentation of optional tasks understanding that jurisdictions may want to opt for additional community engagement and public hearing support services that are not included as part of this proposal. Cost estimates for any optional tasks will be provided separately.



# RINCON CONSULTANTS, INC.

## TCAG Regional Housing Element Update

### Cost Estimate

	Rincon Labor Classification			Principal II	Director I	Supervisor I	Senior Professional II	Senior Professional I	Professional IV	Professional III	Professional II	Senior GIS Specialist	Technical Editor	Production Specialist	Clerical
Tasks	Labor Cost	Direct Expense	Hours	\$295	\$285	\$240	\$224	\$208	\$184	\$170	\$153	\$164	\$130	\$105	\$95
<b>Task 1: Project Management and Coordination</b>															
Task 1.1 Kick Off Meeting	\$8,006	\$3,904	34		14			14	6						
Task 1.2 County Tour	\$1,354	\$1,199	6		2			2	2						
Task 1.3 Scope of Work and Schedule Refinement	\$1,949		9		1			8							
Task 1.4 Data Gathering and Review	\$8,210	\$2,009	40		2		8	16	10	4					
Task 1.5 Working Group	\$4,520	\$1,944	22		4			8			4				
Task 1.6 Project Coordination	\$50,250	\$6,980	270		30			120	60						60
<b>Task Subtotal</b>	<b>\$74,289</b>	<b>\$16,036</b>	<b>381</b>		<b>53</b>		<b>8</b>	<b>168</b>	<b>84</b>	<b>4</b>	<b>4</b>				<b>60</b>
<b>Task 2: Community Engagement</b>															
Task 2.1 Community Engagement Plan	\$5,634		30		2			8		20					
Task 2.2 Study Sessions	\$8,534		46		8			8			30				
Task 2.3 Community Workshops	\$23,090	\$18,904	120		10			60			40	10			
Task 2.4 Stakeholder Focus Groups	\$7,794		40		2			20	10		8				
Task 2.5 Online Survey	\$4,682		26		2			8			16				
Task 2.6 Website Development and Maintenance	\$15,440		90					10		40		40			
<b>Task Subtotal</b>	<b>\$65,174</b>	<b>\$18,904</b>	<b>352</b>		<b>24</b>			<b>114</b>	<b>10</b>	<b>60</b>	<b>94</b>	<b>50</b>			
<b>Task 3: Countywide Housing Element Components</b>															
Task 3.1 Background Report															
Housing Needs Analysis	\$3,162	\$21,600	14		2		6	6							
Housing Constraints	\$3,162	\$21,600	14		2		6	6							
Fair Housing	\$18,616		98		4			12	80				2		
<b>Task Subtotal</b>	<b>\$24,940</b>	<b>\$43,200</b>	<b>126</b>		<b>8</b>		<b>12</b>	<b>24</b>	<b>80</b>				<b>2</b>		
<b>Task 4: Jurisdictional-Specific Housing Element Components</b>															
Task 4.1 Jurisdictional Housing Element Review	\$9,100		54		4				10		40				
Task 4.2 Sites Inventory	\$70,700		390		20				150	220					
Task 4.3 Jurisdictional Housing Element Components															
Housing Needs Analysis	\$7,540	\$64,800	34		4		10	20							
Housing Constraints	\$7,540	\$64,800	34		4		10	20							
Fair Housing	\$110,360		629		14		10	40		525		40			
Housing Goals, Policies and Implementation Programs	\$6,440	\$54,000	28		8			20							
<b>Task Subtotal</b>	<b>\$211,680</b>	<b>\$183,600</b>	<b>1169</b>		<b>54</b>		<b>30</b>	<b>100</b>	<b>160</b>	<b>745</b>	<b>40</b>	<b>40</b>			



<b>Task Subtotal</b>	\$211,680	\$183,600	1169		54		30	100	160	745	40	40			
<b>Task 5: Draft Multi-Jurisdictional Housing Elements and Review</b>															
Task 5.1 Administrative Draft Preparation	\$37,602	\$3,326	208		20		8	30	40	10	60	20	10	10	
Task 5.2 Public Review Draft Preparation	\$21,382	\$4,320	118		6		18	6	30	6	40	8		4	
Task 5.3 Draft Preparation	\$15,876	\$2,160	84		4		12	4	24	40					
Task 5.4 HCD Review	\$7,302	\$27,460	34		6		10	4	10	4					
<b>Task Subtotal</b>	\$82,162	\$37,266	444		36		48	44	104	60	100	28	10	14	
<b>Task 6: Environmental Compliance</b>															
Task 6.1 Prepare NOP	\$3,027		17	1		2		2			12				
Task 6.2 Prepare Draft EIR															
Project Description	\$5,746		32	2		4		4			16	4	2		
Executive Summary	\$2,415		13	1		2		2			8				
Intro and Environmental Setting	\$2,415		13	1		2		2			8				
Environmental Impact Analysis	\$120,500		699	20		85		60			520	10	4		
Other CEQA	\$2,415		13	1		2		2			8				
Publish DEIR	\$2,508		16			4					6			6	
Task 6.3 Response to Comments	\$10,160		60	2		8					50				
Task 6.4 Mitigation Monitoring and Reporting Program	\$2,294		12	2		2					8				
Task 6.5 Final EIR	\$5,990	\$88	34	2		8					20			4	
Task 6.6 Findings and Statement of Overriding Considerations	\$5,548		28	4		8					16				
<b>Task Subtotal</b>	\$163,018	\$88	937	\$36		\$127		\$72			\$672	\$14	\$6	\$10	
<b>Task 7: Final Documents and Adoption</b>															
Task 7.1 Final Multi-Jurisdictional Housing Element	\$27,924	\$21,600	150		10		30	10	30	10	50	6		4	
Task 7.2 Public Hearings	\$18,764	\$8,024	86		18	30			20		18				
Task 7.3 Multi-Jurisdictional Housing Element Submittal to HCD	\$2,122	\$892	12		2			2	4					2	2
<b>Task Subtotal</b>	\$48,810	\$30,516	248		30	30	30	12	54	10	68	6		6	2
<b>Subtotal Cost</b>	\$ 670,073	\$ 329,610	3,657	####	#####	\$37,680	\$28,672	\$111,072	\$90,528	#####	\$149,634	\$22,632	\$ 2,340	\$ 3,150	\$5,890

**Direct Cost Detail**

Vehicle Costs	\$ 1,672
Photocopies Double-Sided BW	\$ 320
Colored Copies Double-Sided or 11x17	\$ 600
Travel	\$ 6,050
Software	\$ 500
Mintier Harnish	\$ 213,462
Veronica Tam & Associates	\$ 107,006
<b>Subtotal Additional Costs</b>	<b>\$ 329,610</b>

**Summary**

Professional Fees Subtotal	<b>\$670,073</b>
Direct Costs Subtotal	<b>\$329,610</b>
<b>Total Project Budget</b>	<b>\$ 999,683</b>

**Professional Services** - are based on Rincon's standard fee schedule and labor classifications. The above is provided as an estimate of Rincon's effort per task. Rincon may reallocate budget between staff and tasks, as long as the total contract price is not exceeded.

**Annual Escalation** - Standard rates subject to 3% escalation annually

## Fee Schedule

### Rincon

Professional, Technical and Support Personnel*	Hourly Rate
Principal II	\$295
Director II	\$295
Principal I	\$285
Director I – Brenna Weatherby	\$285
Senior Supervisor II	\$258
Supervisor I – Eric VonBerg	\$240
Senior Professional II – Nikki Streegan, Nina Bellucci	\$224
Senior Professional I – Emily Green	\$208
Professional IV – Jason Montague, Marco Mendoza	\$184
Professional III – Jenna Shaw	\$170
Professional II – Leeza Segal, Marissa Ritter, Bryce Haney, Brittany Cabeje	\$153
Professional I	\$136
Associate III	\$117
Associate II	\$102
Associate I	\$95
Field Technician	\$82
Data Solutions Architect	\$175
Senior GIS Specialist	\$164
GIS/CADD Specialist II	\$146
GIS/CADD Specialist I	\$131
Technical Editor	\$130
Project Accountant	\$110
Billing Specialist	\$95
Publishing Specialist	\$105
Clerical	\$95

\* Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$375.

### Reimbursable Expenses

Direct Cost	Rates
Photocopies – Black and White	\$0.20 (single-sided), \$0.40 (double-sided)
Photocopies – Color	\$1.50 (single-sided), \$3.00 (double-sided)
Photocopies – 11 x 17	\$0.50 (B&W), \$3.30 (color)
Oversized Maps	\$8.00/square foot
Digital Production	\$15/CD, \$20/flash drive
Light-Duty and Passenger Vehicles*	\$88/day
4WD and Off-road Vehicles*	\$140/day

\* \$0.65/mile for mileage over 50 and for all miles incurred in employee-owned vehicles.

**Other Direct Costs.** Costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 15%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment, and vehicles other than covered by the above charges.

**Annual Escalation.** Standard rates subject to 3.5% annual escalation.

**Payment Terms.** All fees will be billed to Client monthly and shall be due and payable upon receipt or as indicated in the contract provisions for the assignment. Invoices are delinquent if not paid within ten (10) days from receipt or per the contractually required payment terms.

Equipment	Day Rate
<b>Environmental Site Assessment</b>	
Soil Vapor Extraction Monitoring Equipment	\$155
Four Gas Monitor	\$133
Flame Ionization Detector	\$107
Photo Ionization Detector	\$80
Hand Auger Sampler	\$60
Water Level Indicator, DC Purge Pump	\$45
<b>Natural Resources Field Equipment</b>	
UAS Drone	\$268
Spotting or Fiberoptic Scope	\$165
Pettersson Bat Ultrasound Detector/Recording Equipment	\$165
Sound Level Metering Field Package (Anemometer, Tripod and Digital Camera)	\$110
GPS (Sub-meter Accuracy)	\$65
Infrared Sensor Digital Camera or Computer Field Equipment	\$55
Scent Station	\$22
Laser Rangefinder/Altitude	\$11
Pit-fall Traps, Spotlights, Anemometer, GPS Units, Sterilized Sample Jar	\$9
Mammal Trap, Large/Small	\$1.50/\$0.50
<b>Water and Marine Resources Equipment</b>	
Boat (26 ft. Radon or Similar)	\$600
Boat (20 ft. Boston Whaler or Similar)	\$335
Multi Parameter Sonde (Temp, Cond, Turbidity, DO, pH) with GPS	\$165
Water Quality Equipment (DO, pH, Turbidity, Refractometer, Temperature)	\$60
Refractometer (Salinity) or Turbidity Meter	\$37
Large Block Nets	\$110
Minnow Trap	\$95
Net, Hand/Large Seine	\$55
<b>Field Equipment Packages</b>	
Standard Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet, Safety Equipment, and Botanic Collecting Equipment)	\$110
Remote Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet and Mifi, Delorme Satellite Beacon, 24-Hour Safety Phone)	\$140
Amphibian/Vernal Pool Field Package (Digital Camera, GPS, Thermometer, Decon Chlorine, Waders, Float Tube, Hand Net, Field Microscope)	\$165
Fisheries Equipment Package (Waders, Wetsuits, Dip Nets, Seine Nets, Bubblers, Buckets)	\$55
Underwater and Marine Sampling Gear (U/W Photo/Video Camera, Scuba Equipment (Tanks, BCD, Regulators, Wetsuits, etc.))	\$55/diver
Marine Field Package (PFDs – Personal Flotation Devices, 100-foot Reel Tapes with Stainless Carabiners, Pelican Floats, Underwater Slates, Thermometer, Refractometer, Anemometer, Various Field Guides)	\$55
<b>Insurance, Hazard and Fees</b>	
Historic Research Fees	\$50
L&H Dive Insurance	\$55/diver
Level C Health and Safety	\$65/person

## Mintier Harnish

Professional, Technical and Support Personnel*	Hourly Rate
Principal/Owner – Jim Harnish	\$250
Project Manager – Ryan Lester	\$195
Planner – Chancellor Felton, Matthew Jumamoy, Nikki Zanchetta	\$160

## Veronica Tam and Associates

Professional, Technical and Support Personnel*	Hourly Rate
Owner – Veronica Tam	\$200
Senior Planner – Lori Parrington	\$150
Planner – Alexis Bueno, Jamie Power	\$135
GIS	\$140

# Appendix A

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Detailed Staff Resumes







## Education

MCP, City Planning, San Diego State University

BS, Environmental Policy Analysis and Planning, University of California, Davis

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# Brenna Weatherby

## Director, Environmental and Long-Range Planning

Brenna Weatherby has over 20 years of experience in city planning, long range community planning, discretionary permit processing, and environmental analyses throughout California. Her areas of expertise include planning and zoning compliance, housing development, General Plan, Specific and Master Plan Preparation, community outreach, CEQA/NEPA analysis and compliance, and local facilities analysis. Brenna is currently leading 6<sup>th</sup> Cycle Housing Element updates and public engagement efforts in jurisdictions across the State. Her experience with housing assessment and needs analysis, and the creation of housing goals, policies, and quantified objectives, allows her to develop creative solutions for communities facing large housing allocations. Brenna is also skilled at leading multidisciplinary teams through strategic planning sessions and neighborhood forums for controversial projects, working closely with developers, citizens, city staff, and political stakeholders throughout the process.

## Select Project Experience

### City of Bakersfield, Housing Element Update, Bakersfield

#### *Principal-in-Charge*

Brenna is currently serving as the Principal-in-Charge for the 6th Cycle Housing Element Update for the City of Bakersfield. Brenna and her team are working to identify sites that can accommodate future residential development and will be making suggestions on new zoning designations and/or categories that can accommodate increased densities. She is also advising City staff on recently approved housing legislation that will impact policy making and implementation of housing programs.

### City of Bakersfield, General Plan Update Strategy, Bakersfield

#### *Project Manager*

Brenna provided project management and land use consulting services to the City of Bakersfield as they planned for an upcoming update to the City's General Plan. Brenna conducted an analysis of the city's current General Plan to assess the most appropriate approach for the City to utilize for updating their General Plan, focusing on its content, clarity, and intended purpose, assessing the completeness and ease of use associated with the City's General Plan, and recommending additional provisions or other improvements. Our Summary Report provided background information on the general plan update process, identified actions the City can take that will best position the General Plan to effectively and efficiently provide a roadmap to guide future development while achieving the City's vision and goals, examined three options for the next update, and laid out recommended revisions to each element.

### City of Kerman, General Plan Update and Environmental Impact Report, Kerman

#### *Planner*

Brenna prepared the Transportation section of the project Background Report. This included assessing transportation impacts based on a vehicle miles traveled threshold in coordination with Fresno Council of Governments in order to develop a County-wide VMT threshold. The General Plan and Program Environmental Impact Report were unanimously approved by the Kerman City Council with high praise for the quality work by Kerman's contract Counsel.

# Brenna Weatherby

## Director, Environmental and Long-Range Planning

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### **City of Palo Alto, Housing Element Update, Palo Alto**

#### *Housing Technical Advisor*

Brenna is currently providing housing advisory services as Rincon assists the City with the preparation of their 6th Cycle Housing Element. Brenna provided guidance to Rincon staff during preparation of the large site inventory and programs to support future residential development. Brenna is also responsible for leading the City's Housing Element Working Group; a 17-member citizen committee tasked with providing input and guidance during the planning process. She has facilitated discussions with the group on site inventory strategies and residential capacity analysis and will continue to advise on topics and best practices pertaining to residential planning. Brenna also provided guidance and direction to staff with regards to recently approved housing legislation and coordinated with the team to develop alternative, accelerated schedules to meet the new legislative requirements and deadlines.

### **City of Carlsbad, Housing Element and General Plan Update, Carlsbad**

#### *Principal-in-Charge*

Rincon assisted the City of Carlsbad in the preparation of its Housing Element Update and is now working with the City to update the General Plan and Zoning Ordinance to comply with programs set forth in the Housing Element. Brenna has leading multiple portions of the overall project, including facilitation of a citizen led committee, all community engagement, the analysis of citywide fair housing policies and procedures, and the identification of General Plan updates required to maintain consistency with the Housing Element. Brenna's team reviewed legislation including those related to environmental justice, GHG emissions, infill and affordable housing development, vehicle miles traveled, climate change adaptation and resiliency including threats from wildfire and sea level rise and will be preparing a Supplemental EIR to address environmental impacts resulting from changes to the General Plan and Zoning Ordinance.

### **City of Corona, Housing Element Update, Corona**

#### *Principal-in-Charge*

Brenna is currently serving as the Principal-in-Charge for the Corona Housing Element Update project. Brenna's team was responsible for updating the land inventory analysis determining the City's potential for housing unit production, and Housing Element policies and programs. Brenna crafted the public survey that is being utilized to gauge the community's feelings towards residential development in the City and led multiple stakeholder meetings to engage regional developers and residential services groups in the process.

### **City of Banning, Housing Element Update, Banning**

#### *Principal-in-Charge*

Brenna is currently serving as the Principal-in-Charge for the 6th Cycle Housing Element Update for the City of Banning. Brenna is working closely with the City to identify sites suitable for future residential development, including sites that will need to be rezoned to accommodate higher densities. Brenna and her team have developed policies and programs that can be implemented to support future development and are consistent with recently approved housing legislation. She is also advising decision-makers and gave a "Housing Element 101" presentation to the Planning Commission and City Council.



## Emily Green

### Senior Planner

Emily Green has 10 years of experience in urban planning and community development, with a focus on housing elements, public engagement, and CEQA and NEPA analysis and compliance for long-range plans and public sector initiatives. For the past two years, she has worked almost exclusively on management and technical support for housing element and general plan updates and CEQA compliance for jurisdictions across the state. Emily has also led and supported community development initiatives, program grant funding and compliance, and place-based revitalization efforts. Her practical knowledge base provides invaluable insights for local governments. Emily has guided discussions and public input on a diverse array of planning projects, including those for housing, military projects, and State parks.

### Education

MPA, Public Administration and City Planning, San Diego State University

BA, Urban Studies and Planning, University of California, San Diego

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### Select Project Experience

#### **City of Bakersfield, Housing Element Update, Bakersfield**

##### *Project Manager*

Emily is currently serving as the Project Manager for the Bakersfield Housing Element Update project. Emily is responsible for managing the completion of the Housing Element, including public outreach. Emily is working with the GIS team to identify sites that can accommodate future residential development and will be making suggestions on new zoning designations and/or categories that can accommodate increased densities. She is leading the development of a citywide participatory mapping tool that will allow residents to provide input on proposed housing sites.

#### **City of Banning, Housing Element Update, Banning**

##### *Project Manager*

Emily is currently serving as the Project Manager for the Banning Housing Element Update project. Emily is responsible for managing the completion of the Housing Element, conducting stakeholder and public workshops, and managing the CEQA component. Emily led Rincon's planning staff in the development of policies and programs that can be implemented to support future development and are consistent with recently approved housing legislation.

#### **City of San Leandro, Housing Element Update, San Leandro**

##### *Project Manager*

Emily is currently serving as the Project Manager for the San Leandro Housing Element Update project. Emily is responsible for managing the completion of the Housing Element, conducting community workshops, and managing the CEQA component. Emily performed QA/QC checks of all documents prior to release to the public and has served as the day-to-day point of contact for City staff.

#### **City of Corona, Housing Element Update, Corona**

##### *Project Manager*

Emily is currently serving as the Project Manager for the Corona Housing Element Update project. Emily is responsible for managing the completion of the Housing Element, conducting stakeholder and public workshops, and managing the CEQA component. Emily assisted with updates to the land inventory analysis determining the City's potential for housing unit production and performed a citywide analysis of fair housing policies. This analysis led to the development of

a robust AFFH section and programs that once implemented, will further fair housing across Corona.

### **City of Calabasas, General Plan Update Environmental Impact Report, Calabasas**

*Deputy Project Manager*

Emily drafted several sections of the EIR and coordinated the production of the Draft and Final EIR. Emily also presented the project at Planning Commission and City Council hearings.

### **California State University, Fullerton, Campus Master Plan Update Environmental Impact Report, Fullerton**

*Planner*

Emily drafted and coordinated sections of the long-term, program-level Campus Master Plan EIR, including aesthetics, alternatives, population and housing, public services, and recreation, that would serve as a tiering document for future campus development. She also drafted and organized the response to public comments and implemented changes for the Final EIR.

### **University of California, Riverside, Long Range Development Plan Update Environmental Impact Report, Riverside**

*Planner*

Emily drafted and coordinated multiple sections of the long-term, program-level Long Range Development Plan EIR that will serve as a tiering document for future campus development.

### **San Diego Association of Governments, 2050 Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS), SANDAG Service Area**

*Planner*

Ms. Green drafted and coordinated sections of the program-level 2050 RTP/SCS Draft Environmental Impact Report (EIR), based on SANDAG's actual and proposed projects and plans, transportation demand management studies, projected population growth, and the adopted and proposed land use plans and zoning requirements of individual jurisdictions. She also drafted and organized the response to public comments and implemented changes for the Final EIR.

### **California State Parks, Ocotillo Wells State Vehicular Recreation Area General Plan, Ocotillo Wells**

*Planner*

Ms. Green provided outreach services for the Ocotillo Wells State Vehicular Recreation Area General Plan update, including in-person stakeholder interviews, park visitor surveys, web-based comment collection, and public workshops to assess use, prioritization, and protection of the park's natural, historic, and recreational resources.





## Education

MPPA, Master of Public Policy and Administration, California Lutheran University

BA, Political Science, minor in Community Development, Portland State University

Graduate Certificate, Geographic Information Science, Oregon State University

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## Jason Montague

### Environmental Planner

Jason Montague has experience in current, long-range, and environmental planning. Jason has worked on numerous Housing Elements in the San Diego Association of Governments, Southern California Association of Governments, Association of Bay Area Governments, and Kern Council of Governments regions and has experience compiling Sites Inventories, performing Affirmatively Furthering Fair Housing analysis, and writing housing element chapters and housing programs. Jason has worked closely with the California Department of Housing and Community Development to address all statutory requirements for Housing Elements to achieve certification.

## Select Project Experience

### City of Bakersfield, Housing Element Update, Bakersfield

#### *Sites Inventory Lead*

Jason currently serves as the lead Sites Inventory Specialist for the City of Bakersfield Housing Element update. Jason worked to identify sites within the city that would be adequate to accommodate the City's very large Regional Housing Needs Assessment allocation.

### City of Vista, Housing Element Update, Vista

#### *Planner*

Rincon worked with Veronica Tam and Associates to update the City of Vista's Housing Element. Jason worked with City data, aerial imagery, assessor's data, and census information to identify viable vacant and nonvacant sites within the City and create a Sites Inventory to meet the City's Regional Housing Needs Assessment allocation. Jason also worked on the preparation of a draft Housing Element and prepared an analysis of fair housing. Vista's 6<sup>th</sup> Cycle Housing Element was certified by HCD in August 2022.

### City of Hayward, Housing Element Update, Hayward

#### *Project Manager*

Jason currently serves as the Assistant Project Manager for the Hayward Housing Element update and oversees the preparation of the Housing Element assessment of housing needs, housing constraints, housing programs, Sites Inventory, and analysis of fair housing. Jason works closely with City staff and the California Department of Housing and Community Development to ensure that the Housing Element meets all State statutory requirements and is consistent with the City's current and future housing need.

### City of Carlsbad, Housing Element Update and General Plan Maintenance, Carlsbad

#### *Planner*

Rincon was tasked with updating the Carlsbad Housing Element and providing maintenance services to the City of Carlsbad General Plan. Jason identified and compiled federal, state, and local housing policies and programs that will be included within the Housing Element. He also worked with Rincon staff to the General Plan Recommendations Report. Additionally, he served as the Minutes Clerk for the Housing Element Advisory Committee.

# Jason Montague

## Environmental Planner

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### **City of Monterey Park, Housing Element Update, Monterey Park**

#### *Assistant Project Manager*

Jason currently serves as the Assistant Project Manager for the Monterey Park Housing Element update and oversees the preparation of the Housing Element chapters, housing programs, the Sites Inventory, and Affirmatively Furthering Fair Housing analysis. Jason works closely with the City to ensure that adequate housing sites are selected and that the Housing Element is consistent with the City's housing need. Jason also attended public engagement meetings as a Sites Inventory specialist.

### **City of Santa Clarita, Housing Element Update, Santa Clarita**

#### *Sites Inventory Lead*

Jason currently serves as the Sites Inventory Specialist for the City of Santa Clarita Housing Element update. Jason has worked closely with the City and 4Leaf to ensure that the Sites Inventory is consistent with the City's housing need.

### **City of Corona, Housing Element Update, Corona**

#### *Sites Inventory Lead*

Jason served as a Planner for the Corona Housing Element Update. Jason led the effort to create a Sites Inventory to meet the City's Regional Housing Needs Assessment allocation and accommodate the city's future housing need. Jason worked closely with City staff and Veronica Tam and Associates to identify sites within the city that would be adequate for rezoning and upzoning of sites to meet the City's housing need. Jason also worked on the preparation of the draft Housing Element.

### **City of Banning, Housing Element Update, Banning**

#### *Sites Inventory Lead*

Jason served as a Planner for the Corona Housing Element Update project. Jason led the effort to create a Sites Inventory to meet the City's Regional Housing Needs Assessment allocation and accommodate the city's future housing need. Jason worked closely with City staff and Veronica Tam and Associates to identify areas within the city that would be adequate for rezoning and upzoning of sites to meet the City's lower-income housing need.

### **City of Camarillo, Housing Element Update, Camarillo**

#### *Planner*

Jason worked closely with the City and Veronica Tam and Associates to create an analysis of Fair Housing in Camarillo. The analysis included identifying areas of high need, identifying factors impeding fair housing, and formulating meaningful actions for the City to implement to address fair housing impediments.



## Eric VonBerg

### Senior Project Manager

Eric VonBerg has 30 years of experience in environmental, housing, land use, zoning, infrastructure, and transportation planning at the local, county, regional, and state level. His most recent responsibilities include managing Rincon's Fresno office and the firm's planning and environmental services in the San Joaquin Valley. Throughout his career he has successfully managed large technical teams on master-, program-, and project-level Environmental Impact Reports, and numerous on-call environmental and planning contracts in Fresno County. Eric's current and completed projects include Fresno Council of Governments' Circuit Planner and Engineer Program, On-Call Environmental and Planning Services for Reedley, Selma, and the City of San Joaquin; Kerman General Plan Update, Background Report, and Environmental Impact Report; and Kern County General Plan Background Report. His previous experience includes working for the City of Fresno Planning Division updating their General Plan and Environmental Impact Report, and County of Fresno as a Senior Planner for Current Planning. His broader experience includes working on numerous highway projects as a Senior Planner and Office Chief for Caltrans Central Region Environmental. His San Joaquin Valley planning experience started in the 1990s while at the County of Fresno managing its General Plan and Williamson Act for the County. Eric also has extensive experience in public speaking and public outreach, including with Planning Commissions and City Councils.

### Education

MRP, Regional Planning, University of Massachusetts, Amherst

BA, Social Ecology, University of California, Irvine

### Certifications

URS Project Management Certification Program, 2013

### Select Project Experience

#### **County of Fresno, General Plan and Zoning Code Update, and Program Environmental Impact Report**

*Technical Advisor*

Rincon is completing the preparation of the Fresno County General Plan and Zoning Code update, and Program Environmental Impact Report. As part of the preparation, the team has updated the County's General Plan Background Report and prepared a draft General Plan, Zoning Ordinance, and Program Environmental Impact Report for public review. Additionally, Rincon is preparing a Draft and Final Program Environmental Impact Report for Fresno County pursuant to CEQA Guidelines. The Program Environmental Impact Report will focus on the environmental impacts of changes or updates to General Plan policies and changes to land use designations. The Program Environmental Impact Report will address the most recent changes in the CEQA Guidelines, including vehicle miles traveled impacts, Tribal Cultural Resources, and Wildfire impacts.

#### **City of Kerman, General Plan, Background Report, and Program Environmental Impact Report, Kerman**

*Project Manager*

Eric was the Project Manager for the preparation of the Program Environmental Impact Report for the Kerman General Plan Update and General Plan policies for several General Plan elements. The Program Environmental Impact Report and General Plan were constructed to be self-mitigating. Potential environmental issues identified were addressed through the development of General Plan policies. This included assessing transportation impacts based on a vehicle miles traveled threshold in coordination with Fresno Council of Governments with their County-wide vehicle miles traveled thresholds. The General Plan and Program

# Eric VonBerg

## Senior Project Manager

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Environmental Impact Report were unanimously approved by the Kerman City Council with high praise for the quality work by Kerman's contract Counsel. The project won both a local and State APA Award for small city community plans.

### **Fresno Council of Governments, Circuit Planning and Engineering, Fresno County**

*Project Manager*

Eric is providing support to the 13 smaller cities in Fresno County, implementing Blueprint Smart Growth principles in conducting specific planning and engineering projects tailored to each City. This includes the development of an online Zoning Assessment Tool and Model Zoning Ordinance, CEQA vehicle miles traveled Thresholds, Department of Housing and Community Development annual housing reports, ATP counts, Alley and Downtown design guidelines, and a Downtown Overlay zone. Fresno Council of Governments has renewed Rincon's contract twice based on their performance under the contract.

### **City of Bakersfield, Downtown Bakersfield Vision Plan Program Environmental Impact Report, Bakersfield**

*Project Manager*

Rincon prepared the Program Environmental Impact Report for the Plan with Eric as the Project Manager. The Program Environmental Impact Report focused primarily on proposed physical changes to the high-speed rail station area, as identified in the High-Speed Rail Station Area Plan, and the potential environmental impacts resulting from improvements in Downtown Bakersfield. The Environmental Impact Report was prepared to streamline transit-oriented development projects in the study area..

### **San Joaquin Council of Governments, 2018 and 2022 Regional Transportation Plan/Sustainable Communities Strategy Program Environmental Impact Report, San Joaquin County**

*Project Manager*

Eric is responsible for the day-to-day management of the project team and preparation of the Program Environmental Impact Report. The Program Environmental Impact Report identified potential impacts from the proposed projects to be included in the regional transportation network and priority transportation projects, including all proposed transportation modes. Rincon was selected again to prepare their 2022 Regional Transportation Plan/Sustainable Communities Strategy Environmental Impact Report.

### **Kings County Association of Governments, 2018 and 2022 Regional Transportation Plan/Sustainable Communities Strategy Program Environmental Impact Report, Kings County**

*Project Manager*

Eric is leading the development of the Program Environmental Impact Report and outreach efforts associated with the Program Environmental Impact Report to identify potential community and environmental impacts from the updated Regional Transportation Plan. Rincon prepared the Supplemental Program Environmental Impact Report for the 2018 plan.



# Marco Mendoza

## Land Use Planner

Marco Mendoza is a dynamic and experienced land use professional with knowledge of project management principles including the development and management of project scopes, budgets, timelines and stakeholder relationships. He has over one year of experience preparing and editing environmental analyses in accordance with CEQA and NEPA for infrastructure, housing and urban development, and long-range planning projects. His recent experience includes projects located in the cities of Los Angeles, Montclair, Palmdale, Redondo Beach, American Canyon, Malibu, and unincorporated areas of Los Angeles County and Kern County. Prior to joining Rincon, Marco managed numerous Community Placement Plan projects involving the site selection, acquisition, design and rehabilitation of single family homes into residential care facilities for individuals with intellectual and developmental disabilities. Additionally, Marco was involved in predevelopment activities for two multifamily projects. Marco has extensive experience working with numerous external and internal stakeholders to invent creative solutions to complex problems

## Education

Master of Urban Planning, Sol Price School of Public Policy, University of Southern California

BA, Economics and History, University of Wisconsin, Madison, Wisconsin

Certificate in Project Management, University of California, Los Angeles

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## Certifications

Project Management Professional (PMP) Certification, Project Management Institute

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## Select Project Experience

### International Buddhist Society, Hsi Lai Temple Meditation Retreat Center Environmental Impact Report, Los Angeles County

*Project Manager*

Marco is currently serving a Project Manager for an EIR for construction and operation of an industrial park in unincorporated Kern County Los Angeles County that includes both distribution and warehousing uses on approximately 746 acres across 21 parcels. His responsibilities included conducting on-site meetings with the project team, internal management of a technical team, and communication with the client to discuss project status or data needs.

### County of Kern, Malibu Vineyards Industrial Parkway, Kern County

*Project Manager*

Marco is currently serving a Project Manager for an EIR for construction of a Meditation Retreat Center and monastery for the His Lai Temple in the Hacienda Heights neighborhood of Los Angeles County. The site is in an area primarily undeveloped area owned by the His Lai Temple . His responsibilities included conducting on-site meetings with the project team, internal management of a technical team, and communication with the client to discuss project status or data needs.

### City of Montclair, General Plan Environmental Impact Report, Montclair

*CEQA Analyst*

Marco assisted with the preparation of an Environmental Impact Report to help determine the appropriate CEQA document for the Montclair General Plan Update taking the lead in analyzing the project's environmental impacts throughout the city and crafting mitigation measures for future development facilitated by Housing Element Update. His responsibilities included coordinating with City and colleagues to inform and complete the environmental analyses.



# Marco Mendoza

## Land Use Planner

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### **San Gabriel/Pomona Regional Center, Kern Regional Center, Lanterman Regional Center- Community Placement Plan Multiple Projects, Southern California**

#### *Project Manager*

Under previous employment, Marco successfully obtained contracts for Brilliant Corners to acquire and rehabilitate 20 single family homes into residential care facilities for individuals with intellectual and developmental disabilities. Marco managed the site selection, acquisition, design, plan check, construction and project closeout of three of these projects. He worked closely with representatives from San Gabriel/Pomona Regional Center and the California Department of Developmental Services to create unique residential care homes that incorporated specific person-centered design features. Additionally, Marco worked extensively with third party realtors, architects, vendors and general contractors as well as planners from various municipal agencies in order maintain project quality and scope while managing budgets and timelines.

### **Brilliant Corners, Proposition HHH Housing Innovation Challenge, Los Angeles**

#### *Project Manager*

Under previous employment, Marco was part of the development team at Brilliant Corners that responded to a funding application and was subsequently awarded a \$10 million grant from the City of Los Angeles to develop 50 units of permanent supportive housing for individuals experiencing homelessness. Marco supported the development team by developing project Pro Formas, writing various narratives and working with architects to create a conceptual design.

### **Brilliant Corners, Wyandotte Multifamily Housing Project, Los Angeles**

#### *Project Manager*

Under previous employment, Marco conducted predevelopment activities for a 50 unit multifamily development site in the San Fernando Valley area of Los Angeles. These activities included site selection, site feasibility analyses, pro forma development, community outreach, and negotiating with property sellers and real estate agents.

### **Brilliant Corners, Avalon Multifamily Housing Project, Los Angeles**

#### *Project Manager*

Under previous employment, Marco conducted predevelopment activities for a 50 unit multifamily development site in the Wilmington neighborhood of Los Angeles. These activities included site selection, site feasibility analyses, pro forma development, community outreach, and negotiating with property sellers and real estate agents. Marco also worked with architects, civil engineers and city planners to develop a preliminary site and floor plan for the project.



## Education

MCP, City and Regional Planning,  
California Polytechnic University, San  
Luis Obispo

BS, Environmental Toxicology,  
University of California, Davis

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# Leeza Segal

## Planner

Leeza Segal's experience includes current and long-range planning, public policy development, environmental analysis, and community outreach. She is responsible for preparing and assisting with General Plans, Housing Elements, staff reports, and CEQA and NEPA documentation. Leeza has acted as project lead to support complex development projects through the land use entitlement and building permit process, while working closely with property owners, public agencies, and outside consultants.

## Select Project Experience

### City of American Canyon, General Plan Update, American Canyon

#### Planner

Leeza is assisting with the City of American Canyon's Comprehensive General Plan Update. Her role consists of assisting with the Housing Element Update, including the site inventory and housing needs and constraints analysis. Leeza is also assisting with the General Plan Update background report and policy development.

### City of Lompoc, Housing Element Update, Lompoc

#### Planner

Leeza is assisting with the City of Lompoc's Housing Element Update. She is assisting with the site inventory, AFFH, community outreach, and CEQA documentation.

### City of Solvang, Housing Element Update, Solvang

#### Planner

Leeza is assisting with the City of Solvang's Housing Element Update, which includes updates to the City's Safety Element. Her role includes working on the site inventory, fair housing analysis, and CEQA documentation.

### City of St. Helena, Housing Element Update, St. Helena

#### Planner

Leeza is assisting with the City of St. Helena's Housing Element Update, which includes updates to the City's Safety Element. Leeza is assisting with the site inventory, fair housing analysis, and CEQA documentation.

### City of West Hollywood, Housing Element Update, West Hollywood

#### Planner

Leeza assisted with the City of West Hollywood's Housing Element Update. Her role included working on the site inventory and addressing comments for the final Environmental Impact Report.



# Nikki Streegan

## Senior Planner

Nikki Streegan has 10 years of public sector planning experience with a focus on long range plans, grant writing, community engagement, ordinance development, and development review. She is involved in General Plan Updates, Housing Element Updates, and public engagement initiatives. She spent four years in the field of sustainability and economic development working in communities throughout the Sierra Nevada Region. Her practical knowledge base provides invaluable insights into implementation activities for local government.

## Education

MCRP, City and Regional Planning,  
California Polytechnic State University,  
San Luis Obispo

BA, English, Santa Clara University

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Nikki's projects have focused on strategies to align housing, land use, and transportation initiatives. She has contributed to successful planning projects ranging from technical support and development of policies and programs to reduce GHG and VMT. She has positioned jurisdictions for competitive funding opportunities including California Department of Transportation Sustainable Transportation Grants, Strategic Growth Council Sustainable Agricultural Lands Conservation Program, and regional MPOs such as the Sacramento Area Council of Governments.

## Select Project Experience

### **Stanislaus County, Housing Element Update, Stanislaus County**

*Project Manager*

Stanislaus County is currently updating its Housing Element under the 6th Cycle and the work includes a complete housing needs assessment and sites inventory, consistent with new legislative actions and HCD requirements. This update is done in conjunction with an update to the County's Safety Element and incorporates legislative requirements under SB 1000 pertaining to environmental justice. Nikki is the project manager and supporting sites identification in several rural communities throughout the unincorporated county.

### **Madera County Transportation Commission, Housing Element Assistance, Madera County, City of Madera, City of Chowchilla**

*Project Manager*

Nikki is currently working with Madera County, City of Chowchilla, and City of Madera to provide Housing Element assistance through grant support under the Regional Early Action Program. Rincon is working with all three jurisdictions to host a preliminary housing element workshop, administer a housing survey, and write the Affirmatively Furthering Fair Housing (AFFH) and Constraints sections of their respective Housing Elements, as required by state law. Nikki is leading a team of planners and coordinating with MCTC and respective County and City staff in order to advance the project through early 2023.

### **Madera County, Housing Element Update, Madera County**

*Project Manager*

Madera County is currently updating its Housing Element under the 6th Cycle and the work includes a complete housing needs assessment and sites inventory, consistent with new legislative actions and HCD requirements. This work builds from Rincon's current contract with MCTC and will be done in

# Nikki Streegan

## Senior Planner

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conjunction with an update to the County's Safety Element and incorporates legislative requirements under SB 1000 pertaining to environmental justice.

### **City of Bakersfield, General Plan Update, Bakersfield**

#### *Technical Reviewer*

Nikki is providing technical review for the Bakersfield Housing Element Update Housing Constraints section and leveraging her years in public sector service to analyze governmental constraints, including regulatory barriers within the zoning code, on and offsite improvement requirements, fees, and processing and permit procedures. Her work on the Bakersfield General Plan also spans community outreach support, development of the website, and additional technical review.

### **City of Marina, Downtown Vitalization Specific Plan, Marina**

#### *Project Manager*

The Marina Downtown Vitalization Specific Plan has recently been developed by city staff, who have requested additional consulting support to prepare the document for final adoption and environmental review. Staff has identified a need to clarify and draft standards related to compliance with SB 330 and the city's obligations under the 5th cycle housing element. The amendments to this currently unadopted document include a review of objective design standards, exploration and inclusion of form-based code, analysis of relationship with the city's zoning code, and updates necessary to make the document usable and readable to the development community and city staff. The project includes outreach with existing stakeholders, study sessions with Planning Commission and City Council, and a series of adoption hearings.

### **City of Buellton, Circulation Element, Buellton**

#### *Technical Reviewer*

Nikki has served on a project team to draft the Buellton Circulation Element and its goals, policies, and programs. The project team is tackling a variety of new concepts for the city including policy that addresses vehicle miles travelled consistent with SB 743, complete streets, mobility hubs, and building stronger land use and transportation connections throughout the circulation network. This unique project takes place in a rural area of Northern Santa Barbara County, drawing on Nikki's experience working in rural areas throughout the Sierra Nevada. Her ability to identify context specific solutions to rural and urban problems is an important skillset for clients who navigate compliance with state requirements and their unique settings.



## Education

BS, City and Regional Planning,  
California Polytechnic State University

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# Marissa Ritter

## Community Planner

Marissa Ritter has experience in community and long-range planning. Marissa has assisted with the development of Housing Elements, General Plan updates, and Specific Plans. She has helped create community engagement strategies for public participation events and has experience analyzing potential sites for future development.

## Select Project Experience

### City of Palo Alto, Housing Element Update, Palo Alto

#### Planner

Rincon is assisting the City of Palo Alto in the preparation of their 6<sup>th</sup> Cycle Housing Element Update, including subsequent amendments to the Comprehensive Plan and Zoning Ordinance. Marissa is helping complete the final draft element through researching innovative projects in the area and analyzing areas within Palo Alto for future growth.

### Sonoma County, Housing Element Update, Sonoma County

#### Planner

Rincon is assisting Sonoma in the preparation of their 6<sup>th</sup> Cycle Housing Element Update. She helped write the housing resources section detailing future housing needs, suitable sites for housing, and environmental constraints. She assisted with researching funding opportunities as well as project examples for the County to follow.

### City of Huntington Park, Housing Element Update, Huntington Park

#### Planner

Marissa is assisting with the preparation of the 6th Cycle Housing Element for the City of Huntington Park. She prepared materials for community outreach events and contacted stakeholders to inform them about project progress to meet HCD requirements for public engagement. She also performed zoning analysis to ensure consistency with the general plan.



## Jenna Shaw

### Environmental Planner

Jenna Shaw has experience in land use and environmental planning. Jenna has assisted with the development of general plans, housing elements, zoning ordinances, and land use analyses. She has analyzed environmental impacts for residential, commercial, and industrial projects and has prepared supportive CEQA documentation. In addition, Jenna has experience with sustainability-related documents including Climate Action Plans and mitigation plans for sea level rise and coastal inundation. Jenna is fluent in Spanish and has obtained her certifications in conflict management and civil mediation, providing expertise in navigating difficult conversations and controversial decisions during public engagement sessions.

### Education

BA, Urban Studies & Community Development, Boise State University

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### Certifications

Certification, Dispute Resolution & Conflict Management

Certification, Civil Mediation

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### Select Project Experience

#### City of Bakersfield, Housing Element Update, Bakersfield

*Planner*

Jenna is assisting with the General Plan Update and 6th Cycle Housing Element Update for the City of Bakersfield. Jenna is responsible for conducting the community outreach portion for the Housing Element Update along with analyzing and crafting the programs and policies section of the Housing Element Update.

#### City of Bakersfield, General Plan Update Strategy, Bakersfield

*Planner*

Jenna assisted with land use consulting services for the City of Bakersfield as they planned for an update to the City's General Plan. Jenna conducted an analysis of the city's current General Plan to assess the most appropriate approach for the City to utilize for updating their General Plan. Rincon's Summary Report provided background information on the general plan update process, identified actions the City can take that will best position the General Plan to effectively and efficiently provide a roadmap to guide future development while achieving the City's vision and goals, examined three options for the next update, and laid out recommended revisions to each element.

#### City of San Gabriel, Housing Element Update, San Gabriel

*Project Manager*

Jenna is managing the CEQA portion for the San Gabriel 6<sup>th</sup> Cycle Housing Element Update. Jenna helped write numerous sections of the Initial Study-Negative Declaration along with coordinating with City staff, maintaining additional project tasks, and keeping the project budget on target.

#### City of Palo Alto, Housing Element Update, Palo Alto

*Planner*

Rincon is assisting the City of Palo Alto in the preparation of their 6<sup>th</sup> Cycle Housing Element Update, including subsequent amendments to the Comprehensive Plan and Zoning Ordinance. Jenna is helping to lead the City's Housing Element Working Group; a 17-member citizen committee tasked with providing input and guidance during the planning process. Jenna assists with creating the working group materials and provides status updates to the City and the public.



# Jenna Shaw

## Environmental Planner

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### **City of Santa Clarita, Housing Element Update, Santa Clarita**

#### *Planner*

Jenna currently serves as the community outreach lead for the City of Santa Clarita Housing Element update. Jenna helped conduct the virtual community outreach meetings in addition to crafting and distributing the community outreach survey materials.

### **City of Carlsbad, Housing Element Update and General Plan Maintenance, Carlsbad**

#### *Project Manager*

Jenna is assisting in the management of the City of Carlsbad 6<sup>th</sup> Cycle Housing Element Update. This update also includes General Plan maintenance and CEQA support. Jenna assisted with multiple portions of the Housing Element project, including facilitation of a citizen led committee including taking on the role of the minutes clerk, community engagement efforts and identification of General Plan updates required to maintain consistency with the Housing Element. As the minutes clerk, Jenna prepared agendas, staff reports, and meeting minutes.

### **City of Corona, Housing Element Update, Corona**

#### *Planner*

Jenna served as a Planner for the Corona 6<sup>th</sup> Cycle Housing Element Update. Jenna was heavily involved in preparation of the Housing Element itself including researching and writing extensive analysis on housing constraints present in the City. Jenna crosschecked new housing legislation and requirements with the City's Municipal Code and identified areas of Municipal Code that are out of compliance with new state law. Additionally, Jenna led the effort on the City's programs and policies, updating and crafting the City's new Housing Plan.

### **City of Banning, Housing Element Update, Banning**

#### *Planner*

Jenna served as a Planner for the Banning 6<sup>th</sup> Cycle Housing Element Update. Jenna was heavily involved in preparation of the Housing Element including writing extensive analysis on housing constraints present in the City. Jenna crosschecked new housing legislation and requirements with the City's Municipal Code and identified areas of Municipal Code that are out of compliance with new state law. Additionally, Jenna led the effort on the City's programs and policies, updating and crafting the City's new Housing Plan.

### **City of Vista, Housing Element Update, Vista**

#### *Planner*

Jenna is assisting with the preparation of the 6<sup>th</sup> Cycle Housing Element for the City of Vista. She has assisted with the development of a virtual public engagement program that respects COVID-19 restrictions and meets HCD requirements for public outreach. Jenna also performed demographic research and analysis for the project, which ultimately informed the site selection process.



## Education

MCRP, Master of City and Regional Planning, California Polytechnic State University

BS, Physical Geography, University of California, Santa Barbara

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## Bryce Haney

### Land Use Planner

Bryce Haney has experience in long-range planning including Housing Elements, General Plan updates, and Specific Plans. Bryce has worked with jurisdictions in the Bay Area, Central Coast, and Central Valley and has focused on Housing Sites Inventories and Constraints and Resources Analyses. He is a sites inventory specialist who works to help clients navigate state requirements while balancing the needs and circumstances of the local community.

## Select Project Experience

### City of Hayward, Housing Element Update, Hayward

#### *Planner/Sites Inventory Specialist*

Bryce served as a Planner for the Hayward Housing Element update and assists with the preparation of the Sites Inventory, housing needs, and housing resources portions specifically. Bryce works closely with City staff and the California Department of Housing and Community Development to ensure that the Housing Element meets all State statutory requirements and is consistent with the City's current and future housing need.

### Stanislaus County, Housing Element Update, Modesto

#### *Planner/Sites Inventory Lead*

Bryce works closely with County staff leading the sites inventory process in a jurisdiction facing numerous infrastructure and environmental constraints unique to its rural geography and agricultural land use.

### City of Marina, Housing Element Update, Marina

#### *Planner/Sites Inventory Lead*

Bryce is currently working with the City of Marina prepare their 6<sup>th</sup> cycle Housing Element. Bryce is leveraging his understanding of the City's housing issues gained from his work on the Downtown Specific Plan to accelerate the inventory process and help Marina meet all State statutory requirements.

### City of Bakersfield, Housing Element Update, Bakersfield

#### *Planner*

Bryce currently serves as a Sites Inventory Specialist for the City of Bakersfield Housing Element update. Bryce is working to identify sites within the city that would be adequate to accommodate the City's very large Regional Housing Needs Assessment allocation.

### City of San Ramon, Housing Element Update, San Ramon

#### *Planner*

Bryce currently serves as the Sites Inventory Specialist for the City of San Ramon Housing Element update. Bryce has worked closely with the City and Veronica Tam and Associates to ensure that the Sites Inventory is consistent with the City's housing need and meets State statutory requirements.

# Bryce Haney

## Land Use Planner

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### City of Marina, Downtown Vitalization Specific Plan, Marina

#### *Planner*

Bryce currently served as a planner for the City of Marina Downtown Visualization Specific Plan. Rincon prepared a Specific Plan to guide the development of the downtown core of the City of Marina, as well as a Program Environmental Impact Report to support this effort. The Specific Plan Area encompassed approximately 225-acres of centrally located land and was intended to establish a residential, business, cultural, social, and governmental downtown center for the City of Marina. The project involved extensive community outreach to help guide the Specific Plan. Among the key issues include the possible narrowing of Reservation Road through the City's center from four to two lanes. The Environmental Impact Report evaluated both two-lane and four-lane project options at an equal level of detail.



## Education

MCP, City Planning, San Diego State University

BS, Health Science, San Diego State University

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# Brittany Cabeje

## Planner

Brittany served as an environmental planner for Caltrans, where she familiarized herself with environmental law and policy at the State level. She also interned at the San Diego Association of Governments, where her experience included long-range planning efforts for regional air quality conformity. Currently, she focuses on comprehensive planning including housing elements and general plan updates to meet the growing needs of communities. Her experience in plan implementation is supported with her robust knowledge in environmental law and long-range planning.

## Select Project Experience

### County of Fresno, General Plan Review, Fresno

#### Planner

Brittany assisted in drafting outreach materials for future community meetings, where she used her knowledge on local planning trends in Fresno County. She played a role in delivering discussion topics on community-based needs for meetings using her knowledge on the planning and environmental process, requirements, and trends.

### Madera County Transportation Commission, Housing Element Update, Madera

#### Planner

Brittany created the Community Engagement Plan as a preliminary step to ensure housing needs are met for current and future residents of Madera County. She is also delivering the Affirmatively Furthering Fair Housing report, where she analyzes challenges and opportunities for an integrated community both at the local and regional level.

### Several Cities in Fresno County, City Municipal Code Updates and Amendments, Fresno County

#### Planner

Brittany has assisted in drafting sections of zoning code updates, municipal code amendments, and provides contract services to small cities throughout Fresno County. She plays a role in ensuring that recently passed housing bills are implementable at the planning process, as she continually works to understand the needs of small-town communities.

### City of Solvang, Housing Element Update, Solvang

#### Planner

As part of AB 686, Brittany ensured that the Housing Element was informed on housing discrimination trends in the region of Santa Barbara and in the City of Solvang. Cabeje was knowledgeable with datasets required by the Department of Housing and Urban Development. She used datasets and GIS mapping to analyze housing discriminatory practices and supplemented the analysis with the regional Analysis of Impediments to incorporate the human element in the data analysis.



## Nina Bellucci

### Senior Planner

Nina Bellucci is a Senior Planner in Rincon's Environmental Sciences and Planning and Sustainability group. She has a strong background in public sector housing and community development policy and programs, housing element implementation, housing development project review, and other current and long-range planning projects. Some of her significant achievements include substantial zoning code amendments to facilitate housing development, federal and local funding policy development, and process improvements designed to reduce processing times for housing development. Nina also has experience in grant writing and administration. Outside of the public sector, she also has several years of experience as a writer and editor.

### Education

Master of City & Regional Planning,  
California Polytechnic State University,  
San Luis Obispo

Bachelor of Arts, Political Science,  
Vassar College

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### Select Project Experience

#### **City of Huntington Park Housing, Environmental Justice, and Safety Element Updates, Huntington Park**

##### *Project Manager*

Rincon is working with the City of Huntington Park to bring its Housing and Environmental Justice elements into compliance with state law, and to update its Safety Element. Nina is leading the project team, coordinating the updates of all three General Plan elements, ensure consistency with applicable regulations and memoranda of understanding and other agreements. Nina is working with the California Department of Housing & Community Development to address revisions to its Draft 6<sup>th</sup> Cycle Housing Element to achieve certification. Nina is coordinating community outreach, additional data gathering and analysis, and identification of new sites for the City's inventory.

#### **County of Stanislaus, Housing Element Update, Stanislaus County**

##### *Quality Assurance / Quality Control and Technical Assistance*

Stanislaus County is currently updating its Housing Element and the work effort includes a complete housing needs assessment and sites inventory. This update is being done in conjunction with an update to the County's Safety Element and incorporates legislative requirements under SB 1000 pertaining to environmental justice. Nina is providing QA/QC review and reviewing background memos for consistency and compliance with Housing Element law.

#### **City of American Canyon, Housing Element Update, American Canyon**

##### *Project Manager (subconsultant to Mintier Harnish)*

Rincon is working with Mintier Harnish to update City of American Canyon's Housing Element and General Plan. Nina is managing the Housing Element update, including the assessment of fair housing, constraints analysis, and site inventory. The project also included virtual public workshops and stakeholder interviews.

#### **County of Sonoma Housing Element Update, Sonoma County**

##### *Project Manager*

As the County's housing planner, Nina was responsible for managing the County's Housing Element update. Significant work on the site inventory preceded the housing element kickoff, and Nina managed the effort to rezone up to 59 sites countywide, including an Environmental Impact Report.

# Nina Bellucci

## Senior Planner

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### **County of Sonoma, Accessory Dwelling Unit & Junior Accessory Dwelling Unit Ordinance Update, Sonoma County**

#### *Planner*

As part of a team of housing planners, Nina helped write an updated accessory dwelling unit ordinance and prepare staff and public resources to help interpret state law and the County's new ordinance.

### **County of Sonoma, Housing Initiatives, Sonoma County**

#### *Planner*

As part of the County's ongoing Housing Element implementation work, Nina wrote updates to the County's zoning code that allowed new types of housing in single-family and commercial districts and conducted CEQA analysis for the project. The County's Housing Initiatives won the American Planning Association California Chapter 2019 Opportunity and Empowerment award.

### **County of Sonoma, Rezoning Sites for Housing Environmental Impact Report, Sonoma County**

#### *Planner*

Nina managed the County's effort to rezone sites in advance of its Housing Element update. The project analyzed 59 sites around the county, in multiple service districts, with significant infrastructure constraints. Nina reviewed EIR sections and coordinated in-house technical experts' review.





# JIM HARNISH, JD

## PRINCIPAL/OWNER

### EDUCATION

**Juris Doctor**  
McGeorge School of Law,  
University of the Pacific

**Bachelor of Arts, History**  
University of California, Davis

### CERTIFICATIONS/ AFFILIATIONS

California State Bar Association  
(Bar No. 99326)

American Planning Association

### EXPERIENCE

**Mintier Harnish**  
Principal/Owner

**City of South San Francisco**  
Chief Planner

**Sugnet & Associates**  
Vice President

**City of Folsom**  
Community Development Director

**City of Sacramento**  
Environmental Coordinator

**Balfrey & Abbott**  
Attorney

**Mintier Harnish & Associates**  
Partner

**Sacramento Area Council of Governments**  
Planner

**County of Sacramento**  
Planner

### PROJECTS

General plans for over 25 cities and  
counties throughout California

Environmental impact reports for over  
100 general plans and other projects

Zoning and subdivision ordinance  
revisions for 10 cities and counties

Jim Harnish is the Principal/Owner of Mintier Harnish. He has been a planner and project manager since 1970. He is also an attorney with extensive experience in land use and CEQA. He has managed public agencies and private consulting firms. He specializes in project management for general plans, specific plans, and large private planning projects; CEQA compliance and environmental document peer review; zoning and regulatory ordinance preparation; and public outreach and consensus-building.

Jim is currently Project Director on general plan updates for the cities of American Canyon, Livingston, Los Gatos, Millbrae, Rohnert Park, and the counties of Fresno, Kern, and Ventura, and zoning code updates for the cities of Folsom, Gilroy, and Santa Clara, and the counties of Fresno, Madera, Mariposa, Merced, and Sierra.

Jim's broad experience, in both the public and private sector, in land use planning, regulatory codes and ordinances, permit processing, environmental analysis, toxics and hazardous materials, wetlands and endangered species, and legal analysis enables him to bring a wealth of experience to every project.

Jim has extensive experience in supervising large planning staffs and managing interdisciplinary consultant teams on complex planning projects. Jim has managed or prepared general plans for the cities of Alturas, American Canyon, Folsom, Galt, Gilroy, Hayward, Healdsburg, Isleton, Livingston, Millbrae, Rohnert Park, Sacramento, South San Francisco, Ukiah, Union City, Wheatland, and Windsor, and the counties of Calaveras, Fresno, Kern, Merced, Modoc, San Benito, San Joaquin, and Ventura.

He has managed the preparation of specific plans for Southwest Live Oak, the Mountain House New Town in San Joaquin County, and the Gold Rush Ranch in Sutter Creek. He also assisted Genentech with the preparation and approval of its South San Francisco Campus Master Plan and EIR. Jim has also prepared zoning ordinance updates for several jurisdictions, including, Kern, Merced, and San Joaquin Counties and the cities of Santa Rosa, and South San Francisco.

Jim has been principal-in-charge of several regional planning projects in the San Joaquin Valley, including the San Joaquin Valley Blueprint implementation project, which included the Valley Planners Toolkit. He also managed the Metro Rural Loop Study for the Fresno Council of Governments and the San Joaquin Valley Greenprint II program.

Jim has managed the preparation of or conducted critical third party review of numerous EIRs and negative declarations. As Environmental Coordinator for the City of Sacramento, he led the restructuring of the City's environmental review procedures. He has worked extensively with State and Federal regulatory agencies in creating and negotiating Habitat Conservation Plans (Coalinga), 404 permits, and wetland mitigation plans.



#### EDUCATION

**Master of Arts, U.S. Social  
and Cultural History**

California State University, Sacramento

**Bachelor of Arts, U.S. History**

California State University, Sacramento

#### EXPERIENCE

**Mintier Harnish**

Associate, Planner, Research Assistant

**The League of California Cities**

Member Services Representative

#### PROJECTS

General Plans for the Cities of American Canyon, Folsom, Gilroy, Kerman, Millbrae, Pleasant Hill, Solvang, Ukiah, and Union City, the Towns of Los Gatos, Truckee, and Windsor, and the Counties of Fresno, Kern, and Ventura

6th Cycle Housing Elements for the Cities of Carlsbad, Galt, Lompoc, Pleasant Hill, Shasta Lake, Solvang, St. Helena, and Visalia, and Del Norte County.

5th Cycle Housing Elements: Research Assistant for several update efforts

Objective Design and Development Standards for the cities of Folsom, Gilroy, Lakeport, Millbrae, Pleasant Hill, Santa Clara, South Lake Tahoe, and Ukiah, and the Town of Windsor

Additional Projects:

SJV REAP Housing Study and Technical Assistance Team, San Joaquin County Greenprint Phase II, SMUD Environmental Sustainability Plan, Sunset Area Plan Update (Placer County)

#### SOFTWARE/ WEB DESIGN

Adobe Illustrator, InDesign, Photoshop  
HTML and CSS  
Microsoft Office

# RYAN LESTER

## PROJECT MANAGER

Ryan is a Project Manager who specializes in preparing general plan and housing element updates that are accessible, user-friendly, and engaging. Ryan crafts existing conditions and trends reports, land uses alternatives analyses, housing needs assessments, policy documents, and objective design standards for cities and counties throughout the state. Additionally, he constructs and implements community engagement programs, facilitates stakeholder interviews and community workshops, and leads study sessions with decision-makers and advisory groups. Further, Ryan develops available sites inventories, affirmatively furthering fair housing analyses, and implementation programs that are responsive to both State law and local context.

In ten years with Mintier Harnish, Ryan has worked on over a dozen General Plans and an equal number of housing elements. Among other projects, Ryan is currently leading six 6th-cycle housing elements and is drafting Objective Design and Development Standards for SB 35 compliance for several cities. Additionally, Ryan worked on the SJV REAP Housing Study and is on the Mintier Harnish team providing valleywide REAP-funded housing element technical assistance.

Ryan holds a Master's Degree in U.S. Social and Cultural History from California State University, Sacramento, as well as a Bachelor's Degree in U.S. History from the same institution.



#### EDUCATION

**Master of City & Regional Planning,**  
The University of Texas at Arlington

**Bachelor of Arts in Urban Studies,**  
Georgia State University

**Certificate in Development Review,**  
The University of Texas at Arlington

**Certificate in Water Sciences,**  
Georgia State University

#### AFFILIATIONS

American Planning Association,  
Sacramento Valley Section,  
Young & Emerging Planners

International City/County Management  
Association, Municipal Management  
Association of Northern California

#### EXPERIENCE

**Mintier Harnish, Planner**  
**Georgia State University,**  
Researcher, Intern

#### PROJECTS

General Plan Updates for the cities of  
American Canyon, Bakersfield, Fairmead,  
Millbrae, Pleasant Hill, Rohnert Park,  
San Ramon, Solvang, and Ukiah, the  
Town of Los Gatos, and Trinity County,

Housing Element updates for the cities  
of American Canyon, Lompoc, Pleasant  
Hill, St. Helena, Solvang, and Visalia, Del  
Norte County, and Stanislaus County

Zoning Code updates for the cities of  
Kerman and Reedley, the Town of Windsor,  
and Madera County

# CHANCELLOR FELTON

## PLANNER

Chancellor Felton is a Planner with Mintier Harnish. He specializes in community-based design, community engagement, land use planning, development review, green infrastructure and low-impact development, urban design, and GIS. Chancellor has contributed to the general plans of Bakersfield, Los Gatos, Millbrae, Rohnert Park, San Ramon, Trinity County, and Ukiah as well as the housing element updates for American Canyon, Del Norte County, Lompoc, Pleasant Hill, Solvang, and Visalia. Additionally, Chancellor has contributed to the Action Plan of Fairmead and the zoning code updates for the cities of Kerman and Reedley, the Town of Windsor, and Madera County. Chancellor is currently affiliated with the American Planning Association, Sacramento Valley Section where he is a member of the Young and Emerging Planners. He occasionally helps plan events and helps organizations submit their projects for awards and honors for the American Planning Association.

Chancellor received his Master of City and Regional Planning from the University of Texas at Arlington. He published his professional report on green infrastructure and low-impact development for three habitually flooding communities of color in Atlanta, Georgia. While attending the University of Texas at Arlington, he also obtained his Certificate in Development Review. Chancellor graduated from Georgia State University cum laude with his Bachelor of Arts in Urban Studies.



#### EDUCATION

Bachelor of Arts in Urban Studies  
Stanford University

#### AFFILIATIONS

American Planning Association,  
Sacramento Valley Section

#### EXPERIENCE

Mintier Harnish  
Planner

Stanford University,  
Department of Sociology  
Undergraduate Research Assistant

#### PROJECTS

General Plans for the cities of  
American Canyon, Millbrae, Rohnert  
Park, and Ukiah, the Town of Los  
Gatos, and the County of Trinity

6th Cycle Housing Elements for the  
cities of Lompoc, Pleasant Hill, Solvang,  
St. Helena, and Visalia, Del Norte  
County, and the Stanislaus County

Zoning Ordinance Update  
for the City of Reedley

# MATTHEW JUMAMOY

## PLANNER

Matthew is a Planner with Mintier Harnish specializing in general plan and housing element updates and community engagement. For housing element updates, Matthew completes housing needs assessments and constraints analyses, prepares available sites inventories in compliance State law, and assists with the facilitation of HCD review and revisions. Additionally Matthew is critical to the implementation of community engagement programs. He produces accessible and informative project websites, thoughtful surveys, and interactive workshop materials, with an emphasis on engaging hard to reach communities. Matthew is currently drafting housing element updates for the cities of Lompoc, Pleasant Hill, Solvang, and Visalia, and contributing to general plan updates for the cities of American Canyon, Millbrae, Rohnert Park, and Ukiah.

Matthew is an advocate for affordable housing with notable experience promoting accessory dwelling unit expansion in the City of San Jose. He believes in a holistic community-based approach to planning and enjoys working with and learning from community stakeholders of diverse backgrounds. Matthew graduated from Stanford University with a Bachelor of Arts in Urban Studies with a focus on Environmental Sustainability and has an interest in the interrelated nature of transit opportunity, wealth inequality, and environmental sustainability.



#### EDUCATION

**Master of City Planning**  
San Diego State University

**Bachelor of Science in Community  
& Regional Development**  
University of California, Davis

**Minor in Professional Writing**  
University of California, Davis

#### AFFILIATIONS

American Planning Association,  
Sacramento Valley Section

#### EXPERIENCE

**Mintier Harnish**  
Planner

**San Diego Association of  
Governments (SANDAG)**  
Regional Planner

**San Diego Association of  
Governments (SANDAG)**  
Regional Planning Intern

#### PROJECTS

General Plan Update for the cities of  
Millbrae and Solvang, Trinity County

Housing Elements for the Cities of Lompoc,  
St. Helena, and Visalia

# NIKKI ZANCHETTA

## PLANNER

Nikki Zanchetta is a Planner with Mintier Harnish. She specializes in housing policy and planning, community development, community engagement, public policy, regional planning, and land use planning. Prior to working for Mintier Harnish, Nikki was a Regional Planner for the San Diego Association of Governments (SANDAG) where she worked on the 2021 San Diego Regional Plan and standing up the Housing Acceleration Program developed using Regional Early Action Planning (REAP) Grant funding from the state. Her experience includes Sustainable Communities Strategies, interpreting housing policy and law, drafting housing and land use documents, community engagement, and creating regional programs to accelerate the production of affordable housing. Nikki has a strong background in writing both technical and public facing planning documents and emphasizes writing styles that allow complicated planning concepts to be easily understandable by various audiences. As a regional planner at SANDAG she was the lead drafter of the Housing Acceleration Program Strategy for the San Diego region, various sections of the 2021 Regional Plan, and public comment responses regarding the Regional Plan.

Nikki is an advocate of place-based planning strategies and building walkable, bikeable, and sustainable communities. She believes that communities can implement higher density housing to meet housing needs while maintaining unique community character.

Nikki holds a Master's degree in City Planning from San Diego State University where she served as the City Planning Student Association and was the recipient of the 2021 California Planning Foundation San Diego Section Scholarship, the 2021 WTS Paulette Duve Memorial Scholarship, and the 2020 San Diego APA Student Scholarship. Nikki also received a Bachelor's Degree in Community & Regional Development and Minor in Professional Writing from UC Davis.



## **VERONICA TAM, AICP PRINCIPAL**

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

### **RELATED PROJECT EXPERIENCE**

#### **6<sup>th</sup> Cycle Housing Elements**

Bell Gardens	Glendora	San Diego County
Camarillo	Imperial Beach	Santee
Culver City	La Mesa	Simi Valley
El Cajon	Los Angeles County	Thousand Oaks
El Segundo	Port Hueneme	Vista
Escondido	San Clemente	Walnut

#### **5<sup>th</sup> Cycle Housing Elements (60 Jurisdictions)**

Avalon	Glendora	Marina
Buena Park	Gonzales	Monterey County
Chino	Hawthorne	Pomona
Corona	Lawndale	Rancho Santa Margarita
El Cajon	Lomita	San Fernando
Encinitas	Long Beach	Seaside

#### **Consolidated Plans**

Alhambra	Glendora	Santee
Carlsbad	Lancaster	Santa Clarita
Costa Mesa	Long Beach	Simi Valley
El Cajon	Perris	Monterey County
Glendale	Salinas	Orange County

#### **Fair Housing Studies**

Chino	Pasadena	Santa Clarita
Glendale	Perris	Monterey County
Long Beach	Pomona	San Diego County
Palm Springs	Salinas	Ventura County

#### **Special Studies**

- County of San Diego Strategic Plan for 3 Element Updates (Housing, Safety, and Environmental Justice)
- Gateway Cities Council of Governments (GCCOG) Housing Assessment
- Regional Housing Needs Allocation Assistance for the cities of Redondo Beach and South Gate

### **EDUCATION**

MA, Urban Planning, University of California, Los Angeles (337 Charles E Young Dr E, Los Angeles, CA 90095)

BES, Urban and Regional Planning (Economics Minor), University of Waterloo, Canada (200 University Ave W, Waterloo, ON N2L 3G1, Canada)

### **PROFESSIONAL AFFILIATIONS**

American Institute of Certified Planners  
American Planning Association

### **AWARDS**

2016 APACA  
Award of Excellence – Opportunity and Empowerment: 2014-2015 Salinas Housing Initiatives

2016 Northern Section, APACA  
Award of Merit – Public Outreach: 2014-2015 Salinas Housing Initiatives

2016 APACA  
Award of Merit – Best Practice: Fresno Multi-Jurisdictional Housing Element

2016 Central Valley Section, APACA  
Award of Excellence – Best Practice: Fresno Multi-Jurisdictional Housing Element

2014 APACA  
Award of Merit – Hard Won Victories: 2013-2021 El Cajon Housing Element

2014 San Diego Section, APACA  
Comprehensive Planning, Small Jurisdiction: 2013-2021 El Cajon Housing Element

### **Veronica Tam and Associates**

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



**EDUCATION**

Master in Urban and Regional Planning, 2000  
University of California, Irvine

Bachelor in Political Science, 1996  
University of Colorado at Boulder

**SKILLS**

Public Presentations  
Public Outreach  
Database Management

**LORI PARRINGTON  
PLANNER**

Ms. Parrington holds a Master degree in Urban and Regional Planning and has over ten years of planning experience in the public and private sectors.

Ms. Parrington's housing experience includes Housing Elements, Zoning Code updates, residential planning applications, Specific Plan preparation and environmental review.

**VERONICA TAM AND ASSOCIATES**

At VTA, Ms. Parrington contributes to a variety of housing studies as well as environmental clearance requirements for housing-related projects.

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

Bradbury	Petaluma	San Fernando
Marin County	Santa Barbara	San Ramon
	County	

**PRIOR EXPERIENCE**

Prior to joining VTA, Ms. Parrington worked for the following companies/agencies:

**Karen Warner Associates:** Project planner on a variety of 6<sup>th</sup> Cycle Housing Elements in Los Angeles and Orange Counties. Ms. Parrington assisted in developing a format to meet the Affirmatively Furthering Fair Housing requirements by HCD.

**County of Sacramento:** Planner III for the long-range planning division. Ms. Parrington served as the Project Manager for the County General Plan Agricultural, Conservation and Open Space Element updates. Ms. Parrington was also a key staff member for the extensive public outreach campaign for the General Plan update.

**City of Vacaville:** Ms. Parrington served as an Associate Planner and was responsible for the processing of residential, commercial and industrial applications including environmental review, staff report preparation and Planning Commission and City Council presentations.

**Veronica Tam and Associates**

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**EDUCATION**

Master in Urban Planning, 2019  
California State Polytechnic University, Pomona  
(3801 W Temple Ave, Pomona, CA 91768)

Bachelor in Biological Science, 2015  
California State University, Fullerton

**SKILLS**

Spanish Fluency  
Database Management  
ArcGIS

**ALEXIS BUENO CORREA  
PLANNER**

Ms. Bueno Correa holds a Master degree in Urban and Regional Planning with a specialization in community development.

Ms. Bueno Correa is familiar with both qualitative and quantitative methods of research. Her academic research was focused on assessing community change and gentrification due to demographic and housing trends.

**VERONICA TAM AND ASSOCIATES**

At VTA, Ms. Bueno Correa contributes to a variety of housing and community development studies as well as environmental clearance requirements for housing-related projects.

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

Culver City	Marin County	Long Beach
El Centro	San Ramon	Petaluma
Escondido	Santa Barbara County	Thousand Oaks
Oceanside	Santee	Ventura
Imperial Beach	South Gate	

**Fair Housing Studies**

Glendale	Pasadena	San Diego County
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**Consolidated Plans**

Lancaster	Monterey County	Salinas
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**Special Housing Studies**

Gateway Council of Governments Housing Assessment

**PRIOR EXPERIENCE**

Prior to joining VTA, Ms. Bueno Correa worked for the Municipal Water District of Orange County.

**Veronica Tam and Associates**

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

**EDUCATION**

Bachelor in Environmental Studies, 2020  
University of California, Santa Barbara

**JAMIE POWER  
PLANNER**

Ms. Power holds a bachelor's degree in Environmental Studies from the University of California, Santa Barbara. She joined VTA in 2020 and has been assisting with the preparation of various housings studies.

**VERONICA TAM AND ASSOCIATES**

Ms. Power is well versed in using Census and CHAS datasets for housing and demographic analysis. As a planner, Ms. Power contributes to the preparation of a variety of housing studies and reports:

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

Berkeley	El Cajon	San Clemente
Escondido	El Segundo	Santa Barbara County
Gardena	Marin County	Ojai
La Mesa	San Ramon	Los Angeles County
San Diego County	Simi Valley	

**Affirmatively Furthering Fair Housing Analysis**

Chula Vista	Jurupa Valley	Culver City
Rolling Hills Estates	Pasadena	Long Beach

**Consolidated Plans and Annual Reports**

Lancaster

**PRIOR EXPERIENCE**

Prior to joining VTA, Ms. Power worked at Rincon Consultants as an environmental planner. Ms. Power worked on various planning reports including Environmental Impact Reports, air quality and compliance analyses, and technical noise studies.

**Veronica Tam and Associates**

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

# **Appendix B**

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Debarment and Suspension Notification Form

TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29  
DEBARMENT AND SUSPENSION CERTIFICATION

The Consultant, under penalty of perjury, certifies that, except as noted below, he/she or any person associated therewith in the capacity of owner, partner, director, officer, manager:

Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;

has not been suspended debarred, voluntarily excluded or determined ineligible by any federal agency within the past 3 years;

does not have a proposed debarment pending; and

has not been indicated, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

For any exception noted above, indicate below to whom it applies, initiating agency, and dates of actions.

Rincon Consultants, Inc.

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Consultant

September 23, 2022

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Date

# Appendix C

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Workers' Compensation Insurance



CERTIFICATION CONCERNING WORKERS'

COMPENSATION INSURANCE

STATE OF CALIFORNIA )

)

COUNTY OF TULARE )

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this Contract.

Date September 23, 2022

Rincon Consultants, Inc.

CONTRACTOR



## Office Locations

- |  |   |   |
|--|---|---|
| <p>● <b>Carlsbad</b><br/>2215 Faraday Avenue<br/>Suite A<br/>Carlsbad, California 92008<br/>760-918-9444</p>                     | <p>● <b>Oakland</b><br/>449 15<sup>th</sup> Street<br/>Suite 303<br/>Oakland, California 94612<br/>510-834-4455</p> | <p>● <b>San José</b><br/>99 South Almaden Boulevard<br/>San Jose, California 95113<br/>408-577-3008</p>                     |
| <p>● <b>Fresno</b><br/>7080 North Whitney Avenue<br/>Suite 101<br/>Fresno, California 93720<br/>559-228-9925</p>                 | <p>● <b>Redlands</b><br/>1980 Orange Tree Lane<br/>Suite 105<br/>Redlands, California 92374<br/>909-253-0705</p>    | <p>● <b>San Luis Obispo</b><br/>1530 Monterey Street<br/>Suite D<br/>San Luis Obispo, California 93401<br/>805-547-0900</p> |
| <p>● <b>Los Angeles</b><br/>250 East 1<sup>st</sup> Street<br/>Suite 1400<br/>Los Angeles, California 90012<br/>213-788-4842</p> | <p>● <b>Sacramento</b><br/>4825 J Street<br/>Suite 200<br/>Sacramento, California 95819<br/>916-706-1374</p>        | <p>● <b>Santa Barbara</b><br/>209 East Victoria Street<br/>Santa Barbara, California 93101<br/>805-319-4092</p>             |
| <p>● <b>Monterey</b><br/>2511 Garden Road<br/>Suite C-250<br/>Monterey, California 93940<br/>831-333-0310</p>                    | <p>● <b>San Diego</b><br/>8825 Aero Drive<br/>Suite 120<br/>San Diego, California 92123<br/>760-918-9444</p>        | <p>● <b>Ventura (headquarters)</b><br/>180 North Ashwood Avenue<br/>Ventura, California 93003<br/>805-644-4455</p>          |